

**PRELIMINARY ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET
CITY OF CLEARWATER, FLORIDA**

2023/2024



CITY OF CLEARWATER, FLORIDA

2023 – 2024 Preliminary Annual Operating
and Capital Improvement Budget



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Mayor

DAVID ALLBRITTON
Councilmember

KATHLEEN BECKMAN
Councilmember

MARK BUNKER
Councilmember

LINA TEIXEIRA
Councilmember

JENNIFER POIRRIER
City Manager

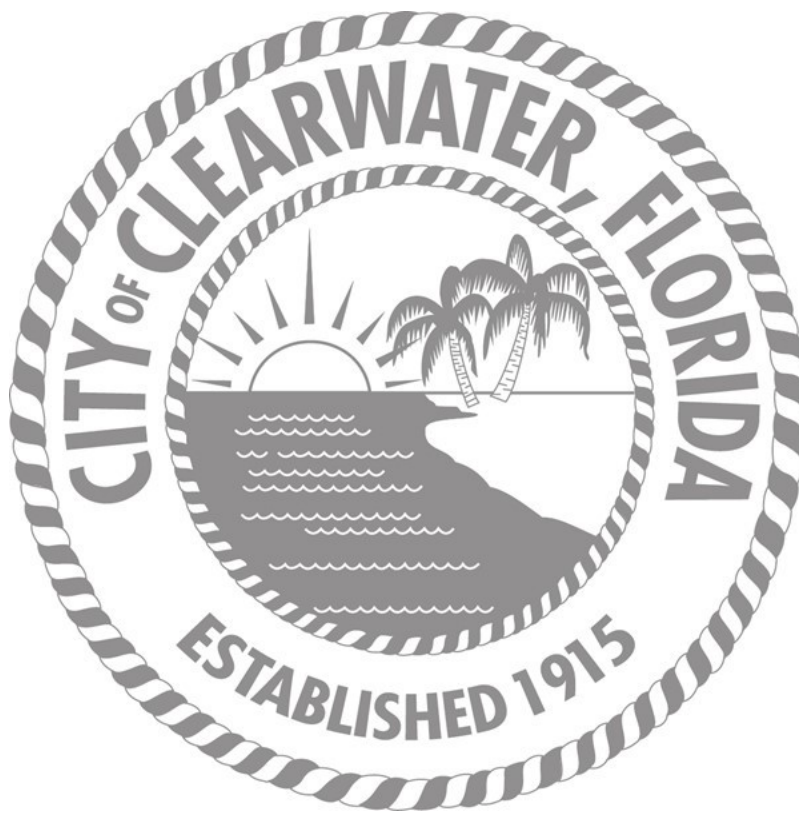


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CITY MANAGER

June 30, 2023

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 2023/24. The budget for 2023/24 is \$724,184,306 for citywide services and capital contributions, an increase of \$60.8 million across all city operations in comparison to the amended fiscal year 2022/23 budget. The General Fund budget reflects expenditures of \$199,458,520, an increase of 8% from the 2022/23 amended budget of \$184,419,750. A millage rate of 5.8850 mills, is proposed to fund General Fund expenditures in this budget, the same rate as the current year.

Over the last year we have focused on creating our strategic plan and priorities while maneuvering through another year of transition, most notably the swearing in of a new Mayor, the transition to a new city manager, and hiring several key leadership positions. I want to commend both the City Council and staff for keeping a positive momentum and remaining steadfast in our strategic plan and carrying out our mission. This year has been particularly remarkable, as we are guided by a new Strategic Plan that will ensure the alignment of public priorities and optimize the allocation of City resources. Through open communication and collaboration, we will foster a culture of shared ownership, empowering individuals and teams to contribute to our collective success. Our adopted Strategic Plan will serve as a compass providing clear direction and a shared vision of Clearwater's future through five key priority areas. These icons, listed below, were created to represent each priority area and will be used throughout the budget document as a quick reference.



The proposed budget reflects continued attention on financial responsibility to carry out our strategic priorities of being a high performing government and offering superior public service while also responsibly allocating our property value growth. In developing this budget, staff met with City Council in a special meeting in March to approve our Strategic Plan, establish a priority list, and review our revenue analysis model. This once again reminds us to remain attentive to reserve balance levels and the effects our priority projects have on future millage rates.

In developing the proposed budget, staff has again reviewed service operations to carefully balance adjustments in staffing and resources to ensure future financial stability. We have carefully considered the need for additional resources in order to carry out our strategic priorities and objectives for new initiatives such as Coachman Park and the new North Greenwood Community Redevelopment Area (CRA). These examples are direct adds to both our staffing and operating costs. As a result of our strategy session the proposed budget provides a focus on maintaining and, where appropriate, replacing aging buildings and

infrastructure such as a new city hall, public works complex, and major road projects. This budget seeks to establish a responsible expenditure plan that supports the City Council's strategic priorities which will result in increases to operating costs.

In order to meet our priorities and objectives, a total of 21.4 new FTE positions were included for fiscal year 2023/24, offset by 6.5 positions being repurposed from other functions within the city for a net increase of 14.9 FTEs. I plan to continue a focus on reviewing existing positions for reallocation, recognizing the opportunity to rethink which functions are most important and staff them accordingly.

The final substantial impact in this budget relates to employee wages. At a special budget meeting held last May, staff discussed changes in the labor market that are affecting our ability to hire and retain staff. The 2022/23 budget included wage adjustments made as a result of an in-house study and funding to hire consultants to begin a complete classification and compensation study which is currently in process. The impacts of the nationwide labor shortage creates challenges to our priority of being a high performing government that provides superior public service. Staff remains committed to finding solutions to improve wage strategies, benefit offerings, and employee well-being that will help us attract and retain top-quality personnel. Due to the results of this study being expected later this year, budgetary impacts are currently unknown. Our goal is to present results to Council for approval this fall and implement changes in January which may require an amendment to the fiscal year 2023/24 proposed budget.

In the next fiscal year, all departments will be required to manage "salary savings" in an effort to contain costs and address the high turnover rate. Full-time salaries and pension costs are budgeted at a 98% of projected total. Similarly, all vacant positions were budgeted at 95% of projected total cost. This provides a budgetary savings of approximately \$3.0 million across all operating funds, with the General Fund representing \$2.0 million of that total.

With respect to revenues, the City continues to recognize stable and, in some cases, increasing revenue streams. Property (ad valorem) taxes saw substantial value growth again this year due to the high demand for local real estate. However, spiking operating expenses and capital construction costs continue to outpace revenue growth. These increases, and related supply chain delays, are straining our resources and impacting our ability to be responsive to daily operational demands. City staff remain focused on overcoming these issues by thinking outside the box for solutions to improve operating and staffing efficiencies. This is an exciting time for Clearwater as we embrace opportunities for innovation while continuing to provide a high quality of life for our residents.

Award for Distinguished Budget

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, annually recognizes budgets that meet certain rigorous standards. GFOA has awarded the City of Clearwater this recognition for each of the past 37 years. In order to receive the budget award, a government must publish a budget document that meets program criteria as a policy document, a financial plan, an operations guide, and a communications device.

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

Public Process

The proposed budget will be formally presented to the City Council at the work session on July 17, 2023, and at the City Council meeting on July 20, 2023, at which time the City Council will set the tentative millage rate. A special budget work session will be held on August 7, 2023, to provide the City Council an opportunity to fully discuss the proposed budget and capital plan with staff present.

The first public hearing on the tentative millage rate, and operating and capital budgets is planned for the evening of September 6, 2023, at 6:00 pm. The second and final public hearing to adopt the millage rate and budget is scheduled for September 21, 2023, at 6:00 pm. The budget agenda and all pertinent documents will be available to citizens in advance on the City's website.

As we look ahead, the fiscal year 2023/24 budget represents opportunities for another transformative year for the City of Clearwater. It is with great enthusiasm that we reflect on recent milestones and notable progress which have been years in the making. This includes the opening of the completely transformed downtown waterfront and Coachman Park and the completion of a new Strategic Plan which will guide decision making for operations and capital projects the next few years. It is our goal to build on this momentum for the future. While we continue to face difficult decisions, I am confident that by focusing on communication and collaboration with City Council and our residents we can have a significant impact on Clearwater's long-term future. I look forward to a year of partnership and productive dialogue in 2023/24.

Respectfully submitted,

A handwritten signature in cursive script that reads "Jennifer Poirrier".

Jennifer Poirrier
City Manager

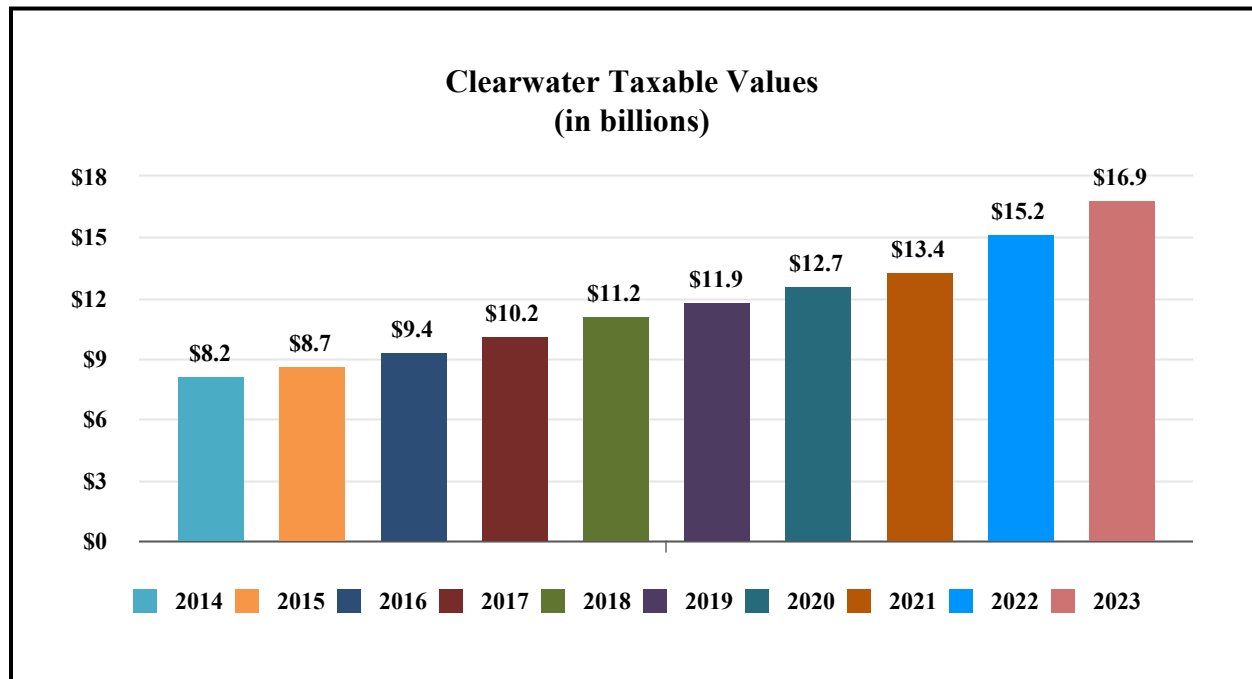
Executive Summary

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

Taxable Values

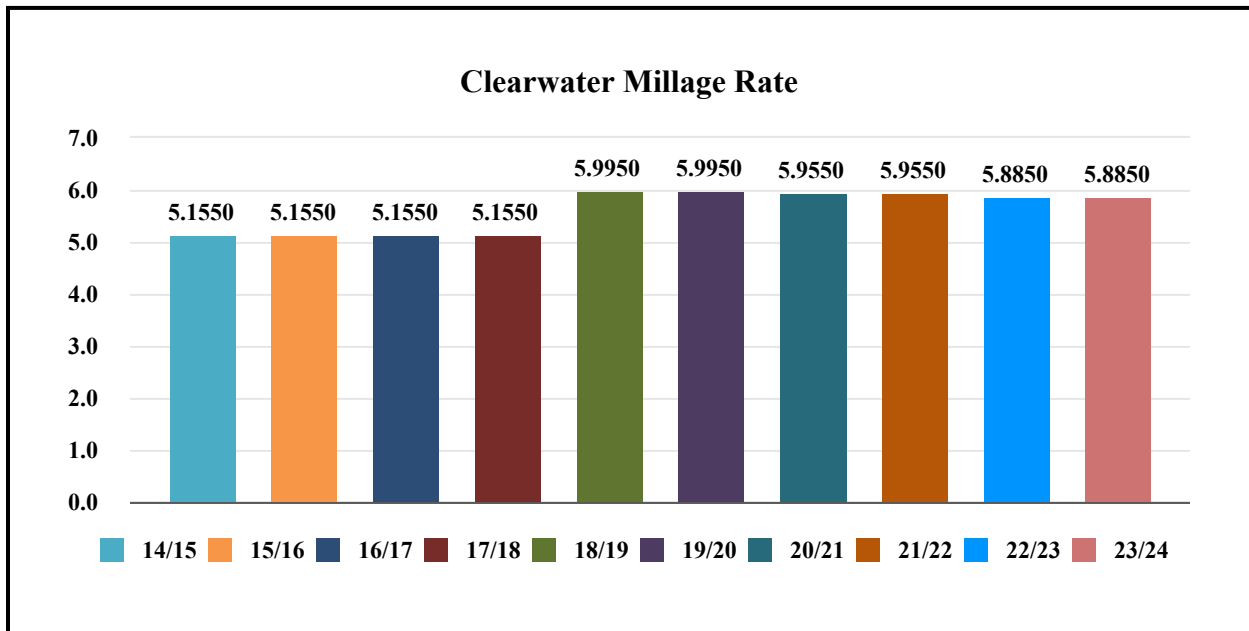
Taxable property values for 2023 have increased by approximately 11.1%, from \$15.2 billion to \$16.9 billion, including new construction. The bulk of this increase (\$1.6 billion) is related to increases in current values, while the value of new construction and annexations totals \$107.4 million. Taxable values have experienced another year of considerable growth due to the real estate market in the Tampa Bay area. Clearwater residents that qualify for homestead will recognize the Save Our Homes cap which limits the increase in assessed value to a cap of 3%, well below the actual growth in the real estate market.

City of Clearwater Taxable Values			
2023 Taxable Value	\$	16,854,290,619	
2022 Taxable Value		15,172,390,626	
Net Increase	\$	1,681,899,993	11.1%
<u>Analysis of Taxable Value Increase:</u>			
Increase in Current Values	\$	1,574,503,153	
New Construction and Annexations		107,396,840	
Total Increase in Taxable Value	\$	1,681,899,993	



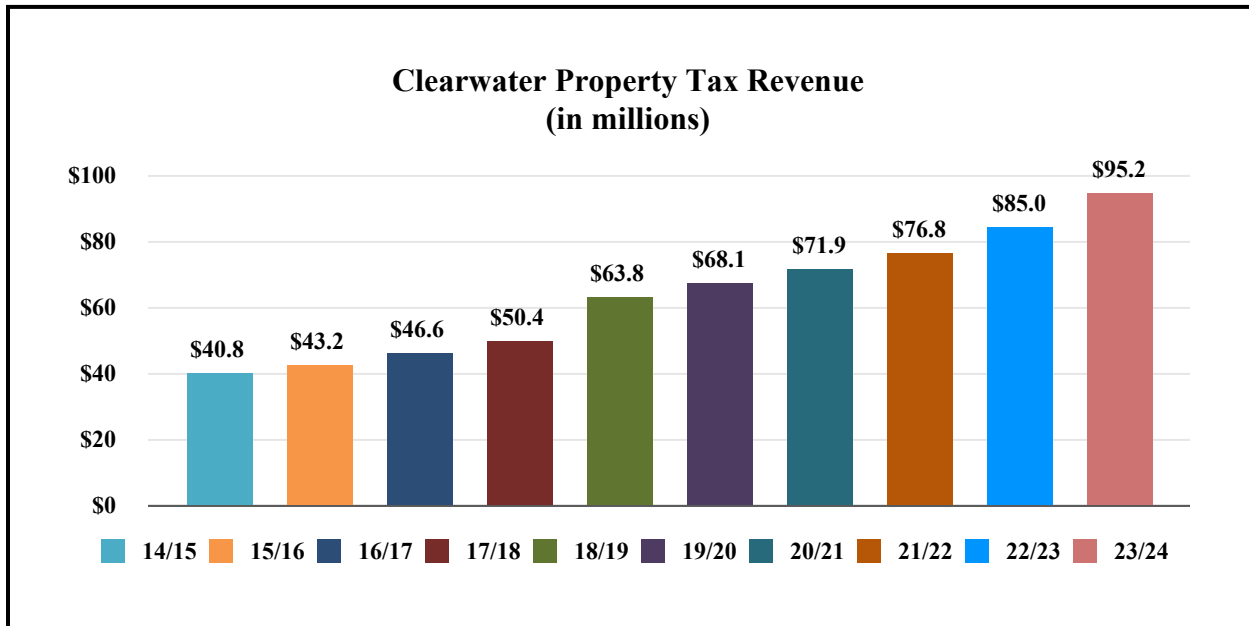
City Millage Rate

The following table provides ten years of history of the City's millage rate. This budget proposes a millage rate of 5.8850 mills for fiscal year 2023/24, the same rate levied in the current year.



Property Tax Revenue

The property tax millage rate of 5.8850 mills will generate approximately \$95.2 million in fiscal year 2023/24. Property tax revenues that support General Fund operations are budgeted at \$90.7 million, an increase of approximately \$9.7 million, or 12%, from the amended 2022/23 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 \$4.5 million in 2023/24, an increase of \$486,160.



Change in Full-time Equivalent (FTE)

Total full-time equivalent (FTE) positions for 2023/24 are budgeted at 1,891.9 FTEs for all City operations, a net increase of 14.9 FTEs from the 2022/23 amended budget. In the General Fund, this represents a net increase of 14.9 for a total of 1,167.8 FTEs. All other funds total 724.1 FTEs, the same as the current amended budget.

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

Employee Wages

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

The current contract for the International Association of Fire Fighters (IAFF) bargaining unit was approved in January 2022, for three years expiring on September 30, 2024. The proposed budget includes general wage increases of \$2,200 for all members and merit increases of \$1,800 for eligible members.

The most recent contract for the Communications Workers of America (CWA) union expires September 30, 2023. Negotiations with city leadership are underway, anticipated to be completed over the summer.

The City, in partnership with Evergreen Solutions, LLC, is currently in the process of completing a salary and benefits study for all employee classes in an effort to improve our compensation strategy. With results of the study not expected until later this calendar year, the cost of adjustments are not available in time for the start of the fiscal year 2023/24 budget. For all permanent employees not included in approved union contracts, general wage increases of 7% were included in the proposed budget for fiscal year 2023/24. This rate is budgeted to address issues with our existing pay plan in an effort to soften the impact of adjustments that will result from the completed study.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2023, indicates that a minimum required City contribution of \$13.5 million, 13.4% of total covered payroll, is required for fiscal year 2023/24. This is an increase of approximately \$751,000 from the City's fiscal year 2022/23 required final contribution of \$12.8 million. This final amount for 2022/23 reflects an increase of \$1.1 million over the original required contribution (\$11.7 million) due to benefit increases for Fire and non-public safety employees approved last year.

The plan's credit balance, which reflects actual contributions in-excess of actuarial required contributions in prior years, increased from \$33.8 million to \$35.6 million during calendar 2022, primarily due to interest earned on the credit balance. This credit balance is available to subsidize volatile employer contribution requirements during future investment market downturns.

Due to negotiated differences in pension benefits, the actuary provides separate contribution rates for non-hazardous and hazardous employees. The proposed budget plans for a contribution rate of 7.26% for non-hazardous and 21.89% of hazardous covered payroll in fiscal year 2023/24, as provided in the actuary's valuation. This compares to 6.46% and 20.90%, respectively, for the current fiscal year prior to the benefit increases.

Medical Benefit Costs

For fiscal year 2023/24, the cost of medical care for employees is budgeted at \$23.5 million across all City operations; this includes an estimated 5.3% 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 \$14.6 million, an increase of \$838,480, or 6%, over the current budget. Total cost for health insurance, to include coverage of dependents and retirees is estimated at \$25 million, which is budgeted in the Central Insurance Fund. Revenues from payroll and pension deductions are budgeted to offset this expense.

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

Another effort to control medical insurance costs is the operation of the Employee Health Center (EHC), which will recognize its 13th anniversary in July 2023. 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.

Property and Liability Insurance

The City's budget for property and liability risks for fiscal year 2023/24 is estimated at \$8.3 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 (2021/22) adjusted for market changes. The total allocated to departments for fiscal year 2023/24 is \$7.3 million, a 25% increase from the 2022/23 allocation of \$5.8 million. The allocation charged to the General Fund is \$3.3 million, a 30% increase from fiscal year 2022/23. The budgeted amount provides for insurance coverage on all City properties individually as well as \$75.0 million of coverage for multiple-property damage caused by a named storm; boiler and machinery coverage; terrorism coverage; various specialty policies; a package insurance policy consisting of coverage for automobile liability, commercial general liability, public official liability, emergency medical services, professional liability and crime & law enforcement activities. The City's self-insured retention per claim is \$100,000 for property losses and \$500,000 for liability.

Worker's Compensation

The City's budget for worker's compensation in fiscal year 2023/24, is estimated at \$2.1 million in the Central Insurance Fund. The method of allocating worker's compensation costs across all city departments is based upon actual activity (claims) paid in the prior fiscal year (2021/22) adjusted for market changes. The total allocated to departments for fiscal year 2023/24 is \$2.3 million, an increase of 13% from the 2022/23 allocation of \$2.1 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 \$1.7 million, an increase of 14% from fiscal year 2022/23. 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.

Based upon the amended fiscal year 2022/23 General Fund budget, the City will maintain a General Fund unassigned reserve balance estimated at \$56.9 million, which is 28.5% of the fiscal year 2023/24 proposed operating budget. The ending unassigned reserve balance, in excess of the reserve requirement, is estimated to be approximately \$40 million, or 20% of the proposed 2023/24 budget.

General Fund Expenditures

General Fund expenditures for the fiscal year 2023/24 budget are estimated at \$199,458,520; an increase of approximately 8% from the 2022/23 amended budget.

Personnel costs reflect a net increase of 9% across all operations in comparison to the amended fiscal year 2022/23 budget. These costs include the contractually negotiated union increases for fiscal year 2023/24 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. Also included for fiscal year 2023/24 are estimated general wage increases of 7% for all employees not included in approved union contracts. This increase in overall personnel costs is primarily related to the costs associated with wage adjustments, and increases anticipated for medical insurance. The budget for personnel costs are approximately 61% of total General Fund expenditures.

Operating costs are estimated at \$32.6 million for fiscal year 2023/24, a 12% increase from the amended 2022/23 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/grants, which total \$1,087,200. This includes funding of \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement; \$300,000 for homeless initiatives; \$150,000 to support the Clearwater Ferry; \$91,000 for special event contributions; Council's social support budget of \$70,000; \$25,000 to support the Clearwater Historical Society; \$16,600 to support the Clearwater Lawn Bowl and Shuffleboard Club; \$10,000 for the Clearwater Arts Alliance; and \$5,200 for Parks support of Clearwater for Youth. Fiscal year 2023/24 operating costs include the first full year of operating costs to support the programming and maintenance of the newly reopened Coachman Park.

Internal service costs are budgeted at \$22.5 million, a net increase of 1% for fiscal year 2023/24 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.

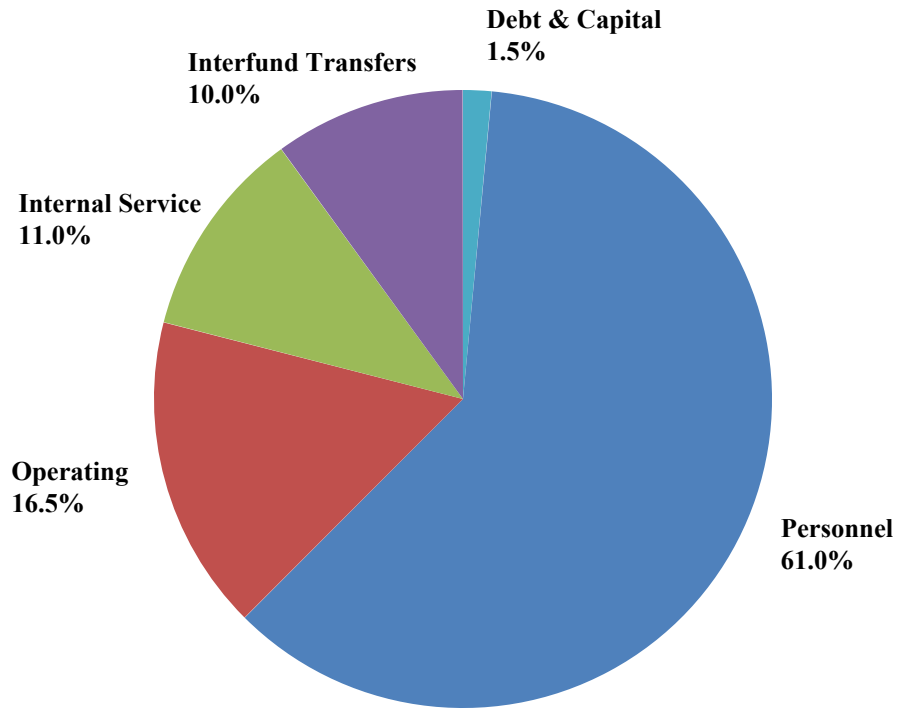
Interfund transfers in the General Fund are budgeted at \$20.3 million, an increase of 6% from the fiscal year 2022/23 amended budget. Of this total, transfers to fund planned capital projects are budgeted at \$16.5 million, and funding for special programs totals \$575,880. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a \$3.2 million for fiscal year 2023/24.

Debt service costs are budgeted at \$2.5 million, an 8% increase from the amended fiscal year 2022/23 budget. This includes debt costs estimated at \$1.8 million for Imagine Clearwater's non-ad valorem revenue bonds due in fiscal year 2023/24. Other debt costs are budgeted for payments of new vehicles and equipment added to the City's fleet, fire engines/rescues, and police patrol vehicles estimated at \$683,547.

Capital costs are budgeted at \$812,380 for fiscal year 2023/24. This reflects a 10% increase from amended fiscal year 2022/23 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases in other General Fund departments.

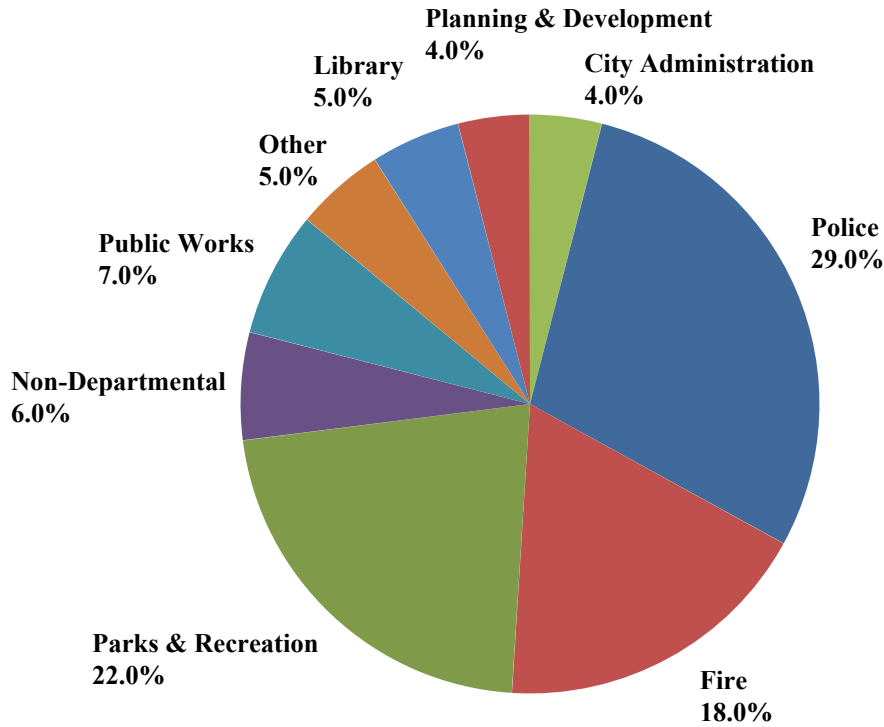
The tables and graphics provided on the following pages provide insight as to budget impacts by department and by major General Fund category.

General Fund Expenditures by Category



Category	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Personnel	\$98,391,031	\$103,985,500	\$110,867,543	\$120,756,374	9%
Operating	23,267,462	26,224,666	29,086,706	32,558,843	12%
Internal Service	18,066,920	18,313,130	22,233,412	22,543,666	1%
Interfund Transfers	12,080,398	53,461,546	19,183,925	20,281,780	6%
Debt Service	861,910	851,931	2,311,584	2,505,477	8%
Capital	1,748,110	780,405	736,580	812,380	10%
Total Operating Budget	\$154,415,831	\$203,617,178	\$184,419,750	\$199,458,520	8%

General Fund Expenditures by Department



Department	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Police	\$47,290,564	\$50,254,919	\$53,505,918	\$56,780,344	6%
Fire	30,480,437	31,687,566	33,798,143	35,243,722	4%
Parks and Recreation	31,311,192	37,206,825	39,337,937	44,790,781	14%
Non-Departmental	9,600,248	45,649,351	12,476,346	12,725,240	2%
Public Works (3)	8,257,737	8,492,000	11,780,468	14,559,025	24%
Library	8,000,965	8,416,841	9,445,675	9,110,053	(4)%
Planning & Development Svc	6,458,802	7,457,846	7,605,355	8,577,878	13%
City Administration (1)	5,392,105	6,031,486	7,357,274	7,994,963	9%
Finance (2)	2,637,861	2,800,310	2,938,832	3,142,043	7%
Economic Development (2)	1,829,014	2,042,554	1,954,501	2,146,301	10%
Human Resources (2)	1,562,180	1,904,855	2,233,506	2,181,218	(2)%
Public Communications (2)	1,196,256	1,274,555	1,573,275	1,761,372	12%
Public Util. Facility Maint (2)	398,470	398,070	412,520	445,580	8%
Total Operating Budget	\$154,415,831	\$203,617,178	\$184,419,750	\$199,458,520	8%

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

General Fund Revenues

Ad Valorem tax revenues represent 45% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$90.7 million, up from \$81.0 million received in fiscal year 2022/23. This increase will provide an additional \$9.7 million to the General Fund, which is approximately a 12% increase due to growth in taxable property values.

Utility tax revenues represent approximately 9% of the General Fund's total revenue. Utility taxes collected on power and utility services are anticipated to be \$18.7 million reflecting a 4% increase from the 2022/23 amended budget. This revenue source has shown consistent growth with increases averaging 4% over the prior five fiscal years.

The category of Local Option, Fuel and Other Tax revenues represents approximately 3.0% of total General Fund revenue. This category includes business tax revenues, budgeted at \$2.1 million, and communication services tax revenues budgeted at \$4.2 million for fiscal year 2023/24. Total revenues in this category are estimated at \$6.3 million, reflecting a 2% decrease in comparison to the amended 2022/23 budget.

The Franchise Fee revenues category represent franchise fees collected on electric and gas utilities in Clearwater. Although these revenues fluctuate, primarily due to energy conservation and weather patterns, they have remained stable for the past few years. Budgeted revenues for fiscal year 2023/24 are projected at \$11.2 million, this is a 2% increase from the fiscal year 2022/23 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 which has remained a consistent revenue stream due to increased construction/building activity in the last few years. Revenues in this category are estimated at \$3.9 million, a 1% increase over fiscal year 2022/23 amended revenues.

Intergovernmental revenues are received from federal, state, or local governments, and account for \$29.9 million, or 15% of General Fund revenue. This category reflects a 4% increase in comparison to fiscal year 2022/23 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 2023/24, revenues are projected at \$10.4 million for sales tax; \$4.8 million for state revenue sharing; county fire and EMS revenues are estimated at \$10.0 million; state public safety pension revenues are estimated at \$2.1 million; and Pinellas County library cooperative revenues are projected at \$1.0 million.

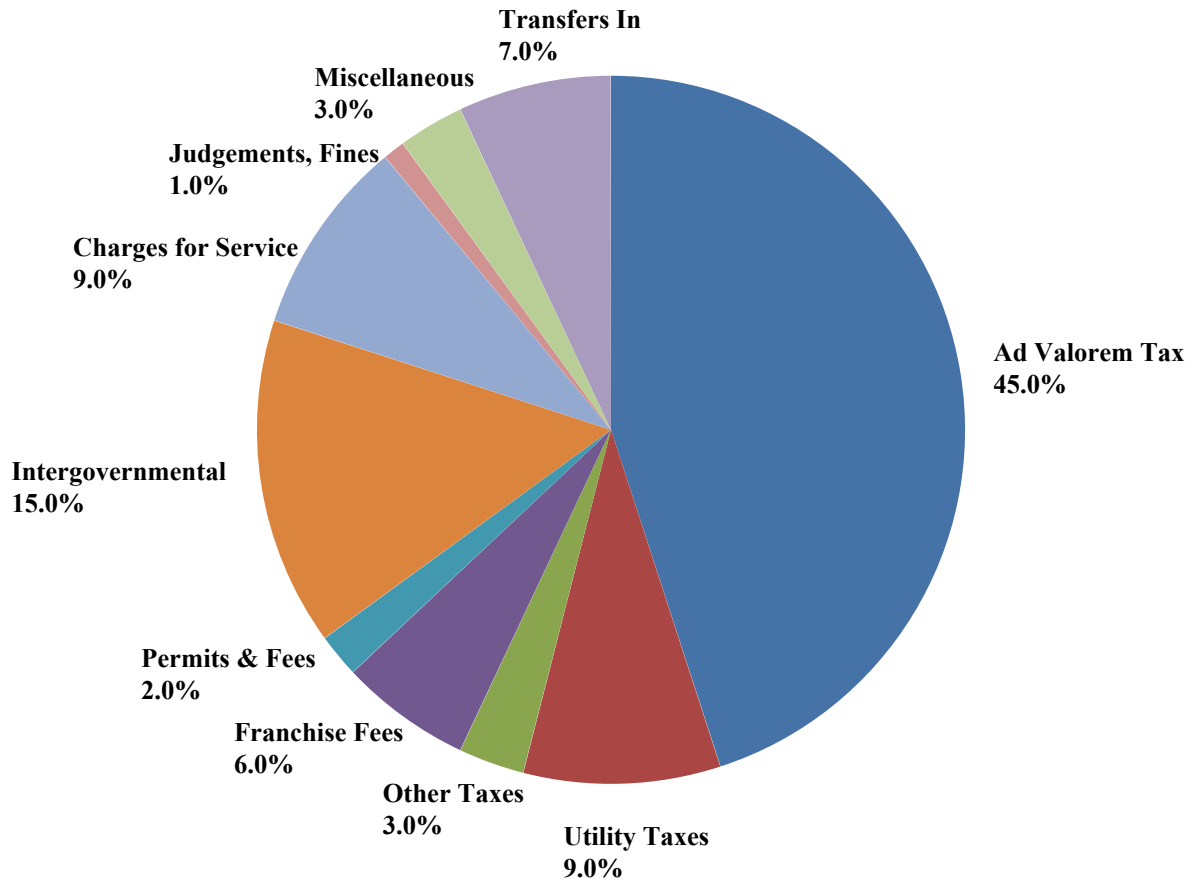
The category of revenue recognized as Charges for City Services accounts for approximately \$17.4 million and represents 9% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning 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 Public Works/Engineering. This category of revenues is budgeted at a 1% increase from the amended fiscal year 2022/23 budget. This category also includes a charge of \$750,000 to the parking fund to allocate a portion of parking fees collected at Clearwater Beach to fund offset the cost of Police Officers added in response to the development and tourism growth on Clearwater Beach.

The Transfers In category of revenues represents funding from most of the Enterprise operations which pay the General Fund a "payment in lieu of taxes" (PILOT) by City Council policy, and reimbursements to the General Fund for administration of special programs (federal housing grants) and the Community Redevelopment Agency (CRA) administrative staff. The combined receipts provided by transfers to the

General Fund from other funds are approximately \$13.3 million, representing 7% of total General Fund revenues. These revenue sources reflect a 7% increase from fiscal year 2022/23 amended revenues.

Other smaller General Fund revenue sources include the revenue categories of Judgments, Fines and Forfeits and Miscellaneous revenues. Together, these sources represent approximately 4% of General Fund revenues. Major revenues in the judgments and fines category include the City's portion of court fines, which are estimated at \$525,000 and red-light camera fines revenues estimated at \$500,000 for fiscal year 2023/24. In the miscellaneous revenue category, major revenues include an estimate of \$2.2 million in interest earnings; \$2.2 million in revenues for rental agreements on Clearwater Beach; and new in fiscal year 2023/24, \$1.2 million in revenues anticipated from ticket sales at The Sound performance venue at Coachman Park.

GENERAL FUND REVENUES



Revenue Source	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Ad Valorem Taxes	\$69,606,903	\$73,183,836	\$80,964,710	\$90,683,430	12%
Utility Taxes	17,380,000	17,750,000	17,890,000	18,655,000	4%
Local Opt, Fuel & Other Taxes	6,080,000	6,155,000	6,430,000	6,300,000	(2)%
Franchise Fees	10,264,770	11,270,000	11,000,000	11,220,000	2%
Other Permits & Fees	3,734,000	4,278,500	3,908,500	3,934,500	1%
Intergovernmental	25,162,103	28,399,234	28,768,720	29,859,340	4%
Charges for Service	15,410,380	16,199,810	17,218,270	17,368,355	1%
Judgments, Fines, & Forfeits	1,624,000	1,429,000	1,439,000	1,384,000	(4)%
Miscellaneous	2,793,956	4,474,726	3,512,758	6,718,020	91%
Transfers In	12,265,809	33,609,036	12,497,802	13,335,875	7%
Total Annual Revenue	\$164,321,921	\$196,749,142	\$183,629,760	\$199,458,520	9%
Transfer (to) from surplus	(9,906,090)	6,868,036	789,990	—	
Total Revenues	\$154,415,831	\$203,617,178	\$184,419,750	\$199,458,520	8%

Utility Funds

Fund	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Water & Sewer	\$102,289,480	\$110,251,710	\$100,828,010	\$114,894,840	14%
Gas	47,002,907	55,638,915	59,832,340	53,733,140	(10%)
Solid Waste & Recycling	25,703,731	28,044,120	29,137,980	36,353,830	25%
Stormwater	16,706,320	24,042,640	16,791,710	17,685,150	5%
Total	\$191,702,438	\$217,977,385	\$206,590,040	\$222,666,960	8%

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of \$114.9 million for fiscal year 2023/24, a 14% increase from the 2022/23 amended budget, primarily due to increased transfers to the capital improvement fund. Operating revenues are budgeted at \$111.1 million, which will result in a use of approximately \$3.8 million of fund reserves. This use of reserves, which is estimated to decrease fund equity by 3% in fiscal year 2023/24, is planned in the rate analysis and approved rate structure to provide funding for capital infrastructure needs. The Public Utilities department is staffed with 198.0 FTEs, the same level of staffing as fiscal year 2022/23.

A water and sewer rate study was completed by the outside consultant, Stantec, in July 2022. Based upon this rate study, 3% annual increases are planned. This rate structure was approved by the City Council in September 2022, with annual 3% increases effective each October 1, through fiscal year 2027.

Gas

Estimated Gas Fund expenditures are \$53.7 million for fiscal year 2023/24, which reflects a decrease of 10% from the current year amended budget due to decreased gas commodity prices and transfers to the capital improvement fund. Operating revenues are budgeted at \$52.1 million for fiscal year 2023/24, which will result in the use of approximately \$1.6 million of fund reserves. This use of reserves, which is estimated to decrease fund equity by 87% in fiscal year 2023/24, is planned in the approved rate structure to provide funding for capital infrastructure needs. The Clearwater Gas department is staffed with 97.0 FTEs, the same level of staffing as fiscal year 2022/23.

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. A new rate study is underway with completion estimated this summer.

Solid Waste and Recycling

The Solid Waste and Recycling Fund operating budget is estimated at \$36.4 million for fiscal year 2023/24. This is a 23% increase from the current year's amended budget due to increased transfers to capital projects. Budgeted revenues are estimated at \$32.0 million, which will result in the use of \$4.4 million, or 15% of fund reserves. This use of fund equity is planned in the approved rate structure to provide funding for capital infrastructure (facility rebuild). The Solid Waste and Recycling operations are staffed with 131.8 FTEs, an increase of 0.3 FTE from 2022/23. Changes in FTEs are described at the end of this section on page 22.

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. A new rate study is expected to be completed during fiscal year 2023/24.

Stormwater

Stormwater expenditures are budgeted at \$17.7 million for fiscal year 2023/24, a 5% increase from the 2022/23 budget. Operating revenues are budgeted at \$18.7 million in fiscal year 2023/24 which will result in an increase \$1.0 million, or 3% to fund reserves. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The Stormwater Fund reflects a staffing level of 51 full-time equivalent positions, the same level of staffing as fiscal year 2022/23.

A stormwater rate study was completed by the outside consultant, Stantec, in July 2022. Based upon this rate study, 1.75% annual increases are necessary through the planning period. This new rate structure was approved by the City Council in September 2022, with annual 1.75% increases effective each October 1, through fiscal year 2027.

Other Enterprise Funds

Fund	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Marine Fund	\$5,269,120	\$7,073,810	\$7,038,640	\$7,007,270	—%
Airpark Fund	360,770	333,690	773,990	173,760	(78%)
Harbor Marina Fund	866,930	909,680	1,003,610	1,130,850	13%
Parking Fund	6,696,343	8,352,932	18,867,130	22,486,780	19%
Total	\$13,193,163	\$16,670,112	\$27,683,370	\$30,798,660	11%

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately \$7.0 million in fiscal 2023/24, a slight decrease from fiscal year 2022/23. Operating revenues are budgeted at \$6.4 million which, will result in the use of approximately \$565,340 of fund reserves. This use of reserves, which will reduce fund equity by approximately 13% in fiscal year 2023/24, is planned to provide funding for construction of the Beach Marina Upgrade project planned to break ground late 2023. Capital projects for the Marine Fund continue to support the needed infrastructure maintenance of the docks, fuel system, and other Beach Marina facilities, keeping them safe and functional for all users. Marine operations are supported by 18.8 full-time equivalent positions, an increase of 0.3 FTEs from fiscal year 2022/23. Changes in FTEs are described at the end of this section on page 23.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of \$173,760 for fiscal year 2023/24, a 78% decrease from the amended 2022/23 budget due to staffing changes as the result of the new operating agreement and increased capital transfers amended in fiscal year 2022/23. Operating revenues are budgeted at \$279,000, which will result in the contribution of approximately \$105,240 to fund reserves. This contribution to fund reserves, which increases fund equity by 39% is planned to provide future funding for capital projects required at the Airpark. The fund is supported by 0.3 full-time equivalent positions, a decrease of 2.6 from fiscal year 2022/23. Due to the new operating agreement, staffing allocated to the Airpark represents administration support for management of the operating agreement. Changes in FTEs are described at the end of this section on page 23.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is \$1.1 million for fiscal year 2023/24, a 13% increase from the 2022/23 amended budget. Operating revenues are anticipated at \$1.1 million, which will result in a small increase (approximately \$5,650) to fund reserves. The fund is supported by 10.4 full-time equivalent positions, an increase of 1.3 from fiscal year 2022/23. Changes in FTEs are described at the end of this section on page 23.

Parking

The Parking Fund operating budget for fiscal 2023/24 reflects anticipated expenditures of \$22.5 million, an increase of 19% from the 2022/23 amended budget. Operating revenues are anticipated at \$11.7 million, which will result in the use of approximately \$10.8 million of fund reserves. This use of reserves, which will reduce fund equity by 39%, is planned to fund the construction of a new parking garage in downtown Clearwater. Staffing levels in the Parking Fund reflect 45.6 full-time equivalent positions, the same level of staffing as fiscal year 2022/23.

Internal Service Funds

Fund	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Administrative Services	\$13,254,670	\$15,025,984	\$16,069,230	\$17,260,770	7%
General Services	6,162,380	6,146,260	6,462,980	7,306,030	13%
Garage Fund	18,916,190	17,595,180	19,470,400	19,602,010	1%
Central Insurance Fund	30,470,970	32,285,530	35,752,330	38,473,130	8%
Total	\$68,804,210	\$71,052,954	\$77,754,940	\$82,641,940	6%

Administrative Services Fund

The Administrative Services Fund budget is approximately \$17.3 million in fiscal year 2023/24, an increase of 7% from the 2022/23 amended budget. Revenues from department chargebacks are budgeted at \$17.4 million, which will result in an increase of \$137,630, or 2%, to fund reserves. This allocation to reserves is planned to restore the fund balance drawn down to fund the telephone system replacement. The Administrative Services Fund, which supports Information Technology, Utility Customer Service, and the City's Courier, is staffed by 79.8 full-time equivalent positions, a decrease of one FTE from fiscal year 2022/23. Changes in FTEs are described at the end of this section on page 24.

General Services Fund

The General Services fund budget is approximately \$7.3 million in fiscal year 2023/24, a 13% increase from the 2022/23 amended budget. Operating revenues from department chargebacks are estimated at \$7.4 million. The General Services Fund, which provides building and maintenance services to all city facilities, is supported by 34 full-time equivalent positions, an increase of 3.7 FTEs from fiscal year 2022/23. Changes in FTEs are described at the end of this section on page 23.

Garage Fund

The Garage Fund budget is approximately \$19.6 million in fiscal year 2023/24, a 1% increase from the 2022/23 amended budget. Operating revenues from department charges are budgeted at \$19.5 million which will result in the use of \$100,500 of fund reserves. This use of reserves is planned to provide funding for building repairs at Fleet Services. 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 36 full-time equivalent positions, a decrease of one FTE from the 2022/23 budget. Changes in FTEs are described at the end of this section on page 23.

Central Insurance Fund

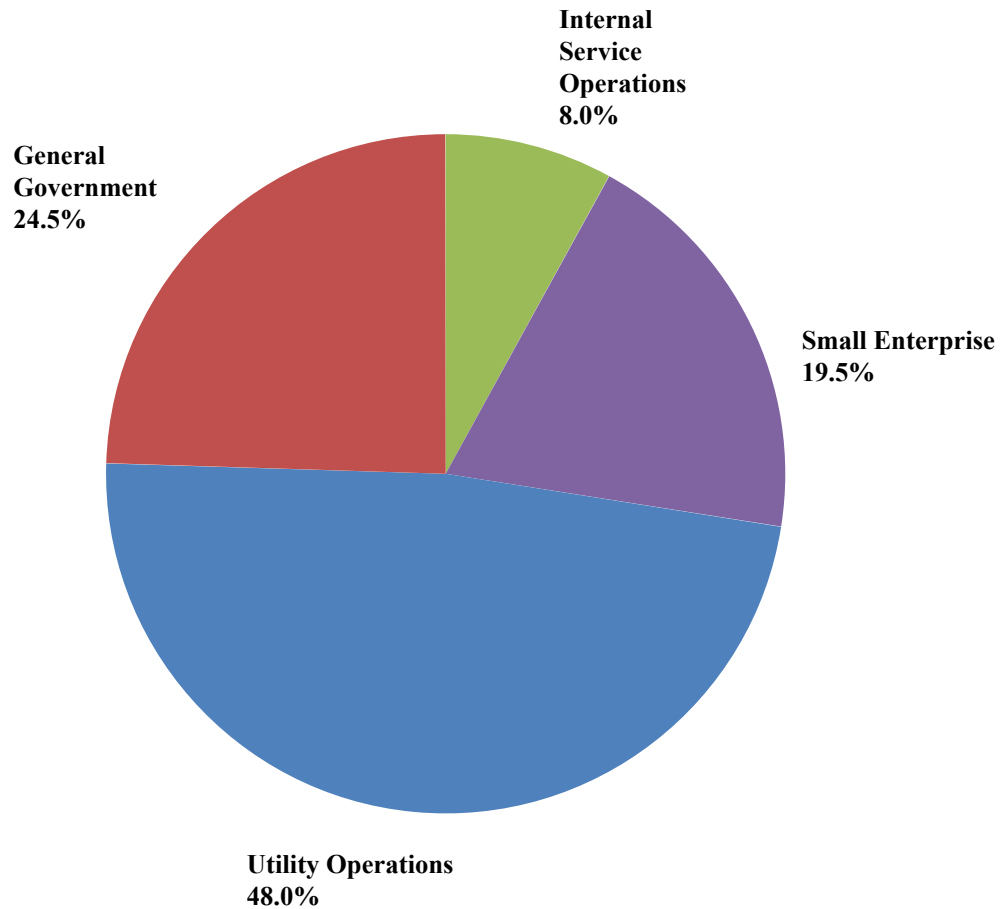
The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$38.5 million in fiscal year 2023/24, an increase of 8% from the 2022/23 amended budget. Expenditures include \$3.2 million estimated as the employee and retiree portion of medical insurance, this is offset by revenues budgeted from payroll/pension withholding. Operating revenues from department and payroll chargebacks are estimated at \$37.6 million. Departmental costs (chargebacks) for both property/liability insurance and workers compensation are based on actual premiums and claims paid in fiscal year 2021/22 and market adjustments for increased premiums. Expenditures budgeted for fiscal year 2023/24 are estimates of policy premiums which are anticipated to increase, and a rolling average of claims paid over the last five years. The Central Insurance Fund is supported by 6.5 full-time equivalent positions, the same level of staffing as the amended fiscal year 2022/23 budget.

Capital Improvement Program

The capital improvement program budget is \$153.4 million for fiscal year 2023/24 and the six-year plan totals \$949.5 million. Of the total projects planned for 2023/24, approximately 48% of the projects, or \$73.6 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 \$37.6 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 \$12.3 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 \$29.9 million are those projects that support the City's parking, airpark, and marine operations.

Capital Improvement Program Expenditures



CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2020/21	Amended 2021/22	Amended 2022/23	Proposed 2023/24	% Change
Utility Operations	54,867,387	67,922,769	58,014,444	73,625,160	27%
General Government	107,360,371	53,898,350	32,356,486	37,591,820	16%
Internal Service Operations	7,655,322	9,380,980	12,804,902	12,253,700	(4%)
Small Enterprise	2,196,625	3,813,957	26,848,591	29,915,000	11%
Total	172,079,705	135,016,056	130,024,423	153,385,680	18%

The proposed capital improvement program budget for fiscal year 2023/24 is \$153.4 million. This represents an increase of 18% from the 2022/23 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 27% increase from the fiscal year 2022/23 amended budget. Planned Water and Sewer Fund infrastructure projects are budgeted at \$46.1 million in fiscal year 2023/24, an increase of approximately \$9.0 million from the amended 2022/23 capital budget. Projects for the Gas utility are funded at \$12.7 million, a decrease of \$1.1 million in comparison to prior year; Stormwater utility projects are funded at \$7.7 million; and Solid Waste and Recycling utility projects are budgeted at \$7.2 million to fund the planned rebuild of the Solid Waste Complex.

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 \$37.6 million for fiscal year 2023/24. This is a 16% increase from the amended 2022/23 budget due to increased funding necessary to provide for capital projects planned in our priority list.

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 2023/24, the budget for citywide fleet vehicle replacement is \$10.1 million; projects to support our information technology infrastructure are budgeted at \$1.9 million; and funding for General Services and Fleet facilities is \$350,000. This reflects a 4% decrease from the amended fiscal year 2022/23.

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 2023/24 is budgeted at \$29.9 million, an 11% increase from the 2022/23 amended budget. Funding for fiscal year 2023/24 includes routine repair and maintenance projects which total \$150,000 for the Beach Marina Fund, \$35,000 for the Airpark, \$175,000 for the CHM, and \$525,000 for the Parking funded projects. For fiscal year 2023/24, the increase in the capital budget is due to funding large construction projects which include \$12.5 million for the Beach Marina upgrade project, and \$13.5 million to fund the construction of a new parking garage in downtown Clearwater.

ANALYSIS OF FTE CHANGES

Proposed 2023/24 Budget

With the adoption of a new Strategic Plan in fiscal year 2022/2023, current operations and initiatives are being examined with a fresh perspective which has identified opportunities for improvement and alignment with the City of Clearwater's strategic priorities. This proposed budget includes additional resources aimed at creating operational efficiencies through departmental reorganization, supplementing existing levels of service and enhancing programs through new full time equivalent (FTE) positions, and realigning resources to meet present and future needs through the repurposing of existing positions. The proposed FTE increases have been categorized by strategic priority area for the purpose of this addition:

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

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

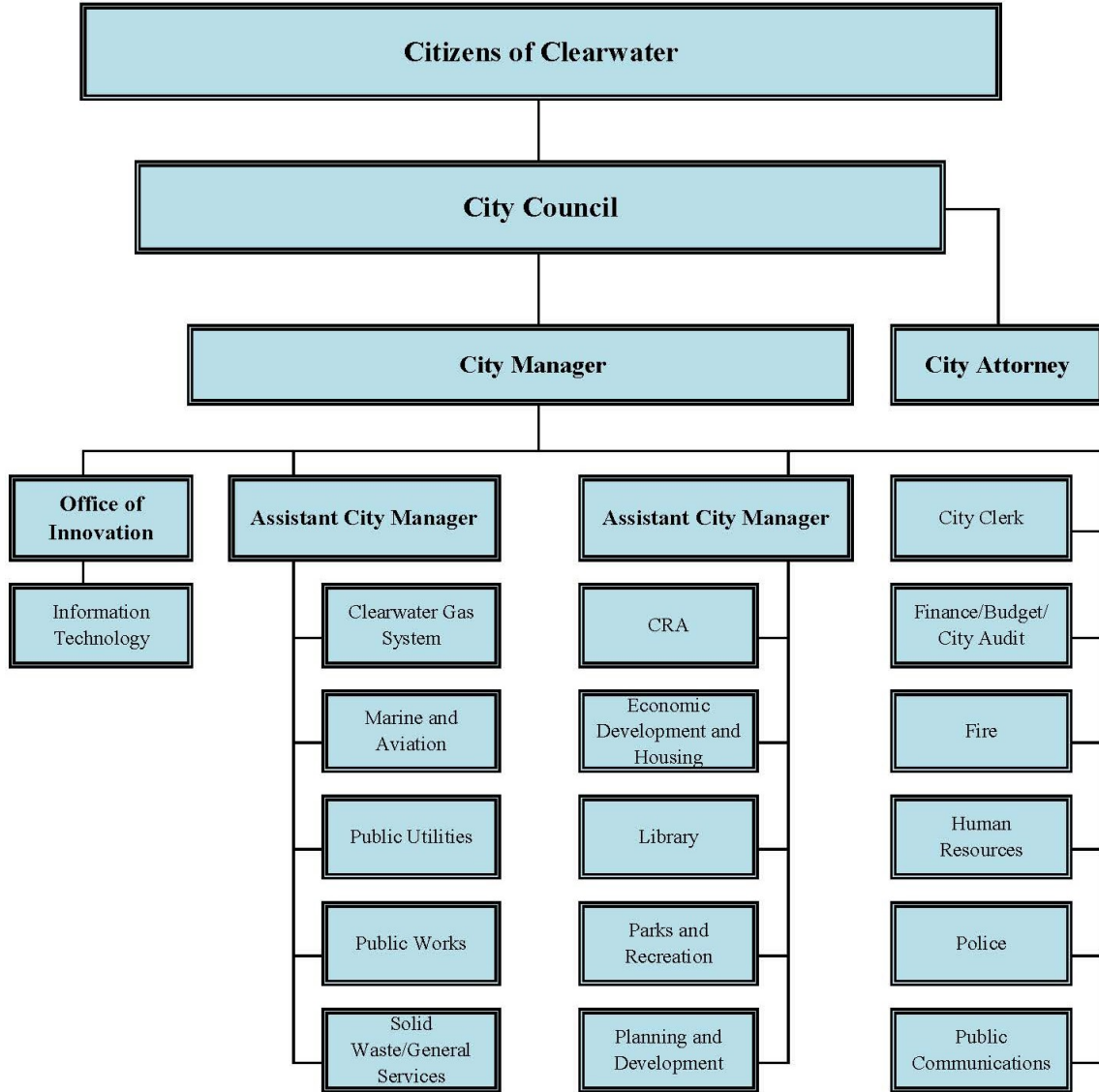
Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
General Fund				
<u>CRA Administration</u>	2.0		Community Well-Being	In February 2023, the City approved the establishment of a new Community Redevelopment Area (CRA) in the North Greenwood Community of Clearwater. The final step, approval by the Pinellas County Board of County Commissioners took place in May 2023. This staffing addition of a <u>CRA Manager</u> and <u>CRA Specialist</u> are requested to support CRA operations of both the downtown and north greenwood.
<u>Economic Development & Housing</u>	1.0		Economic & Housing Opportunity	<u>Housing Specialist</u> - to provide additional support for the department in response to the complex utilization, monitoring, and reporting of entitlement allocations that have shown steady increases over the past few years.
<u>Fire Department</u>	3.0		High Performing Government	<u>Fire Medic (3)</u> - to better provide for shift coverage in response to contractual leave accruals for time off.
<u>Parks and Recreation</u>	0.4		High Performing Government	<u>Senior Staff Assistant (0.4)</u> - to upgrade an existing part-time position to full time. The additional hours for this full-time position will provide additional administrative support to the Coachman Park management team.

Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
<u>Parks and Recreation</u>	(4.5)		High Performing Government	A total of 4.5 FTEs (10 part-time positions) are eliminated due to long term vacancy.
<u>Planning and Development</u>	3.0		High Performing Government	In support of the business process study recently completed to identify efficiencies and improvements to the planning and development review process, a <u>Business Systems Analyst, Sr. Planner (Long Range)</u> and <u>Floodplain Administrator</u> are requested.
<u>Police</u>	7.0		High Performing Government	<u>Police Officer (7)</u> - to provide dedicated staffing coverage in the downtown corridor to include Coachman Park, the District, and the surrounding downtown area. These officers will support special events and programming on regular duty instead of the premium expense of overtime.
		2.0	High Performing Government	In coordination with Marine and Aviation, two <u>Parking Facility and Security Aides</u> are being transferred to the General Fund to provide after-hour security necessary to patrol Coachman Park.
<u>Public Communications</u>	1.0		Community Well-Being	<u>Public Information Coordinator</u> - to provide staffing to support the increased demand for both internal and public facing information and promotional needs. This position will also assist the significant increase in updating and maintaining website and social media content.
Total General Fund	12.9	2.0		
Utility Funds				
<u>Solid Waste and Recycling</u>		0.3	High Performing Government	Due to department reorganization in General Services, this change reallocates a portion of the Director (0.3) back to Solid Waste and Recycling.
Total Utility Funds	0.0	0.3		

Department	Additions and (Deletions)	Transfers Within Departments	Strategic Priority	Position Description
Enterprise Funds				
<u>Airpark Fund</u>		(2.6)	High Performing Government	In response to the new operating contract at the Clearwater Municipal Airpark, parking/security staff is no longer provided by the City. Two FTEs are transferred to the General Fund to provide for after-hours security in Coachman Park and the remaining hours (0.6 FTE) are transferred to the Harbor Marina. <u>Marine Facility Operator</u> (0.5) - additional part-time hours are added to provide for service level demands expected from the opening of Coachman Park. Additionally, parking/security staffing (a total of 0.8 FTE) is transferred from the Airpark and Marine Funds.
<u>Clearwater Harbor Marina Fund</u>	0.5	0.8	High Performing Government	<u>Marine Facility Operator</u> (0.5) - additional part-time hours are added to provide for service level demands during peak weekend and seasonal hours. Additionally, parking/security staffing (0.2 FTE) is transferred to the Harbor Marina Fund.
<u>Marine Fund</u>	0.5	(0.2)	High Performing Government	
Total Enterprise Funds	1.0	(2.0)		
Internal Service Funds				
<u>General Services Fund</u>	3.0	0.7	High Performing Government	An <u>Administrative Support Manager</u> is added to provide additional administrative oversight due to department reorganization. A <u>Licensed Electrician</u> and <u>Plumber</u> are added to assist in citywide building maintenance reducing the use of outside contractors. Additionally, due to reorganization, a portion of the Solid Waste Director (0.3) is reallocated back to the Solid Waste and Recycling department and the Radio Manager is reclassified to the Assistant Director of General Services transferred from the Garage Fund.
<u>Garage Fund</u>		(1.0)	High Performing Government	Due to department reorganization, the Radio Manager position has been reclassified and transferred to the General Services Fund.

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Administrative Services Fund</u>	(1.0)		High Performing Government	An Accounting Technician is being eliminated due to long term vacancy.
Total Internal Service Funds	2.0	(0.3)		
Special Program Funds				
<u>Special Program Fund</u>	(1.0)		High Performing Government	A Recreation Specialist is being eliminated due to department reorganization.
Total Special Program Funds	(1.0)	0.0		
Total All Funds	14.9	0.0		

City of Clearwater Organizational Chart





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Clearwater
Florida**

For the Fiscal Year Beginning

October 01, 2022

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, 2022.

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

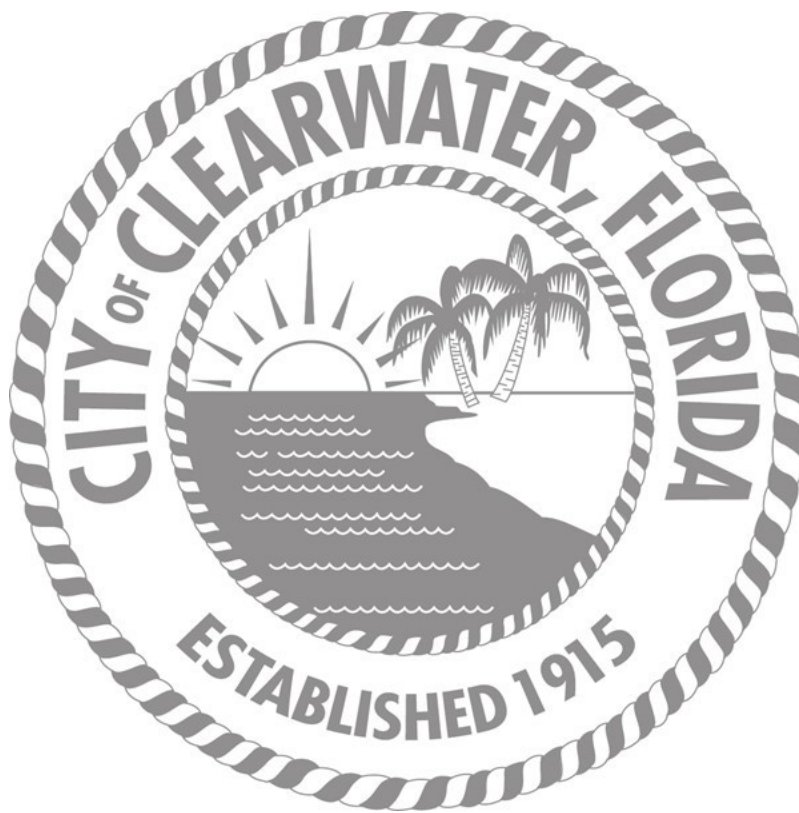
The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

The GFOA is the leading association for government finance professionals in North America. This is our 36th year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2021/2022. 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.

Budget Process Calendar

Budget Process Calendar Fiscal Year 2023/24

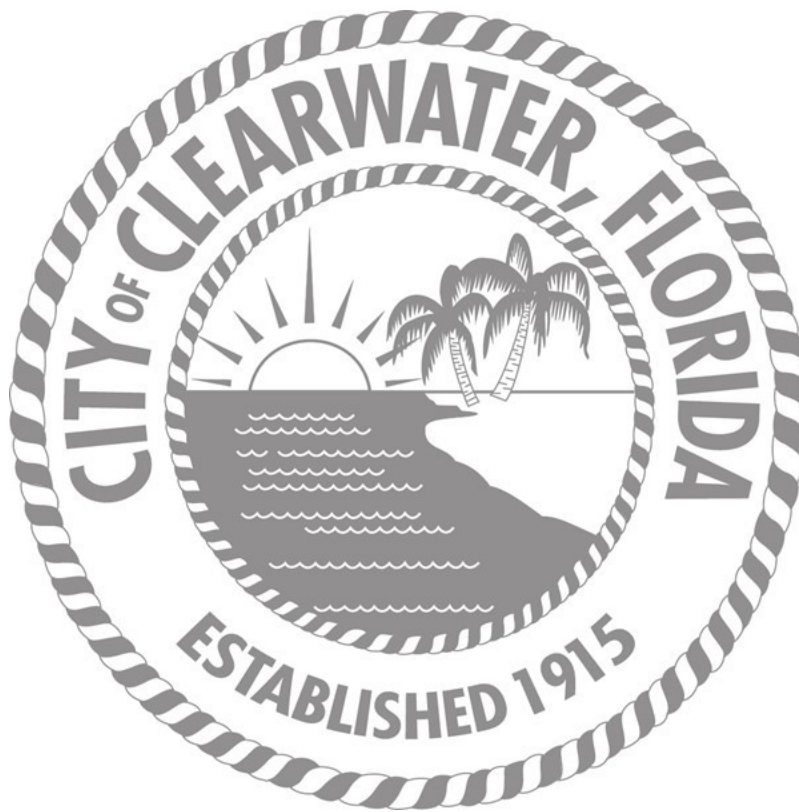
Feb – April	City Manager and Assistant City Managers review six-year capital improvement plan, department organization, and proposed program changes with Department Directors
March – May	Departments prepare operating budgets
March 20	City Council Strategic Planning Special Work Session
May 31	Receipt of early “Estimate of Taxable Values” from Pinellas County
May/June	City Manager meetings with Departments to provide final direction and finalize department budgets
July 1	Receipt of Preliminary Taxable Values from Pinellas County (figures to be used in final budget)
July 17	City Manager presents Preliminary Operating and Capital Improvement Budget to the City Council
July 20	City Council sets preliminary millage rate
August 2	City must provide Pinellas County with preliminary millage rate
August 7	Special Budget Work Session to discuss the proposed budget
September 6	First Public Hearing on Annual Operating and Capital Improvement Budget
September 6	Public Hearing on Penny for Pinellas projects
September 21	Final Public Hearing on Annual Operating and Capital Improvement Budget



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

	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u> (Early Estimates)
VALUE:					
Taxable Valuation of Existing Structures	11,822,451,293	12,566,888,781	13,338,302,198	14,927,332,420	16,749,722,140
Taxable Valuation of New Construction	90,101,411	151,069,991	63,097,520	245,058,206	104,568,479
Total, Taxable Valuation:	<u>11,912,552,704</u>	<u>12,717,958,772</u>	<u>13,401,399,718</u>	<u>15,172,390,626</u>	<u>16,854,290,619</u>
Value of a Mill	11,912,553	12,717,959	13,401,400	15,172,391	16,854,291
Less Estimated Discount	<u>(476,502)</u>	<u>(635,898)</u>	<u>(536,056)</u>	<u>(724,937)</u>	<u>(674,172)</u>
NET VALUE OF ONE MILL:	11,436,051	12,082,061	12,865,344	14,447,454	16,180,119

	<u>2019-20</u>		<u>2020-21</u>		<u>2021-22</u>		<u>2022-23</u>		<u>2023-24</u>	
	Mills	Tax Revenue	Mills	Tax Revenue	Mills	Tax Revenue	Mills	Tax Revenue	Mills	Tax Revenue
TAX LEVY:										
Operating:										
Employees' Pension	0.6234	7,129,390	0.8242	9,958,486	0.7695	9,900,437	0.8759	12,654,074	0.7385	11,948,965
General Operating	4.8358	55,302,478	4.6228	55,852,841	4.6779	60,182,352	4.5041	65,072,878	4.6467	75,184,353
PACT (Ruth Eckerd Hall)	0.0350	400,000	0.0331	400,000	0.0311	400,000	0.0277	400,000	0.0247	400,000
Community Redevelopment	0.1771	2,025,240	0.1912	2,309,490	0.1928	2,480,249	0.1970	2,845,545	0.1947	3,150,110
Total Operating:	5.6713	64,857,108	5.6713	68,520,817	5.6713	72,963,038	5.6046	80,972,497	5.6046	90,683,428
Capital Improvements:										
Road Maint. & Improvements	0.2837	3,244,573	0.2837	3,427,855	0.2837	3,650,084	0.2804	4,050,769	0.2804	4,536,573
GRAND TOTAL:	<u>5.9550</u>	<u>68,101,681</u>	<u>5.9550</u>	<u>71,948,672</u>	<u>5.9550</u>	<u>76,613,122</u>	<u>5.8850</u>	<u>85,023,266</u>	<u>5.8850</u>	<u>95,220,000</u>



GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES				
	ACTUAL	ORIGINAL	MID YEAR	PROPOSED
	FY 21/22	BUDGET	AMENDED BUDGET	FY 23/24
		FY 22/23	FY 22/23	
UNASSIGNED FUND BALANCE				56,930,220
REVENUES:				
Ad Valorem Taxes	73,194,842	80,964,710	80,964,710	90,683,430
Utility Taxes	18,467,096	17,890,000	17,890,000	18,655,000
Local Option, Fuel & Other Taxes	6,256,620	6,430,000	6,430,000	6,300,000
Franchise Fees	10,787,009	11,000,000	11,000,000	11,220,000
Other Permits and Fees	4,659,192	3,908,500	3,908,500	3,934,500
Intergovernmental Revenues	29,021,022	28,768,720	28,768,720	29,859,340
Charges for Services	16,347,143	17,218,270	17,218,270	17,368,355
Judgments, Fines & Forfeits	1,607,344	1,439,000	1,439,000	1,384,000
Miscellaneous Revenues	5,397,228	3,553,600	3,512,758	6,718,020
Transfers In	33,748,445	12,456,960	12,497,802	13,335,875
Other Financing Sources		—	—	—
TOTAL BUDGETED REVENUES	199,485,941	183,629,760	183,629,760	199,458,520
Transfer (to) from Surplus		—	789,990	—
TOTAL REVENUES	199,485,941	183,629,760	184,419,750	199,458,520
EXPENDITURES:				
City Council	399,904	459,136	533,486	553,197
City Manager's Office	1,394,480	1,032,745	1,032,745	1,085,258
City Attorney's Office	1,781,237	2,549,409	2,560,279	2,488,743
City Audit	223,301	372,930	372,930	461,573
City Clerk	1,215,536	1,274,878	1,274,878	1,420,406
CRA Administration	520,356	691,422	691,422	982,526
Economic Development & Housing	1,902,186	2,019,501	1,954,501	2,146,301
Finance	2,385,436	2,938,832	2,938,832	3,142,043
Fire	32,209,183	33,798,143	33,798,143	35,243,722
Human Resources	1,535,380	2,233,506	2,233,506	2,181,218
Library	7,792,513	9,445,675	9,445,675	9,110,053
Non-Departmental	45,960,814	11,763,576	12,476,346	12,725,240
Office of Innovation	6,026	899,534	891,534	1,003,260
Parks & Recreation	36,317,452	38,162,462	39,337,937	44,790,781
Planning & Development	6,715,720	7,605,355	7,605,355	8,577,878
Police	49,056,621	53,505,918	53,505,918	56,780,344
Public Communications	1,167,278	1,573,275	1,573,275	1,761,372
Public Utilities - Maintenance Facility	392,473	412,520	412,520	445,580
Public Works (Engineering through FY22)	7,673,676	12,890,943	11,780,468	14,559,025
TOTAL EXPENDITURES	198,649,575	183,629,760	184,419,750	199,458,520
Source/(Use) of Fund Equity				—
ENDING FUND BALANCE				56,930,220

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	PROPOSED
	FY 21/22	BUDGET	AMENDED BUDGET	FY 23/24
		FY 22/23	FY 22/23	
FUND EQUITY (Unrestricted Net Assets)				144,601,132
REVENUES:				
Charges for Service	103,914,610	103,669,490	103,669,490	107,302,650
Judgments, Fines & Forfeits	371,223	271,000	271,000	275,000
Miscellaneous Revenues	1,970,833	2,939,610	2,939,610	3,502,200
Transfers In	9,048,537	—	—	—
TOTAL BUDGETED REVENUES	115,305,203	106,880,100	106,880,100	111,079,850
Fund Reserves	—	—	—	3,814,990
TOTAL REVENUES	115,305,203	106,880,100	106,880,100	114,894,840
EXPENDITURES:				
Administration	1,981,125	3,137,339	3,137,339	4,313,747
Wastewater Collection	15,305,009	13,624,801	13,624,801	25,665,870
Infrastructure Maintenance	7,670,800	8,225,723	8,225,723	9,130,868
WW Environment Technologies	27,984,156	26,602,163	26,602,163	21,999,320
Laboratory Operations	514,817	611,067	611,067	579,767
Industrial Pretreatment	898,617	999,062	999,062	1,023,207
Water Distribution	20,332,899	19,485,328	19,485,328	26,223,970
Water Supply	23,771,066	23,124,370	23,124,370	22,621,229
Reclaimed Water	4,347,528	5,018,157	5,018,157	3,336,862
TOTAL EXPENDITURES	102,806,018	100,828,010	100,828,010	114,894,840
Source/(Use) of Fund Equity				(3,814,990)
ENDING FUND EQUITY (Unrestricted Net Assets)				140,786,142

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 21/22	ORIGINAL BUDGET FY 22/23	MID YEAR AMENDED BUDGET FY 22/23	PROPOSED FY 23/24
FUND EQUITY (Unrestricted Net Assets)				36,895,382
REVENUES:				
Charges for Service	17,192,269	17,340,280	17,340,280	17,720,120
Judgments, Fines & Forfeits	63,064	73,000	73,000	73,000
Miscellaneous Revenues	450,581	301,560	301,560	891,000
Transfers In	3,453,394	—	—	
TOTAL BUDGETED REVENUES	21,159,308	17,714,840	17,714,840	18,684,120
Fund Reserves	—	—	—	
TOTAL REVENUES	21,159,308	17,714,840	17,714,840	18,684,120
EXPENDITURES:				
Public Works/Stormwater Management	9,508,388	10,773,256	10,773,256	11,487,288
Public Works/Stormwater Maintenance	5,025,082	6,018,454	6,018,454	6,197,862
TOTAL EXPENDITURES	14,533,470	16,791,710	16,791,710	17,685,150
Source/(Use) of Fund Equity				998,970
ENDING FUND EQUITY (Unrestricted Net Assets)				37,894,352

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 21/22	ORIGINAL BUDGET FY 22/23	MID YEAR AMENDED BUDGET FY 22/23	PROPOSED FY 23/24
FUND EQUITY (Unrestricted Net Assets)				1,818,888
REVENUES:				
Charges for Service	46,789,428	55,595,170	55,595,170	51,351,740
Judgments, Fines & Forfeits	92,012	100,000	100,000	100,000
Miscellaneous Revenues	495,508	321,370	321,370	691,290
Transfers In	5,527,771	—	—	
TOTAL BUDGETED REVENUES	52,904,719	56,016,540	56,016,540	52,143,030
Fund Reserves	—	3,815,800	3,815,800	1,590,110
TOTAL REVENUES	52,904,719	59,832,340	59,832,340	53,733,140
EXPENDITURES:				
Gas Administration & Supply	27,593,785	29,734,623	29,734,623	25,436,036
Pinellas Gas Operations	10,924,671	14,305,023	14,305,023	13,420,262
Pasco Gas Operations	6,291,858	9,115,613	9,115,613	8,417,065
Gas System Marketing & Sales	6,401,709	6,677,081	6,677,081	6,459,777
TOTAL EXPENDITURES	51,212,023	59,832,340	59,832,340	53,733,140
Source/(Use) of Fund Equity				(1,590,110)
ENDING FUND EQUITY (Unrestricted Net Assets)				228,778

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 21/22	ORIGINAL BUDGET FY 22/23	MID YEAR AMENDED BUDGET FY 22/23	PROPOSED FY 23/24
FUND EQUITY (Unrestricted Net Assets)				28,947,148
REVENUES:				
Other Permits and Fees	1,473	1,000	1,000	1,000
Charges for Service	27,569,475	26,874,695	26,874,695	27,735,010
Judgments, Fines & Forfeits	93,649	95,000	95,000	95,000
Miscellaneous Revenues	774,254	625,000	625,000	1,248,000
Transfers In	794,169	—	—	
Subtotal Solid Waste Revenues	29,233,020	27,595,695	27,595,695	29,079,010
Other Permits and Fees	—	350	350	350
Charges for Service	2,735,509	2,557,274	2,557,274	2,653,170
Judgments, Fines & Forfeits	9,006	8,000	8,000	8,000
Miscellaneous Revenues	514,729	220,281	220,281	220,280
Transfers In	(99,684)	—	—	—
Subtotal Recycling Revenues	3,243,088	2,785,905	2,785,905	2,881,800
TOTAL BUDGETED REVENUES	32,476,108	30,381,600	30,381,600	31,960,810
Fund Reserves	—	—	—	4,393,020
TOTAL REVENUES	32,476,108	30,381,600	30,381,600	36,353,830
EXPENDITURES:				
Solid Waste Administration	1,070,248	1,362,394	1,362,394	8,288,520
Solid Waste Collection	17,549,328	20,030,254	20,030,254	20,410,477
Solid Waste Transfer	2,174,984	2,467,042	2,467,042	2,441,444
Container Maintenance	989,280	958,445	958,445	876,229
Subtotal Solid Waste Expenditures	21,783,840	24,818,135	24,818,135	32,016,670
Recycling-Residential	1,274,684	1,670,431	1,670,431	1,477,411
Recycling-Multi Family	384,847	430,139	430,139	394,181
Recycling-Commercial	2,428,772	1,519,275	2,219,275	2,465,568
Subtotal Recycling Revenues	4,088,303	3,619,845	4,319,845	4,337,160
TOTAL EXPENDITURES	25,872,143	28,437,980	29,137,980	36,353,830
Source/(Use) of Fund Equity				(4,393,020)
ENDING FUND EQUITY (Unrestricted Net Assets)				24,554,128

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	PROPOSED
	FY 21/22	BUDGET	AMENDED BUDGET	FY 23/24
		FY 22/23	FY 22/23	
FUND EQUITY (Unrestricted Net Assets)				4,368,750
REVENUES:				
Intergovernmental Revenues	—	—	—	
Charges for Service	7,034,927	6,399,710	6,399,710	5,895,430
Judgments, Fines & Forfeits	1,000	3,200	3,200	1,000
Miscellaneous Revenues	282,938	149,000	149,000	530,500
Transfers In	33,152	—	—	15,000
TOTAL BUDGETED REVENUES	7,352,017	6,551,910	6,551,910	6,441,930
Use of Fund Equity	—	486,730	486,730	565,340
TOTAL REVENUES	7,352,017	7,038,640	7,038,640	7,007,270
EXPENDITURES:				
Marina Operations	6,965,275	7,038,640	7,038,640	7,007,270
TOTAL EXPENDITURES	6,965,275	7,038,640	7,038,640	7,007,270
Source/(Use) of Fund Equity				(565,340)
ENDING FUND EQUITY (Unrestricted Net Assets)				3,803,410

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	PROPOSED
	FY 21/22	BUDGET	AMENDED BUDGET	FY 23/24
		FY 22/23	FY 22/23	
FUND EQUITY (Unrestricted Net Assets)				269,706
REVENUES:				
Intergovernmental Revenues	—	—	13,600	—
Charges for Service	23,604	18,000	18,000	17,000
Miscellaneous Revenues	318,620	364,000	364,000	262,000
Transfers In	236,807	—	—	—
TOTAL BUDGETED REVENUES	579,031	382,000	395,600	279,000
Use of Fund Equity	—	24,990	378,390	24,990
TOTAL REVENUES	579,031	406,990	773,990	303,990
EXPENDITURES:				
Airpark Operations	300,762	406,990	773,990	173,760
TOTAL EXPENDITURES	300,762	406,990	773,990	173,760
Source/(Use) of Fund Equity				105,240
ENDING FUND EQUITY (Unrestricted Net Assets)				374,946

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED	PROPOSED
		FY 22/23	BUDGET	FY 23/24
			FY 22/23	
FUND EQUITY (Unrestricted Net Assets)				3,830,070
REVENUES:				
Charges for Service	955,364	913,500	913,500	1,033,500
Judgments, Fines & Forfeits	250	1,000	1,000	500
Miscellaneous Revenues	46,781	31,500	31,500	102,500
Transfers In	714,357	—	—	—
TOTAL BUDGETED REVENUES	1,716,752	946,000	946,000	1,136,500
Use of Fund Equity	—	57,610	57,610	—
TOTAL REVENUES	1,716,752	1,003,610	1,003,610	1,136,500
EXPENDITURES:				
Clearwater Harbor Marina Operations	829,694	1,003,610	1,003,610	1,130,850
TOTAL EXPENDITURES	829,694	1,003,610	1,003,610	1,130,850
Source/(Use) of Fund Equity				5,650
ENDING FUND EQUITY (Unrestricted Net Assets)				3,835,720

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED	PROPOSED
		FY 22/23	BUDGET	FY 23/24
			FY 22/23	
FUND EQUITY (Unrestricted Net Assets)				27,363,923
REVENUES:				
Charges for Service	9,800,086	9,561,080	9,561,080	9,849,484
Judgments, Fines & Forfeits	1,162,842	990,000	990,000	1,357,706
Miscellaneous Revenues	2,637,791	200,000	200,000	518,000
Transfers In	102,136	—	—	—
TOTAL BUDGETED REVENUES	13,702,855	10,751,080	10,751,080	11,725,190
Use of Fund Equity	—	8,116,050	8,116,050	10,761,590
TOTAL REVENUES	13,702,855	18,867,130	18,867,130	22,486,780
EXPENDITURES:				
Public Works/Parking System	6,150,083	16,472,238	16,519,523	19,925,598
Public Works/Parking Enforcement	1,064,804	1,046,022	998,737	1,109,050
Fire Dept/Beach Guards Operations	1,047,870	1,194,937	1,194,937	1,293,527
Marine & Aviation/Seminole Boat Ramp	263,345	153,933	153,933	158,605
TOTAL EXPENDITURES	8,526,102	18,867,130	18,867,130	22,486,780
Source/(Use) of Fund Equity				(10,761,590)
ENDING FUND EQUITY (Unrestricted Net Assets)				16,602,333

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED BUDGET	PROPOSED
		FY 22/23	FY 22/23	FY 23/24
FUND EQUITY (Unrestricted Net Assets)				11,191,963
REVENUES:				
Charges for Service	6,117,743	6,368,650	6,368,650	6,980,520
Miscellaneous Revenues	174,416	130,000	130,000	375,000
Transfers In	—	—	—	—
TOTAL BUDGETED REVENUES	6,292,159	6,498,650	6,498,650	7,355,520
Fund Reserves	—	—	—	—
TOTAL REVENUES	6,292,159	6,498,650	6,498,650	7,355,520
EXPENDITURES:				
Administration	456,794	512,198	512,198	432,172
Building & Maintenance	5,012,339	5,950,782	5,950,782	6,873,858
TOTAL EXPENDITURES	5,469,133	6,462,980	6,462,980	7,306,030
Source/(Use) of Fund Equity				49,490
ENDING FUND EQUITY (Unrestricted Net Assets)				11,241,453

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED BUDGET	PROPOSED
		FY 22/23	FY 22/23	FY 23/24
FUND EQUITY (Unrestricted Net Assets)				5,522,079
REVENUES:				
Charges for Service	14,078,939	16,050,270	16,050,270	16,982,400
Miscellaneous Revenues	138,741	100,000	100,000	416,000
Transfers In	258,757	—	—	—
TOTAL BUDGETED REVENUES	14,476,437	16,150,270	16,150,270	17,398,400
Fund Reserves	—	771,250	—	—
TOTAL REVENUES	14,476,437	16,921,520	16,150,270	17,398,400
EXPENDITURES:				
Info Tech/Administration	399,783	515,877	515,877	679,033
Info Tech/Network Operations & Support	4,254,449	4,854,345	4,854,345	4,642,827
Info Tech/Network Security & Archit.	662,362	2,646,074	2,646,074	2,839,489
Info Tech/Solutions & Programming	3,222,579	2,761,577	2,761,577	3,709,424
Info Tech/Enterprise Systems & Training	328,852	1,091,360	1,091,360	934,558
Info Tech/Telecommunications	1,578,197	—	—	—
Public Comm/Courier	191,220	198,577	198,577	206,143
Finance/Utility Customer Service	3,237,473	4,001,420	4,001,420	4,249,296
TOTAL EXPENDITURES	13,874,915	16,069,230	16,069,230	17,260,770
Source/(Use) of Fund Equity				137,630
ENDING FUND EQUITY (Unrestricted Net Assets)				5,659,709

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED BUDGET	PROPOSED
		FY 22/23	FY 22/23	FY 23/24
FUND EQUITY (Unrestricted Net Assets)				11,094,508
REVENUES:				
Intergovernmental Revenues	—	—	—	
Charges for Service	16,881,560	18,908,130	18,908,130	18,748,510
Miscellaneous Revenues	639,015	625,000	625,000	753,000
Transfers In	(1,209,822)	—	—	
TOTAL BUDGETED REVENUES	16,310,753	19,533,130	19,533,130	19,501,510
Fund Reserves	—	—	—	100,500
TOTAL REVENUES	16,310,753	19,533,130	19,533,130	19,602,010
EXPENDITURES:				
Fleet Maintenance	15,922,286	17,789,189	17,789,189	17,909,676
Radio Communications	757,715	1,681,211	1,681,211	1,692,334
TOTAL EXPENDITURES	16,680,001	19,470,400	19,470,400	19,602,010
Source/(Use) of Fund Equity				(100,500)
ENDING FUND EQUITY (Unrestricted Net Assets)				10,994,008

CENTRAL INSURANCE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL	ORIGINAL	MID YEAR	
	FY 21/22	BUDGET	AMENDED BUDGET	PROPOSED
		FY 22/23	FY 22/23	FY 23/24
FUND EQUITY (Unrestricted Net Assets)				13,916,522
REVENUES:				
Charges for Service	27,659,301	35,413,700	35,413,700	37,633,320
Miscellaneous Revenues	846,152	340,000	340,000	844,000
Transfers In	—	—	—	
TOTAL BUDGETED REVENUES	28,505,453	35,753,700	35,753,700	38,477,320
Fund Reserves	—			
TOTAL REVENUES	28,505,453	35,753,700	35,753,700	38,477,320
EXPENDITURES:				
Finance/Risk Management	370,582	438,663	438,663	456,593
Human Resources/Employee Benefits	303,498	414,160	414,160	464,359
Human Resources/Employee Health Center	1,473,582	1,731,900	1,731,900	1,730,900
Non-Departmental	29,419,606	33,167,607	33,167,607	35,821,278
TOTAL EXPENDITURES	31,567,268	35,752,330	35,752,330	38,473,130
Source/(Use) of Fund Equity				4,190
ENDING FUND EQUITY (Unrestricted Net Assets)				13,920,712

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 20/21 Amended FTEs	FY 21/22 Amended FTEs	FY 22/23 Amended FTEs	FY 23/24 Approved FTEs	Inc/(Dec) Over FY 22/23 Amended
<u>GENERAL FUND</u>					
City Council	1.0	1.0	1.0	1.0	
City Manager's Office	7.5	8.5	4.8	4.8	
City Attorney's Office	11.5	11.5	11.5	11.5	
City Audit	2.0	2.0	3.0	3.0	
CRA Administration	4.5	6.5	7.5	9.5	2.0
City Clerk	8.0	8.0	9.5	9.5	
Economic Development & Housing					
Economic Development	5.5	5.5	5.8	6.0	0.2
Housing Services	5.5	6.5	6.7	7.5	0.8
Economic Development & Housing	11.0	12.0	12.5	13.5	1.0
Finance:					
Finance	26.5	26.5	23.5	23.5	
Office of Management & Budget	3.0	3.0	4.0	4.0	
Finance Department	29.5	29.5	27.5	27.5	
Fire					
Administration	7.3	7.3	8.0	8.0	
Support Services	2.7	2.7	3.0	3.0	
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	105.0	99.0	99.0	99.0	
Emergency Medical Services	80.0	86.0	86.0	89.0	3.0
Fire Department	204.0	204.0	205.0	208.0	3.0
Human Resources					
Administration, Records & Training	3.0	3.2	9.2	9.2	
Talent Acquisition & Diversity	5.7	6.0	3.0	3.0	
Employee Relations & Equity	2.0	2.0	3.0	3.0	
Diversity and Equity Svc (reorganized FY23)	2.0	2.0	—	—	
Human Resources	12.7	13.2	15.2	15.2	
Library					
Centralized Library Services	14.0	14.0	14.0	14.0	
Main Library	33.2	33.1	33.1	33.1	
Countryside Branch Library	14.9	14.9	14.9	14.9	
East Branch Library	15.9	15.8	15.8	15.8	
North Greenwood Branch Library	3.5	3.5	3.5	3.5	
Beach Branch Library	2.1	2.0	2.0	2.0	
Library	83.6	83.3	83.3	83.3	
Office of Innovation	0.0	0.0	6.7	6.7	
Parks & Recreation					
Administration	28.5	28.5	23.6	24.0	0.4
Recreation Programming	84.3	84.3	90.4	85.9	(4.5)
Parks & Beautification	103.4	105.4	119.0	119.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Inc/(Dec) Over
	Amended FTEs	Amended FTEs	Amended FTEs	Approved FTEs	FY 22/23 Amended
Parks & Recreation (continued)					
Streets & Sidewalks	11.0	11.0	—	—	
Pier 60 Operations	8.2	8.2	8.2	8.2	
Parks & Recreation	235.4	237.4	241.2	237.1	(4.1)
Planning and Development					
Planning	15.6	14.8	14.6	15.6	1.0
Construction Services	27.4	28.1	30.2	32.1	1.9
Code Compliance	15.0	18.1	18.2	18.3	0.1
Planning & Development	58.0	61.0	63.0	66.0	3.0
Police					
Office of the Chief	7.0	7.0	8.0	8.0	
Criminal Investigations	57.0	55.0	55.0	55.0	
Patrol	207.9	209.9	221.1	230.1	9.0
Support Services	53.5	54.5	53.5	53.5	
Communications	42.6	41.6	41.6	41.6	
Police	368.0	368.0	379.2	388.2	9.0
Public Communications	11.0	11.0	11.0	12.0	1.0
Public Works					
Public Works Administration	—	—	1.0	2.0	1.0
Urban Forestry	—	—	9.0	8.0	(1.0)
Streets and Sidewalks	—	—	11.0	11.0	
Engineering	36.0	36.0	29.0	29.0	
Traffic Operations	21.0	21.0	21.0	21.0	
Public Works	57.0	57.0	71.0	71.0	0.0
TOTAL, GENERAL FUND	1104.7	1113.9	1152.9	1167.8	14.9
<u>UTILITY FUNDS</u>					
Gas System					
Administration & Supply	11.8	13.8	11.0	11.0	
Pinellas Gas Operations	54.9	55.9	49.9	49.9	
Pasco Gas Operations	32.0	29.0	25.0	25.0	
Gas Marketing & Pinellas Sales	11.3	11.3	11.1	11.1	
Total Gas Fund	110.0	110.0	97.0	97.0	
Public Utilities					
Public Utilities Administration	11.0	17.0	22.0	22.0	
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	33.0	32.0	32.0	
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	9.0	3.0	3.0	3.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	38.0	37.0	37.0	
Water Supply	19.0	19.0	20.0	20.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 20/21	FY 21/22	FY 22/23	FY 23/24	Inc/(Dec) Over
	Amended FTEs	Amended FTEs	Amended FTEs	Approved FTEs	FY 22/23 Amended
Public Utilities (continued)					
Reclaimed Water	17.0	17.0	15.0	15.0	
Total Water & Sewer Fund	196.0	196.0	198.0	198.0	
Stormwater					
Public Works					
Stormwater Maintenance	42.0	42.0	41.0	41.0	
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	52.0	52.0	51.0	51.0	
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	7.0	0.3
Solid Waste Collection	84.8	85.8	83.8	83.8	
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	9.0	9.0	9.0	
Multi-Family	3.0	3.0	3.0	3.0	
Commercial	9.0	9.0	9.0	9.0	
Total Solid Waste and Recycling Fund	133.5	133.5	131.5	131.8	0.3
TOTAL, UTILITY FUNDS	491.5	491.5	477.5	477.8	0.3
<u>OTHER ENTERPRISE FUNDS</u>					
Parking					
Public Works					
Parking System	15.7	15.7	14.9	14.9	
Parking Enforcement	12.0	12.0	13.0	13.0	
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	
Total Parking Fund	45.4	45.4	45.6	45.6	
Marine Fund	15.6	15.6	18.5	18.8	0.3
Airpark Fund	2.6	2.6	2.9	0.3	(2.6)
Clearwater Harbor Marina Fund	8.8	8.8	9.1	10.4	1.3
TOTAL, OTHER ENTERPRISE	72.4	72.4	76.1	75.1	(1.0)
<u>INTERNAL SERVICES FUNDS</u>					
Central Insurance Fund					
Finance					
Risk Management	3.0	3.0	3.0	3.0	
Human Resources					
Employee Benefits	4.0	3.5	3.5	3.5	
Total Central Insurance Fund	7.0	6.5	6.5	6.5	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 20/21 Amended FTEs	FY 21/22 Amended FTEs	FY 22/23 Amended FTEs	FY 23/24 Approved FTEs	Inc/(Dec) Over FY 22/23 Amended
General Services					
Administration	6.3	6.3	6.3	8.0	1.7
Building & Maintenance	28.0	28.0	24.0	26.0	2.0
Total General Services Fund	34.3	34.3	30.3	34.0	3.7
Garage (Fleet Operations)					
Fleet Maintenance	35.0	35.0	35.0	35.0	
Radio Communications	2.0	2.0	2.0	1.0	(1.0)
Total Garage Fund	37.0	37.0	37.0	36.0	(1.0)
Administrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	2.0	(1.0)
Network Operations & Support	14.0	14.0	9.0	10.0	1.0
Network Security & Architecture	0.0	0.0	6.0	6.0	
Solutions & Programming	16.0	16.0	6.0	6.0	
Enterprise Systems & Training	0.0	0.0	13.0	12.0	(1.0)
Telecommunications	1.0	1.0	0.0	0.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	43.0	43.0	43.0	43.0	
Total Administrative Services Fund	77.8	77.8	80.8	79.8	(1.0)
TOTAL, INTERNAL SERVICES	156.1	155.6	154.6	156.3	1.7
<u>SPECIAL PROGRAM FUND</u>					
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	7.6	7.6	
Special Events	1.0	1.0	1.0	—	(1.0)
TOTAL, SPECIAL PROGRAM	15.3	15.3	15.9	14.9	(1.0)
TOTAL, ALL FUNDS	1,840.0	1,848.7	1,877.0	1,891.9	14.9

Department Objective

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

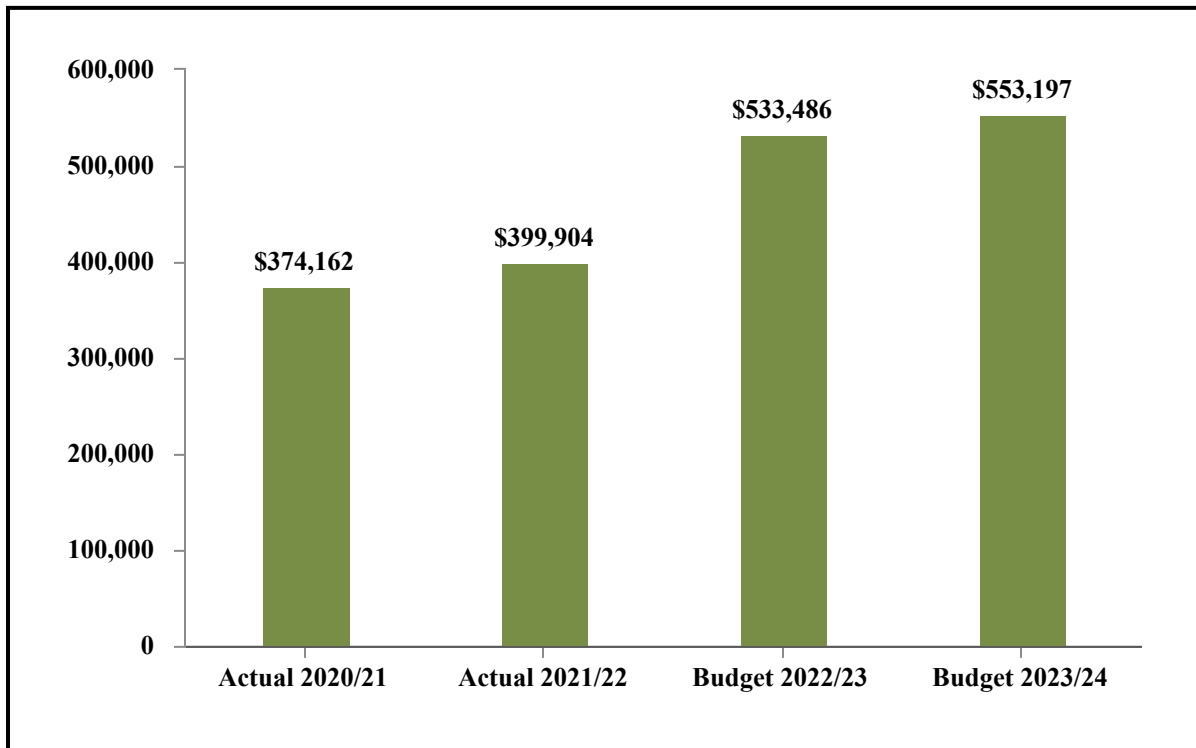
In addition, the Council members evaluate the job performance of the City Manager and the City Attorney, attend City Council meetings, special workshops/meetings, schedule and attend community meetings to address various topics and initiatives, serve as the City liaison for various area-wide boards,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

Budget Summary

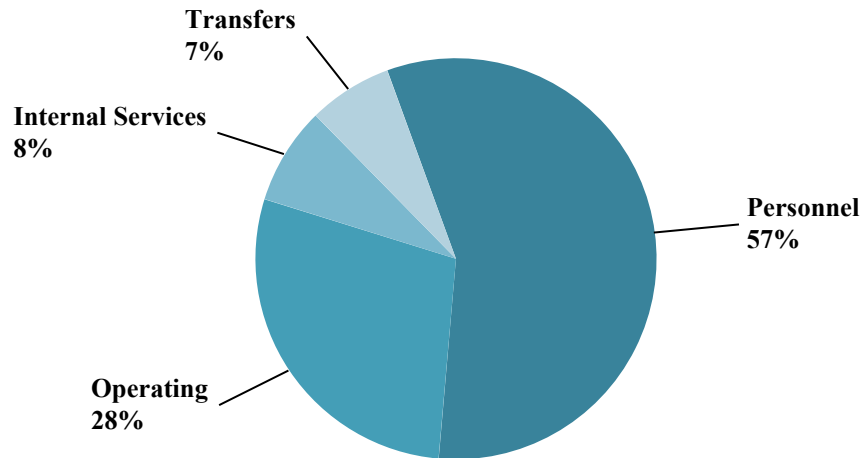
	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	253,264	270,965	301,256	314,651	4 %
Operating	45,898	50,155	150,910	157,670	4 %
Internal Services	37,621	41,404	43,940	43,496	(1)%
Transfers	37,380	37,380	37,380	37,380	0 %
Total City Council Office	374,162	399,904	533,486	553,197	4 %

Total City Council Office FTEs	1.0	1.0	1.0	1.0	0.0
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Total Department Summary

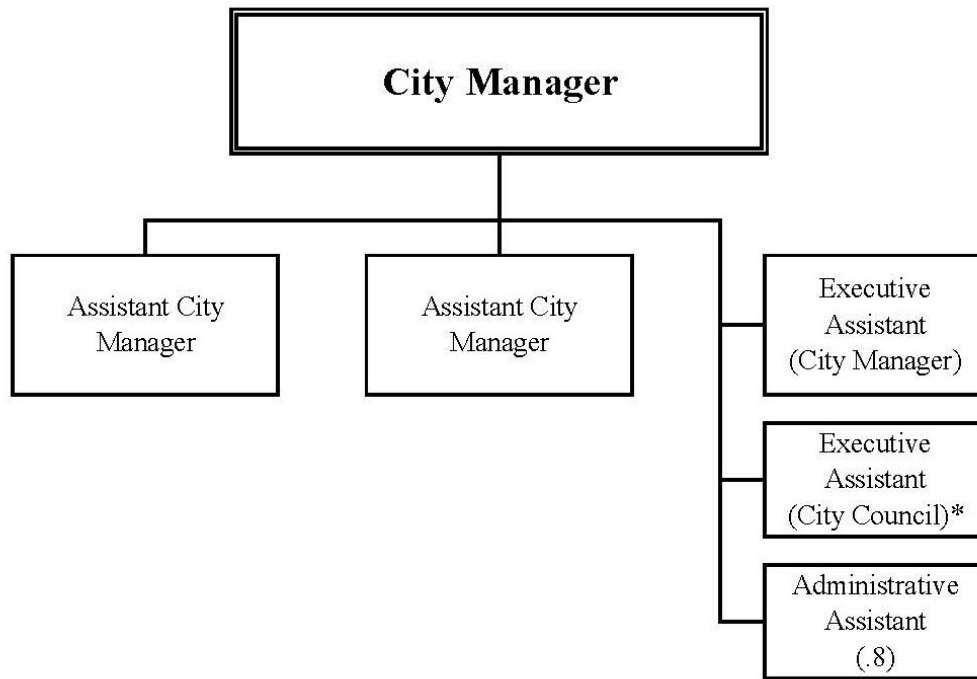


Fiscal Year 2023/24 Budget by Category



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 8.7% 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 2022/23 budget.
- ◆ Included in the operating category is the anticipated cost of memberships for fiscal year 2023/24 totaling \$29,080. Funding is included for memberships for the US Conference of Mayors, Florida League of Mayors, Amplify Clearwater, Florida League of Cities, Suncoast League of Municipalities, as well as other ancillary memberships. This category also includes \$25,000 in agency funding to support operations of the Clearwater Historical Society .
- ◆ The budget for internal services includes charges for information technology, telecommunications, benefits, and risk management. This reflects an 1% decrease from fiscal year 2022/23.
- ◆ Interfund transfers total \$37,380 in fiscal year 2023/24. 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 4% increase from the fiscal year 2022/23 budget.



City Manager's Office – 4.8 FTEs

*City Council – 1.0

Department Objective

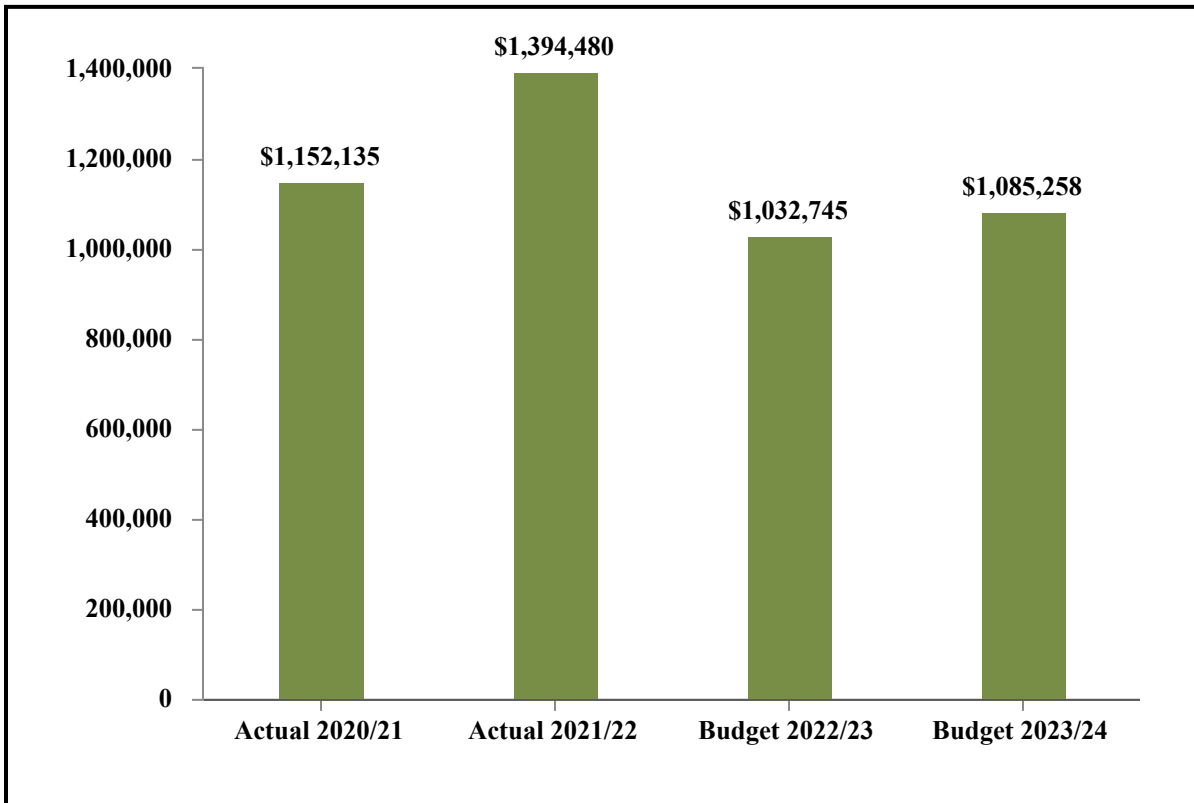
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic priorities to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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

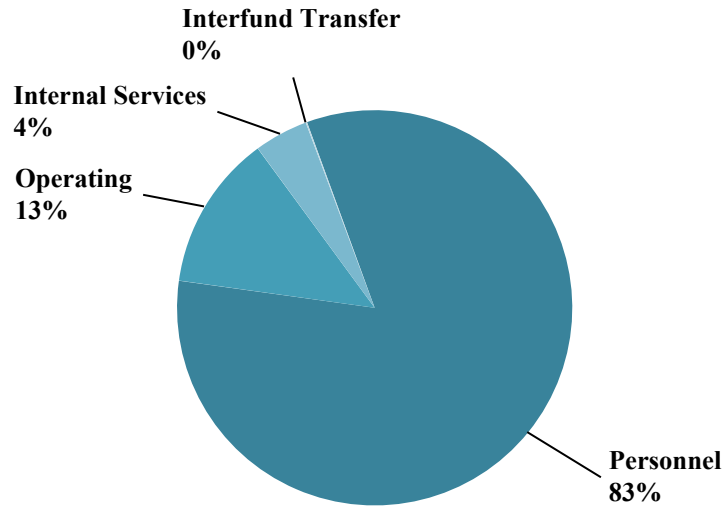
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	1,030,856	1,058,277	837,825	896,532	7 %
Operating	75,136	164,345	120,370	137,520	14 %
Internal Services	44,642	55,358	73,050	49,706	(32) %
Interfund Transfer	1,500	116,500	1,500	1,500	0 %
Total City Manager's Office	1,152,135	1,394,480	1,032,745	1,085,258	5 %
Total City Manager's Office FTEs	7.5	8.5	4.8	4.8	0.0

Total Department Summary



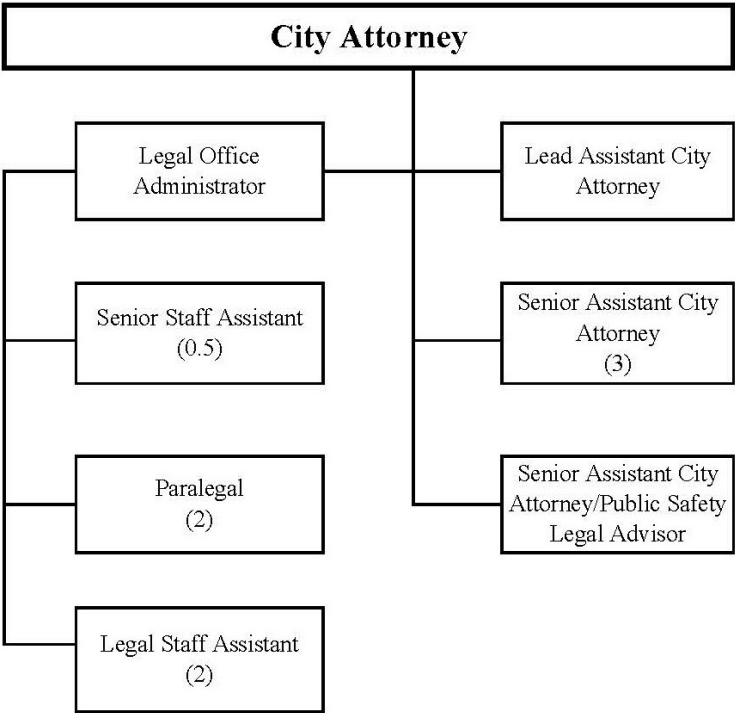
Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The City Manager's Office is supported by 4.8 full time equivalent positions. The same level of staffing as fiscal year 2022/23.
- ◆ 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 2022/23.
- ◆ Internal service charges reflect a 32% decrease from fiscal year 2022/23 due to staffing changes in the prior year.
- ◆ Interfund transfers include \$1,500 to the special program fund to provide funding for United Way Campaign expenditures.
- ◆ There have been no other significant changes in the City Manager's Office. The budget for this department reflects a 5% increase from the 2022/23 budget.





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.

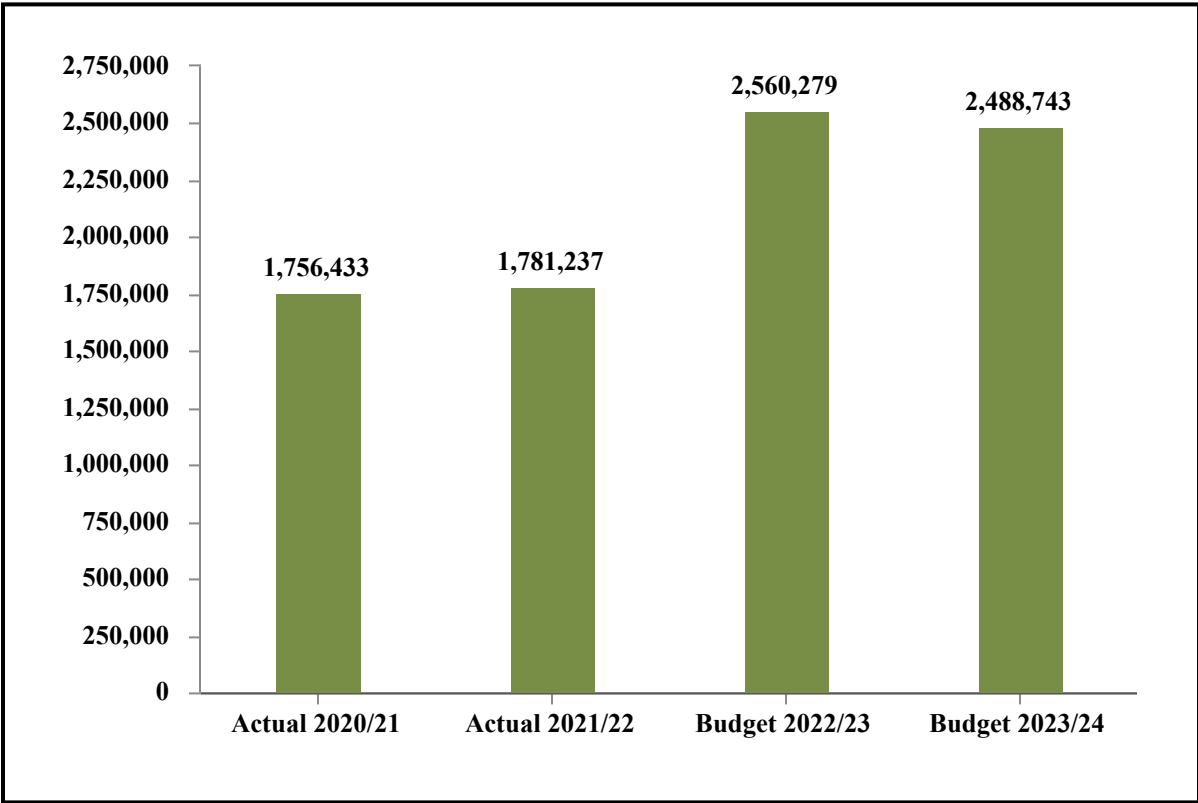
In furthering the City Council’s Strategic Priority of High Performing Government, the City Attorney’s Office defends lawsuits brought against the city; assists departments in drafting or reviewing agreements and contracts, real estate transactions, and purchasing issues and procedures; drafts or assists 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 Services Provided
City Attorney’s Office
<u>Litigation</u> – 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.
<u>Transactional</u> – Assists departments in drafting or reviewing agreements and contracts, real estate transactions, and purchasing issues and procedures.
<u>Legislation</u> – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.
<u>Legal Advice</u> – Advises City staff on all legal issues including city code and state statute interpretation, employee matters, police advice and training, and general legal questions.

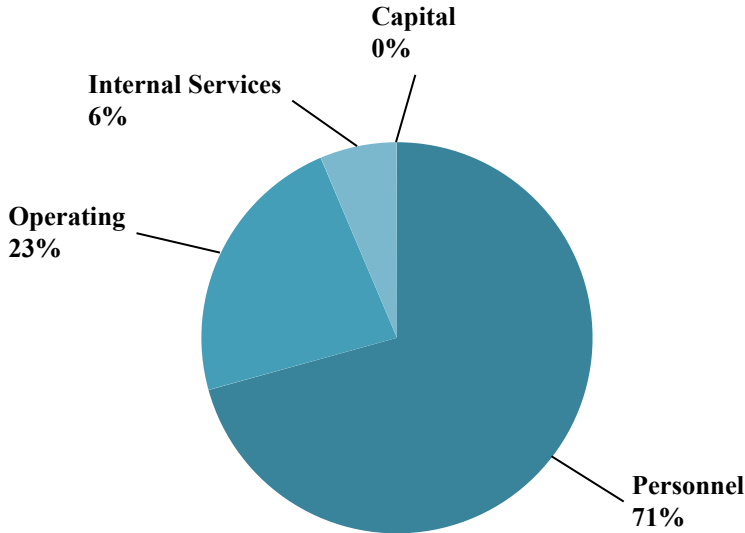
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	1,535,363	1,561,364	1,598,659	1,758,316	10 %
Operating	148,938	138,107	742,190	566,090	(24) %
Internal Services	68,957	80,226	218,430	163,337	(25) %
Capital	3,174	1,541	1,000	1,000	0 %
Total City Attorney's Office	1,756,433	1,781,237	2,560,279	2,488,743	(3)%
Total City Attorney's FTEs	11.5	11.5	11.5	11.5	0.0

Total Department Summary

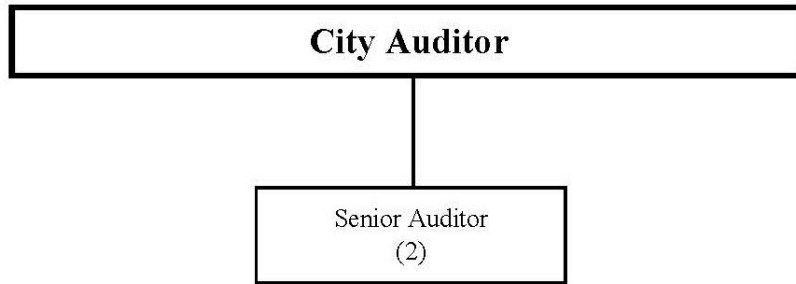


Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The City Attorney's Office is supported by 11.5 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Capital expenditures represent funding for books and publications of \$1,000; the same level of funding as the 2022/23 budget.
- ◆ Other operating expenditures include \$474,000 for city-wide outside legal services, which represents a 24% decrease in funding from the 2022/23. This decrease is due to reallocating funding of outside legal services back to the Central Insurance and pension funds.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects a 3% decrease from the 2022/23 budget.
- ◆ Internal Service expenditures reflect an decrease of 25% due to the one time cost of legal software upgrade/conversion in fiscal year 2022/23.



City Audit – 3.0 FTEs

Department Objective

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

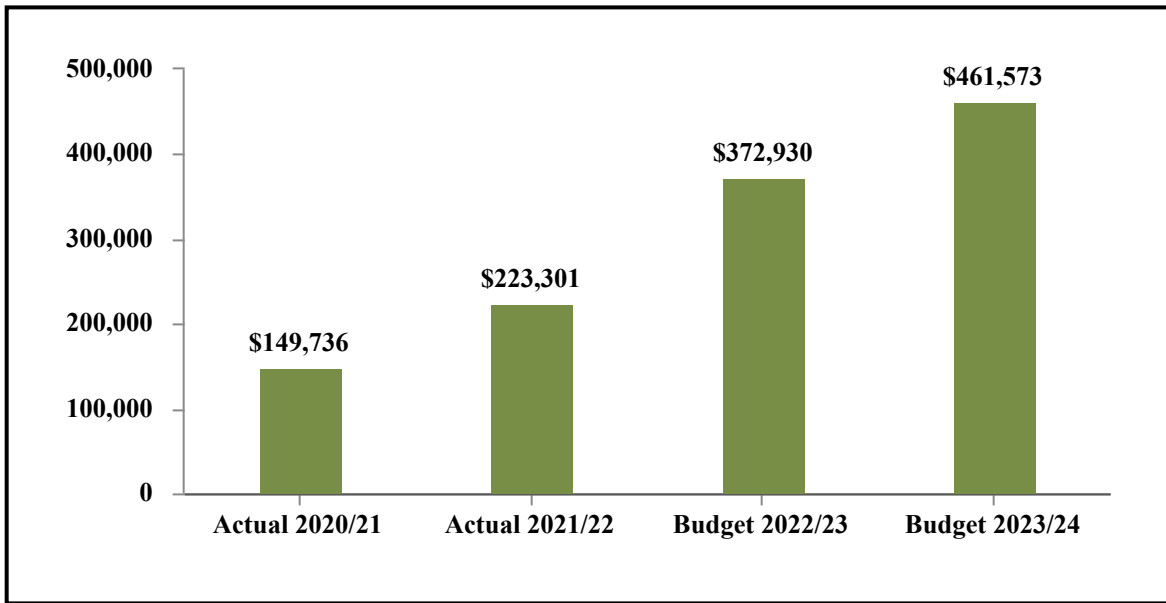
- Processes are properly designed, meet program objectives, and consider risks
- Effectiveness of internal controls for managing risks
- Management accountability over control activities and responses to risks

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

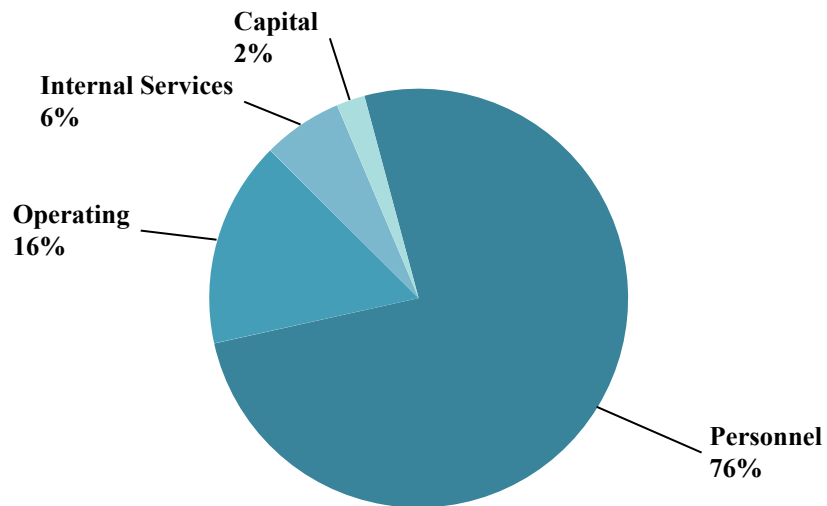
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	113,770	202,284	286,260	348,008	22 %
Operating	18,492	2,155	64,960	74,655	15 %
Internal Services	17,474	18,862	21,710	28,710	32 %
Capital	—	—	—	10,200	n/a
Total City Audit Office	149,736	223,301	372,930	461,573	24 %
Total City Audit Office FTEs	2.0	2.0	3.0	3.0	0.0

Total Department Summary

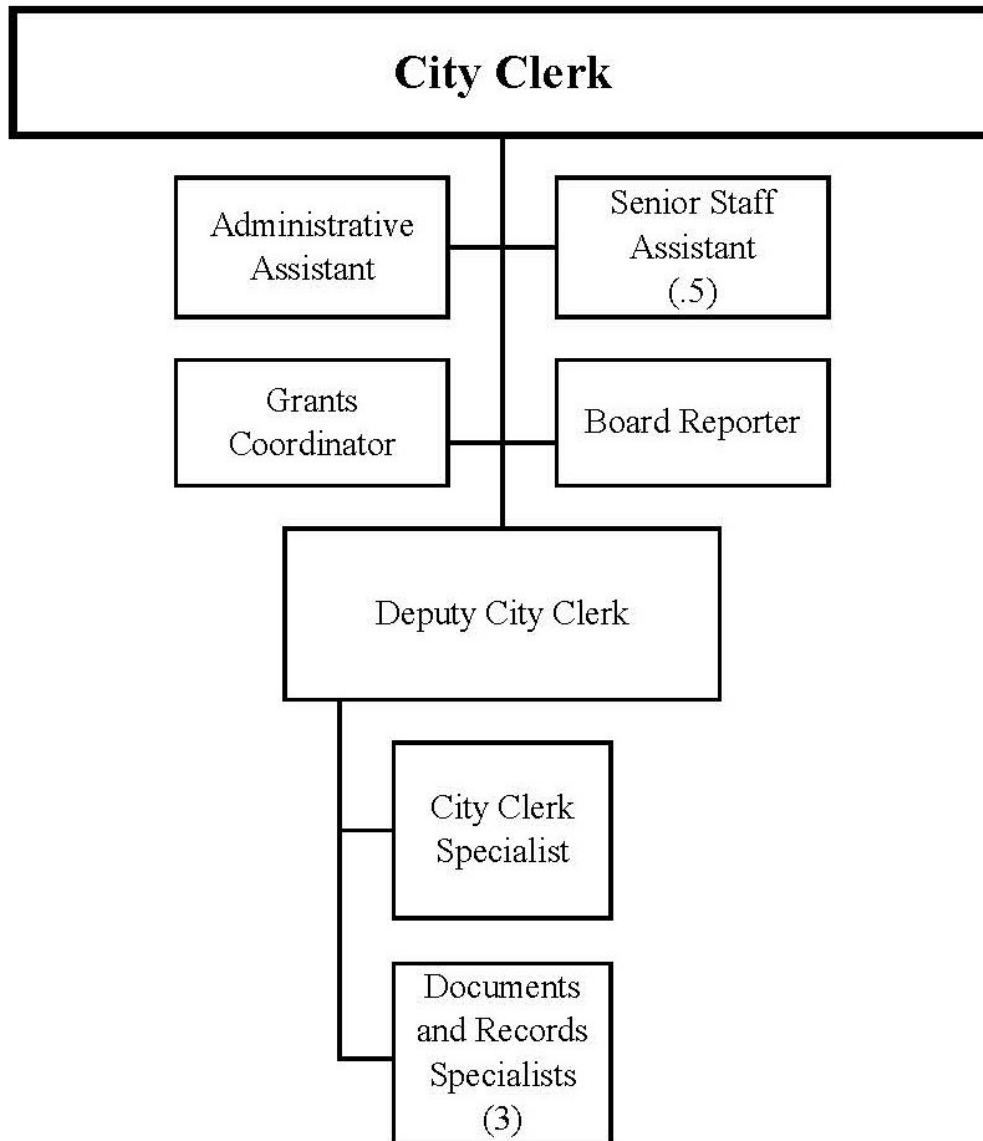


Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The City Auditor's Office is supported by three full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Personnel costs reflect an increase of 22% from fiscal year 2022/23 due to staffing changes.
- ◆ Operating expenses reflect an increase of 15% from fiscal year 2022/23 to fund contractual support for departmental risk assessments.
- ◆ Internal Service charges reflect an increase of 32% from fiscal year 2022/23. This increase is due to software support and position changes.
- ◆ There have been no other significant changes in the City Auditor's Office. The budget for this department reflects an increase of 24% in comparison to the 2022/23 budget.



City Clerk – 9.5 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.

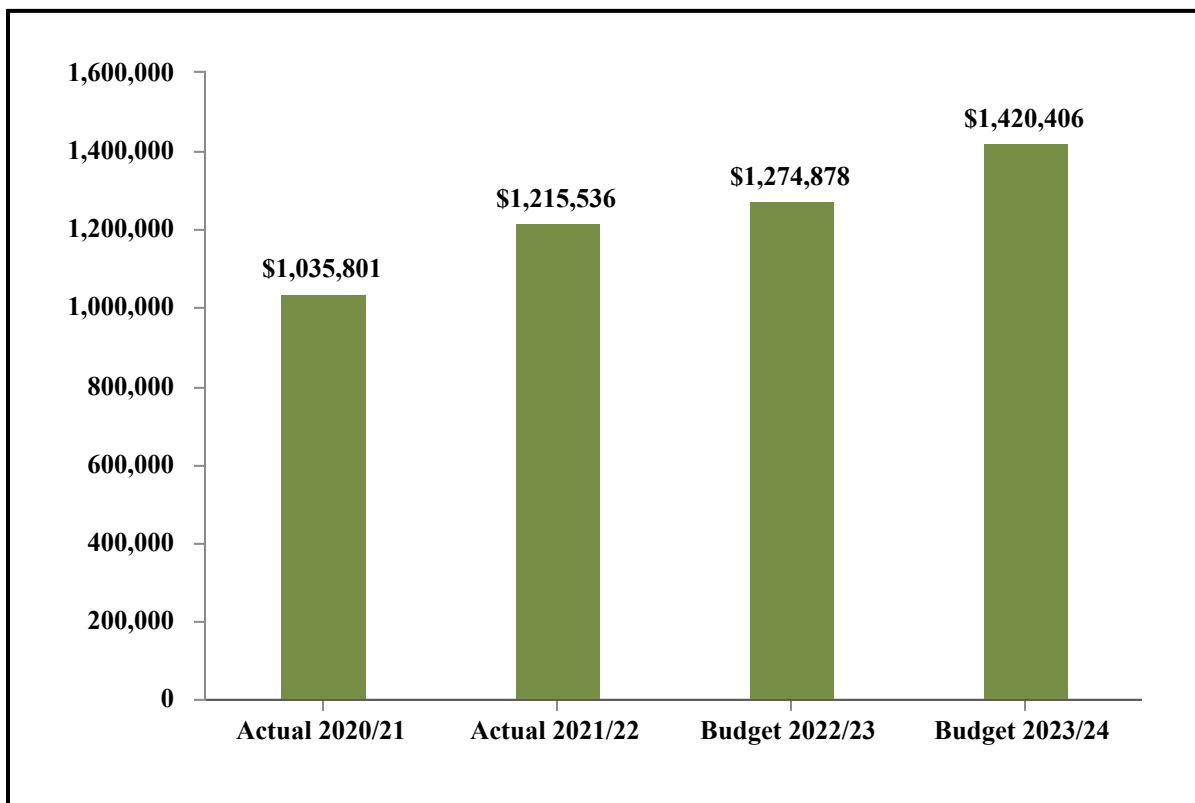
In furthering the City Council’s Strategic Priority of High Performing Government, the Department coordinates the City’s legislative priorities, assists with grant programs to optimize funding opportunities, coordinates municipal and employee elections, and assesses property owners for improvements.

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

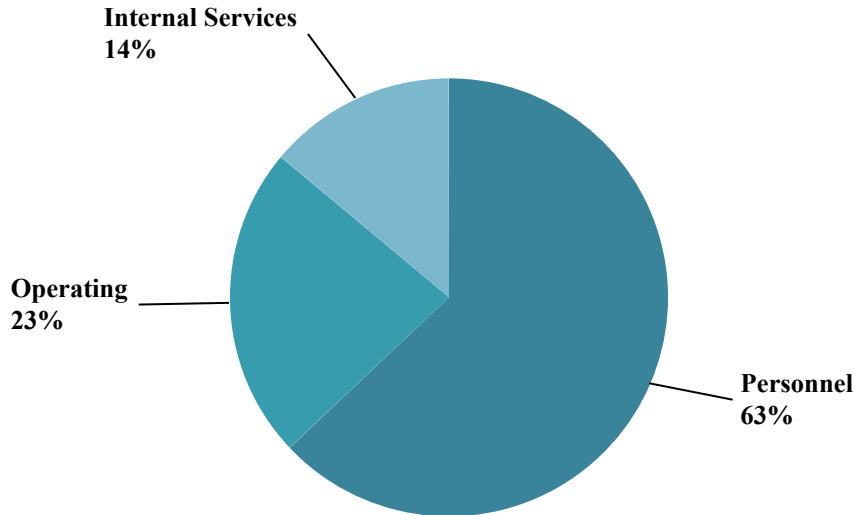
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	623,768	630,738	836,368	898,106	7 %
Operating	242,708	405,435	237,400	329,500	39 %
Internal Services	169,326	179,363	201,110	192,800	(4) %
Total City Clerk	1,035,801	1,215,536	1,274,878	1,420,406	11 %
Total City Clerk FTEs	8.0	8.0	9.5	9.5	0.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category

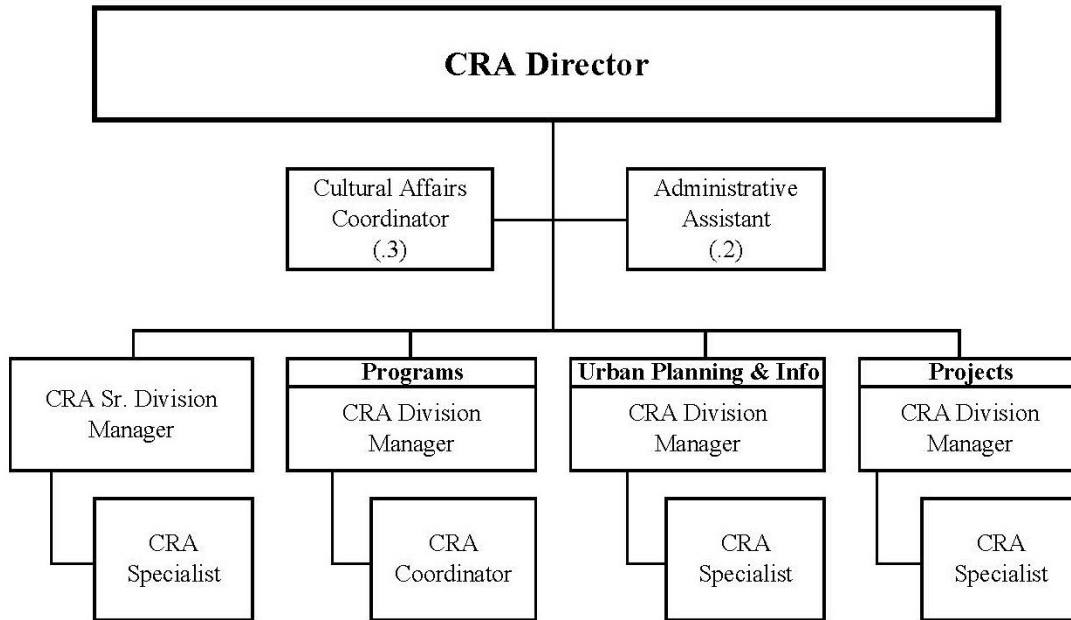


Budget Highlights

◆ The City Clerk department is supported by 9.5 full time equivalent positions, the same level of staffing as the 2022/23 budget.

◆ There have been no other significant changes. The total budget for City Clerk reflects a 11% increase from fiscal year 2022/23.

◆ Other operating costs include funding for the Supervisor of Elections (SOE) to administer the process for scheduled elections and/or referendums. For fiscal year 2023/24 this cost is estimated at \$180,000, resulting in a 39% increase in operating costs in comparison to fiscal year 2022/23.



CRA Administration – 9.5 FTEs

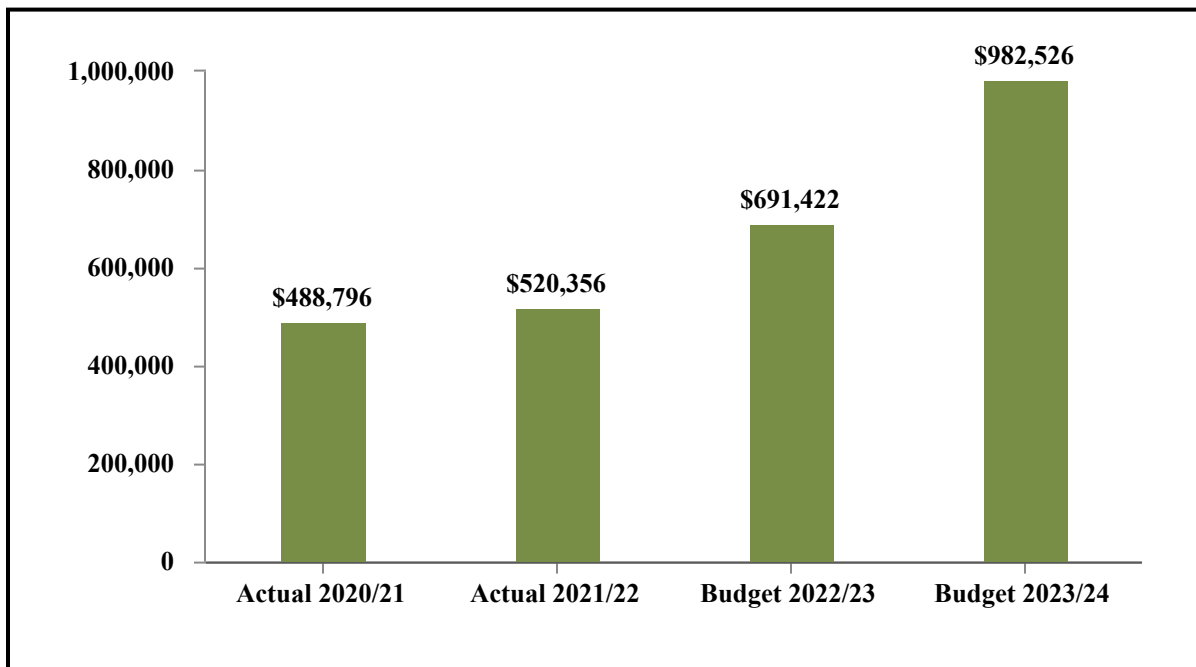
Department Objective

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

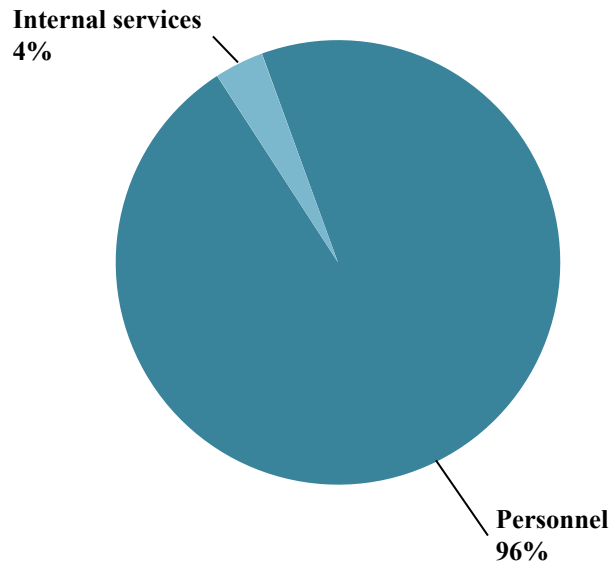
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	464,444	491,273	661,392	946,824	43 %
Other Operating	43	133.5	350	500	43 %
Internal Services	24,310	28,950	29,680	35,202	19 %
Total CRA Administration	488,796	520,356	691,422	982,526	42 %
Total CRA FTEs	4.5	6.5	7.5	9.5	2.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category



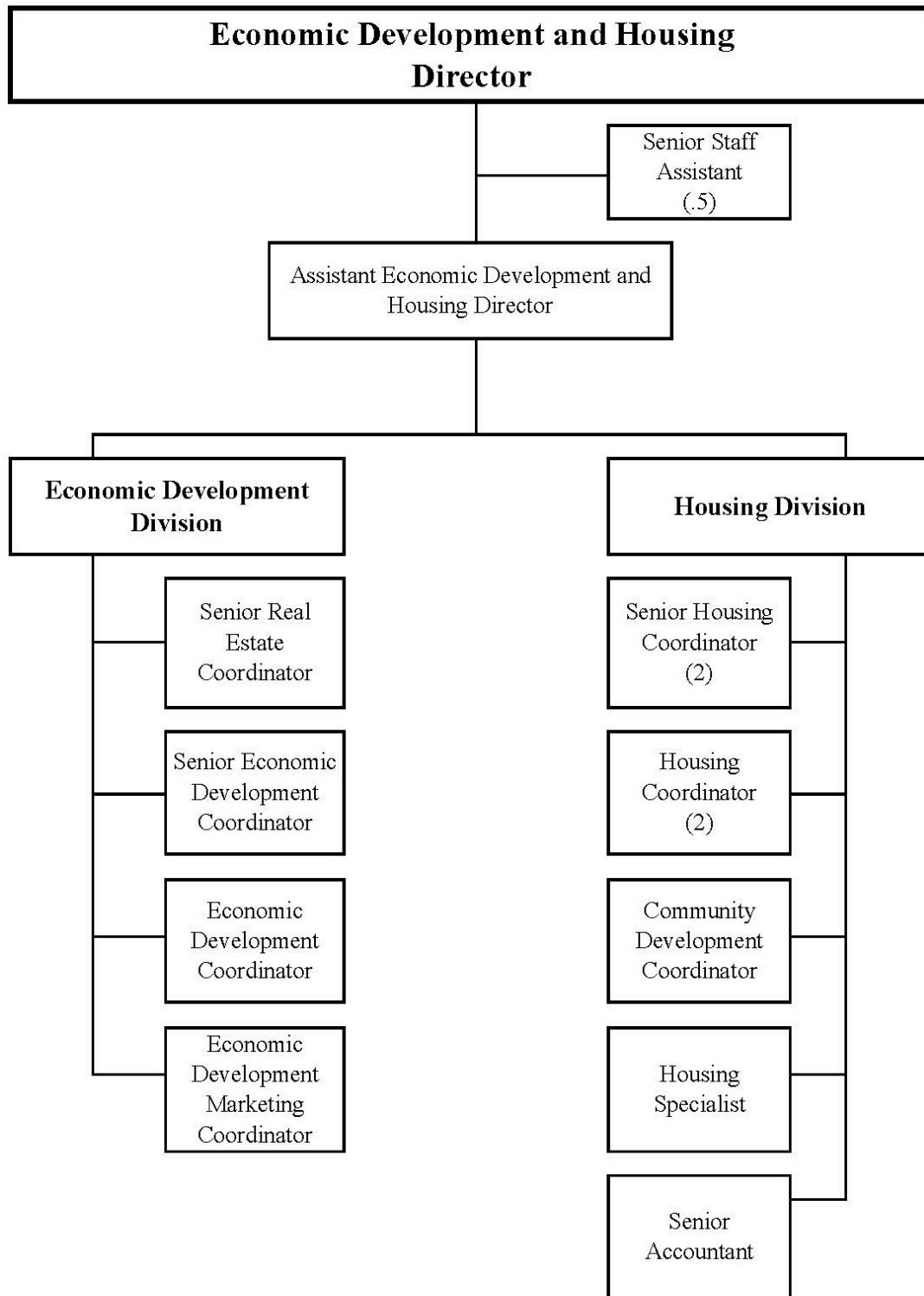
Budget Highlights

◆ The CRA Administration program accounts for the staffing which fully administer the operations of the Community Redevelopment District. The CRA Administration program is supported by 9.5 full time equivalent positions, an increase of 2 FTEs in comparison to the amended budget. During fiscal year 2022/23, the CRA Trustees approved the addition of a CRA Specialist, and the proposed budget includes an additional CRA Manager and CRA Specialist to support departmental restructuring and the new North Greenwood CRA.

◆ The CRA Administration budget includes funding only for personnel, minor operating costs, and internal service charges for the associated staff. Total operating costs of the department reflect a 42% increase in comparison to fiscal year 2022/23. The CRA reimburses the General Fund for these costs in accordance with an annually approved inter-local agreement between the City and CRA.



Economic Development and Housing



Economic Development – 6.0 FTEs

Housing – 7.5 FTEs

Total Economic Development and Housing – 13.5 FTEs

Economic Development and Housing

Department Objective

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

Summary of Services Provided

Economic Development

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

Housing

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

This year, CDBG entitlement funds total \$913,337 and are used to support a wide variety of eligible housing and social service programs. Approximately 75% of the CDBG funds are redistributed to organizations that directly provide services to the community. The department, during its annual funding cycle, advertises, solicits, reviews and recommends to the City Council for their approval the selection and funding level of the grantee organizations. Contract management and grant supervision is provided by the department throughout the year to ensure effective and compliant use of the grant funds. HOME entitlement for this year is \$532,649 and SHIP entitlement is estimated to be \$1,365,854. These funds are generally used to leverage private investment for affordable housing for very low- to moderate-income residents for down payment and closing costs assistance, rehabilitation loans for qualifying homeowners and construction of new infill housing units and rental communities.

The budget shown reflects the administrative portion of the entitlement revenues detailed above and the allowable portion of Program Income generated from all funding sources and is used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations. Also reflected in the budget is the administrative portion of allocations received or anticipated for COVID-19 response which have been allocated, or are anticipated to be allocated, by federal and/or state agencies.

Economic Development and Housing

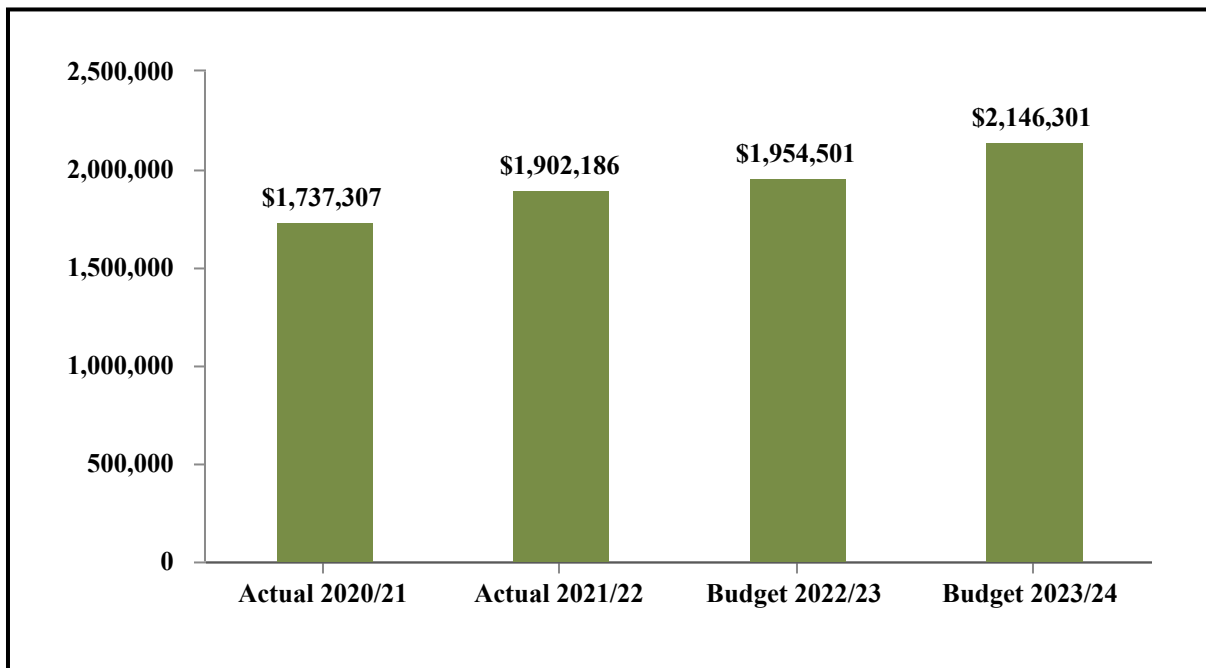
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Economic Development	1,190,249	1,285,865	1,243,780	1,248,137	— %
Housing	547,058	616,322	710,721	898,164	26 %
Total Economic Development and Housing	1,737,307	1,902,186	1,954,501	2,146,301	10 %

Full Time Equivalent Positions

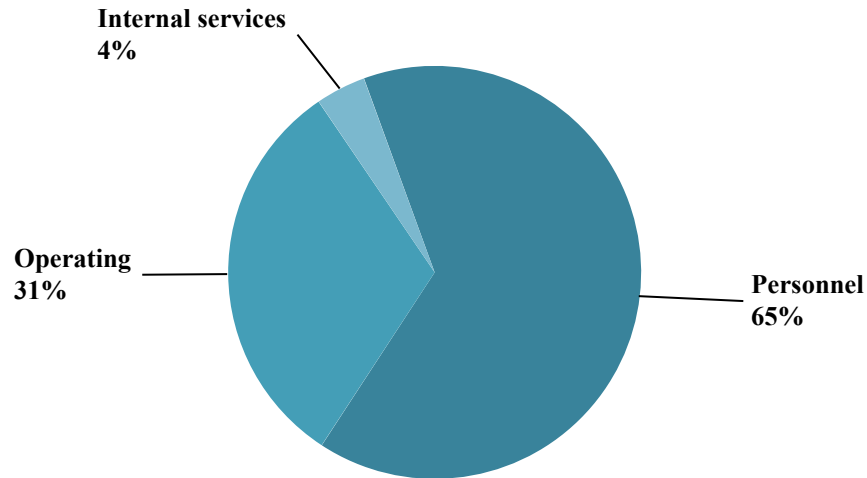
Economic Development	5.5	5.5	5.8	6.0	0.2
Housing	5.5	6.5	6.7	7.5	0.8
Total Economic Development and Housing FTEs	11.0	12.0	12.5	13.5	1.0

Total Department Summary



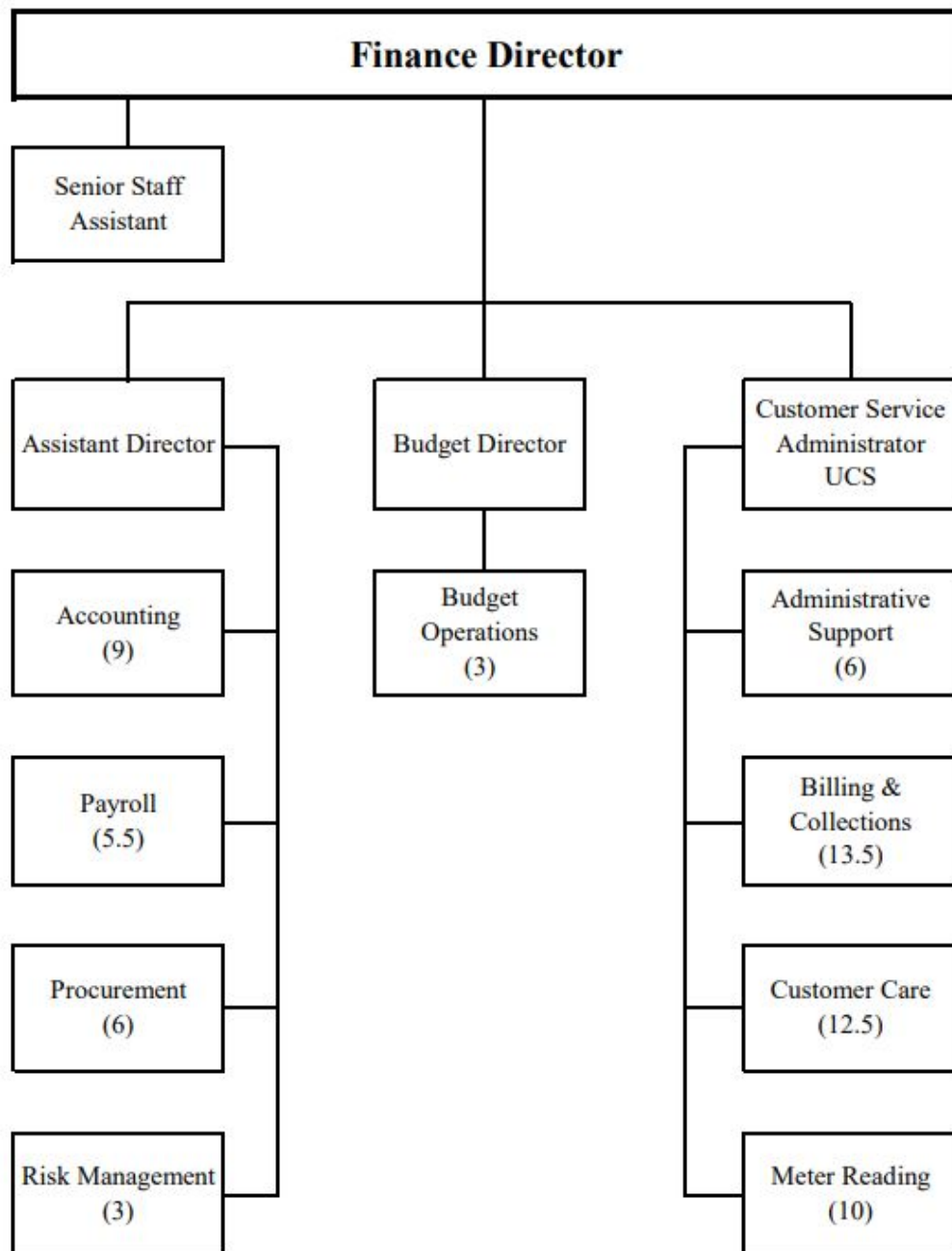
Economic Development and Housing

Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 13.5 full time equivalent positions, an increase of one FTE from the 2022/23 budget. For fiscal year 2023/24, one Housing Specialist is added.
- ◆ Operating costs include outside professional services for auditing, appraisals, research, statistical analysis, market analysis, and software agreements. These are budgeted at \$134,330, a 8% increase in funding from the 2022/23 budget.
- ◆ A contribution of \$300,000 is budgeted to support Citywide homeless initiatives, a 20% increase from prior year funding.
- ◆ No funding is included for interfund transfers for fiscal year 2023/24, the existing program balance for qualified target industry incentives is sufficient to fund current agreements.
- ◆ There have been no other significant changes in the Economic Development and Housing program. The budget for this department reflects a 10% increase from fiscal year 2022/23.



Finance (General Fund) – 27.5 FTEs

Utility Customer Service (Administrative Services Fund) – 43.0 FTEs

Finance (Insurance Fund) – 3.0 FTEs

Total Finance – 73.5 FTEs

Department Objective

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

These Finance Department objectives further the City Council’s Strategic Priority of High Performing Government. They address the Council’s Strategic Objectives of guiding municipal performance and promoting accountable governance via the Finance and Office of Management and Budget programs, and the objectives of enhancing employee health and productivity via the Risk Management program.

Summary of Services Provided

Finance

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

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

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

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

Office of Management and Budget

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

In furthering the City Council’s Strategic Priority of High Performing Government, the Office of Management and Budget prepares and presents the City’s Annual Operating and Capital Improvement Budget, as well as ensuring the City’s compliance with the State of Florida’s “Truth-in-Millage” (TRIM) act to inform citizens how proposed changes may affect their property taxes.

Summary of Services Provided (continued)

Utility Customer Service

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

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

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

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

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

Risk Management

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

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

Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Fund					
Finance	2,148,293	2,066,139	2,507,193	2,648,358	6 %
Office of Management & Budget	317,179	319,297	431,639	493,685	14 %
Subtotal - General Fund	2,465,472	2,385,436	2,938,832	3,142,043	7 %
Administrative Services Fund					
Utility Customer Service	3,477,311	3,237,473	4,001,420	4,249,296	6 %
Central Insurance Fund					
Risk Management	326,327	370,582	438,663	456,593	4 %
Total Finance	6,269,110	5,993,492	7,378,915	7,847,932	6 %

Full Time Equivalent Positions

General Fund

Finance	26.5	26.5	23.5	23.5	0.0
Office of Management & Budget	3.0	3.0	4.0	4.0	0.0
Subtotal - General Fund	29.5	29.5	27.5	27.5	0.0

Administrative Services Fund

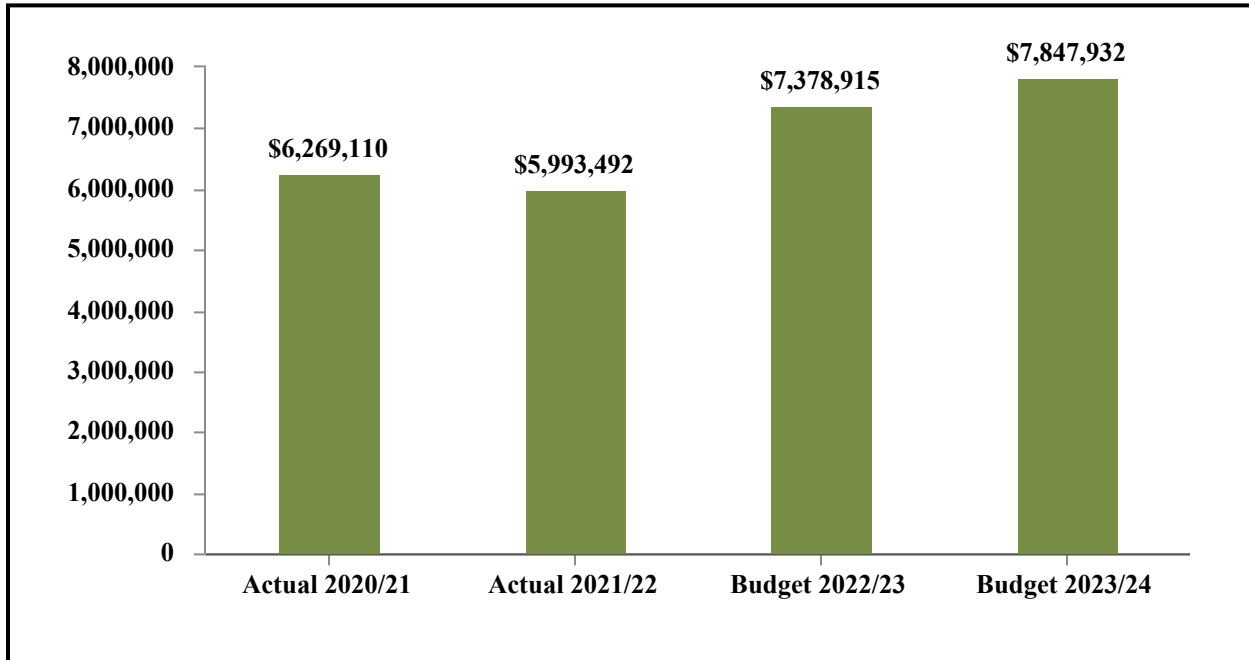
Utility Customer Service	43.0	43.0	43.0	43.0	0.0
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Central Insurance Fund

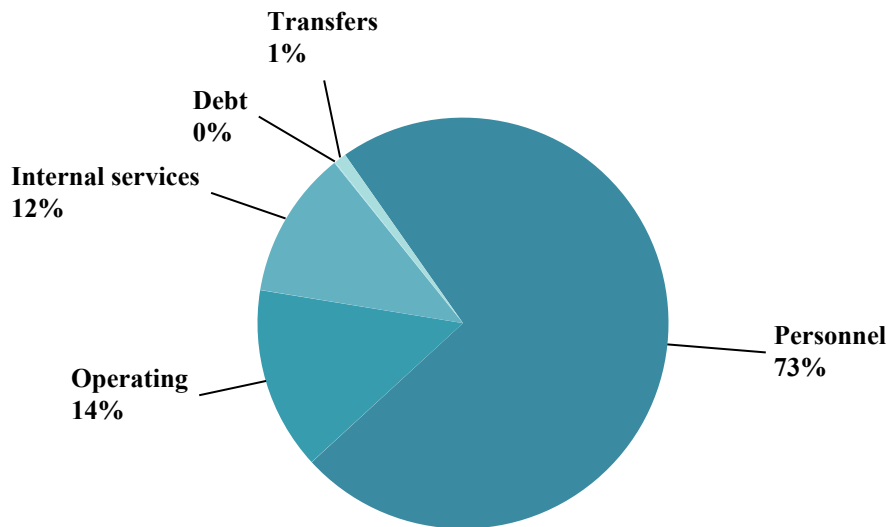
Risk Management	3.0	3.0	3.0	3.0	0.0
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Total Finance FTEs	75.5	75.5	73.5	73.5	0.0
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Total Department Summary



Fiscal Year 2023/24 Budget by Category



General Fund
Finance and Office of Management and Budget
Budget Highlights

- ◆ The Finance Department is supported by 27.5 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Personnel costs represent 83% of this program's budget.
- ◆ Operating expenditures include \$130,000 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 Finance General Fund budget. The budget for this department reflects an increase of 7% from fiscal year 2022/23 .

Administrative Services Fund
Utility Customer Service
Budget Highlights

- ◆ The Utility Customer Service program is an internal service function supporting all City utility operations. All costs of the Utility Customer Service program are passed back to the City's utility departments based upon services provided. This program supports all customer service functions, including billing, collection, accounting, meter reading, administration, and customer service for over 60,000 monthly billable accounts.
- ◆ The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Other operating costs include the funding for postage related to mailing monthly utility bills to City residents estimated at \$300,000 which is approximately 41% of operating expenditures. This is the same level of funding as the 2022/23 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.
- ◆ A transfer of \$75,000 is included to fund the capital improvement project which provides funding for future enhancements, upgrades and/or replacement of the customer service information system. This is the same funding as the fiscal year 2022/23 budget.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 6% increase from the 2022/23 budget.

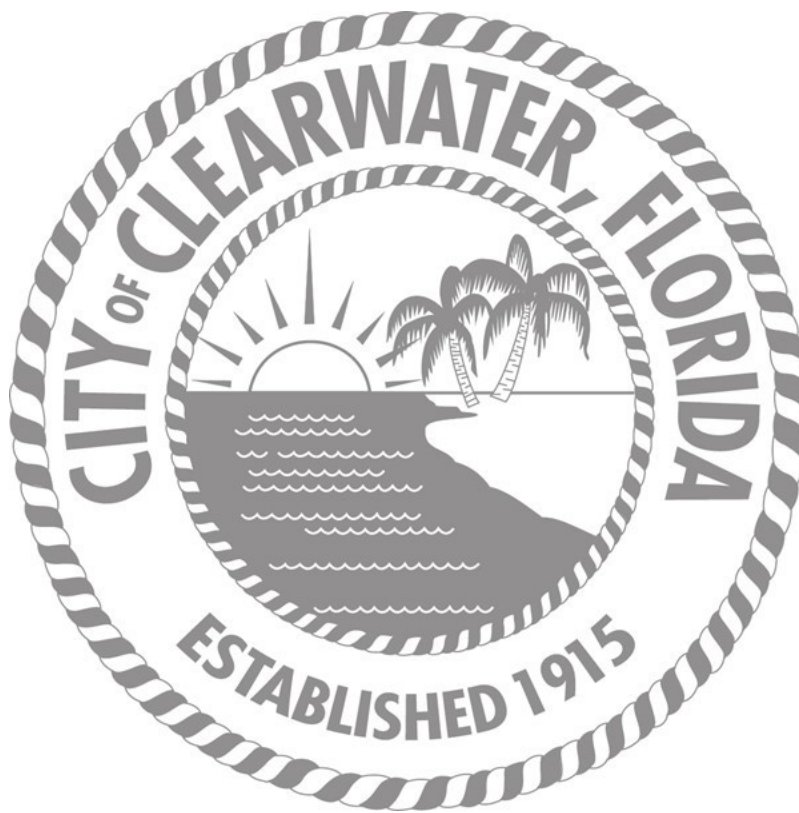
Central Insurance Fund
Risk Management
Budget Highlights

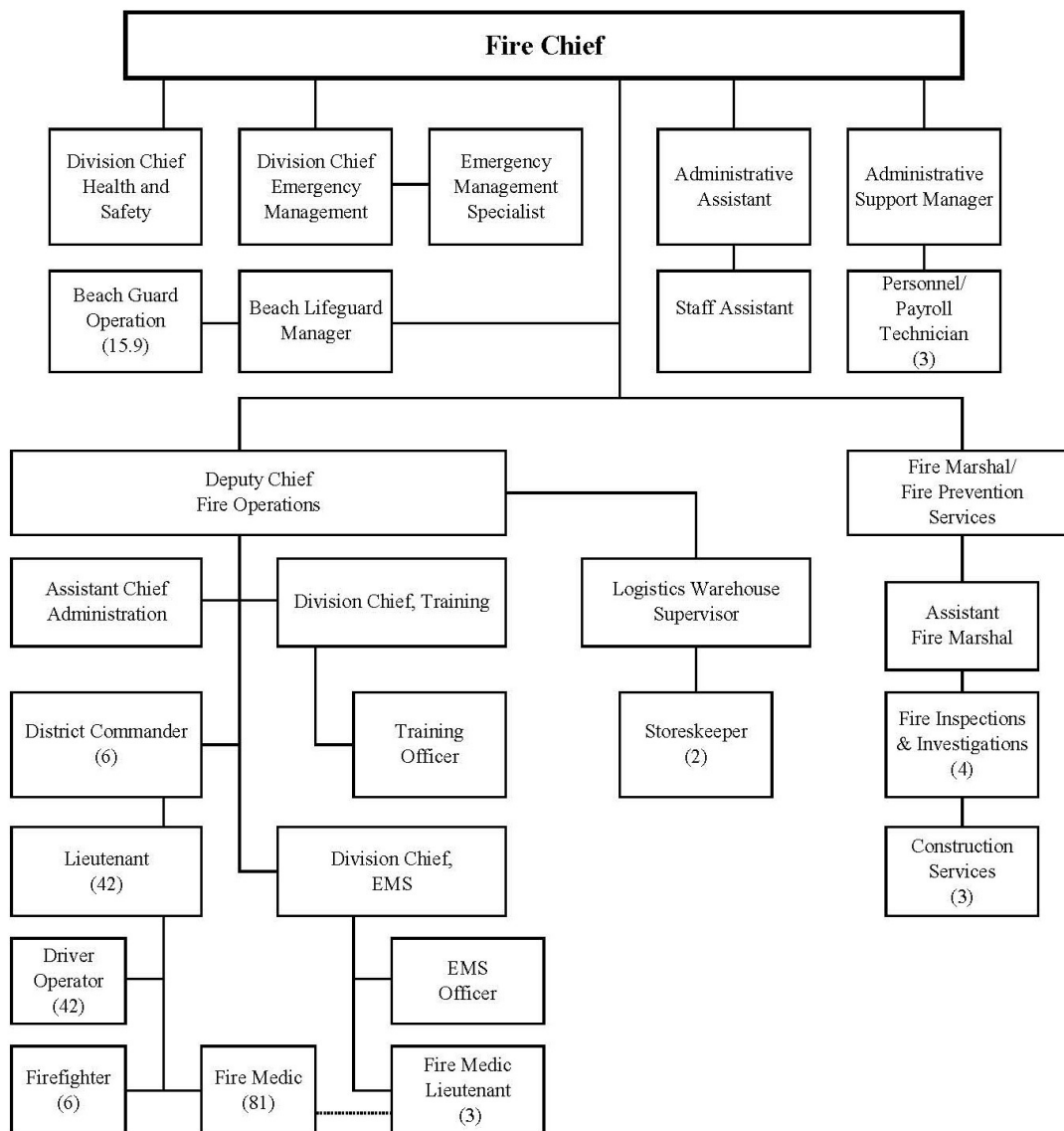
◆ This program is an internal service function. All costs of the operation are passed back to other City departments based upon employee count and other insurance cost-related factors.

◆ The Risk Management program is supported by three full time equivalent positions, the same level of staffing as fiscal year 2022/23.

◆ Other operating costs include \$126,750 in professional and contractual services to support risk management and safety functions, a 19% increase from the 2022/23 budget.

◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 4% increase from the 2022/23 budget.





Fire Department (General Fund) – 208.0 FTEs
Fire Department (Parking Fund) – 16.9 FTEs
FTEs Total Fire Department – 224.9 FTEs

Department Objective

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

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

Summary of Services Provided
<p>Administration</p>
<p>Fire Administration oversees a department with eight (8) fire stations strategically located throughout the district. Budget, payroll, policies and procedures, grants, and Capital Improvement Projects are managed through the division. The department maintains the Insurance Service Office’s (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department’s services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County.</p>
<p>Emergency Management</p>
<p>Under the umbrella of the Fire Department, the Division Chief of Emergency Management oversees citywide emergency management planning and communications. This includes execution of plans and communication during inclement weather, natural disasters, and large-scale incidents (emergency and non-emergency).</p>
<p>Fire Prevention Services</p>
<p>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.</p>
<p>Fire Operations</p>
<p>Fire Operations is budgeted under two separate programs: Fire Operations and Emergency Medical Services (EMS). Pinellas County contracts with the City to provide emergency medical services on their behalf and costs are budgeted separately for reporting and accounting purposes.</p> <p>The Fire Operations program provides the vital fire suppression services required to protect the lives and property of the citizens of Clearwater and residents of the Fire District. Fire Operations’ personnel provide basic and advanced life support services as well as fire services. Additional responsibilities include response to hazardous materials conditions to stabilize the incident with help from the Pinellas County Hazardous Materials team. Fire Operations include specialized teams such as the Marine Response Team, Special Operations Response Team, Technical Rescue Team, and Dive Team for critical incidents.</p> <p>Fire Operations maintains a Training Division and provides classroom instruction, a fire tower, burning pits, computer access and a library that provides comprehensive firefighting and emergency medical services training programs necessary to continually update, certify, and refresh knowledge and performance in every discipline.</p> <p>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.</p>

Summary of Services Provided (continued)

Fire Operations (continued)

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

Health and Safety

This program oversees the health & safety initiative which evaluates various equipment for safety, effectiveness, and compatibility to ensure a well-equipped, responsive, and prepared Fire and Rescue workforce. The Division Chief of Health and Safety facilitates the wellness program, promotes health and safety preparedness, and manages the hiring of firefighters and paramedics.

Clearwater Beach Patrol

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

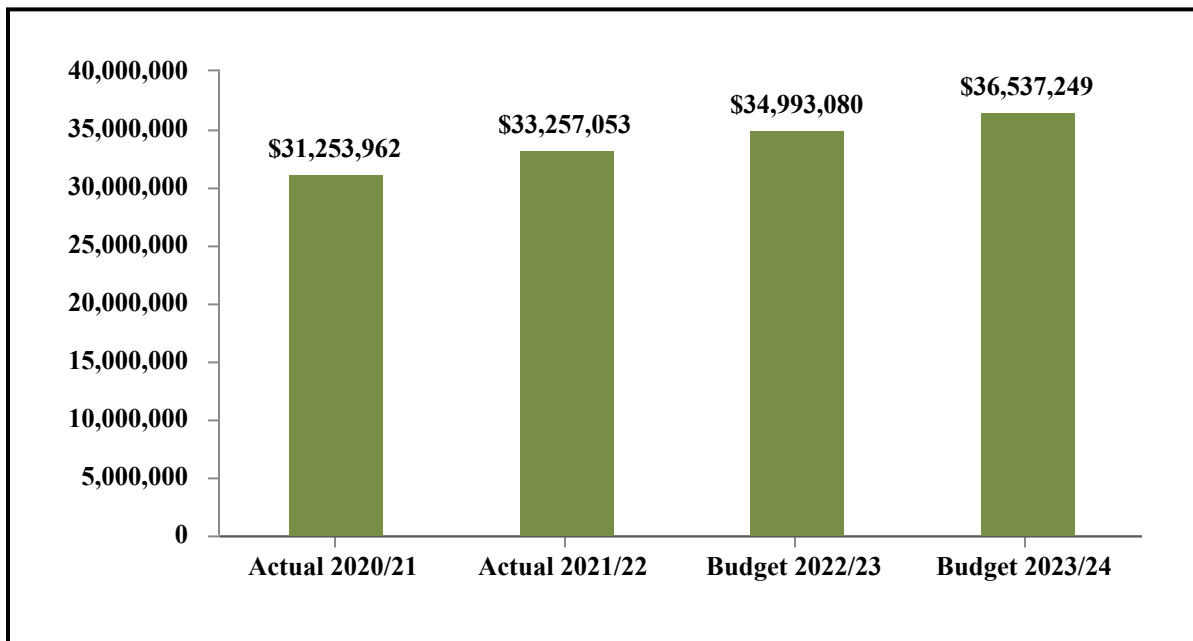
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Administration	623,557	729,412	821,547	898,289	9 %
Logistics Division	3,583,465	3,939,422	4,311,092	4,273,557	(1) %
Fire Prevention Services	1,199,685	1,191,131	1,446,368	1,467,568	1 %
Fire Operations	13,871,668	14,822,870	15,377,928	15,698,355	2 %
Emergency Medical	11,013,391	11,526,349	11,841,208	12,905,953	9 %
Subtotal - General Fund	30,291,766	32,209,183	33,798,143	35,243,722	4 %
Parking Fund					
Beach Guards	962,196	1,047,870	1,194,937	1,293,527	8 %
Total Fire	31,253,962	33,257,053	34,993,080	36,537,249	4 %

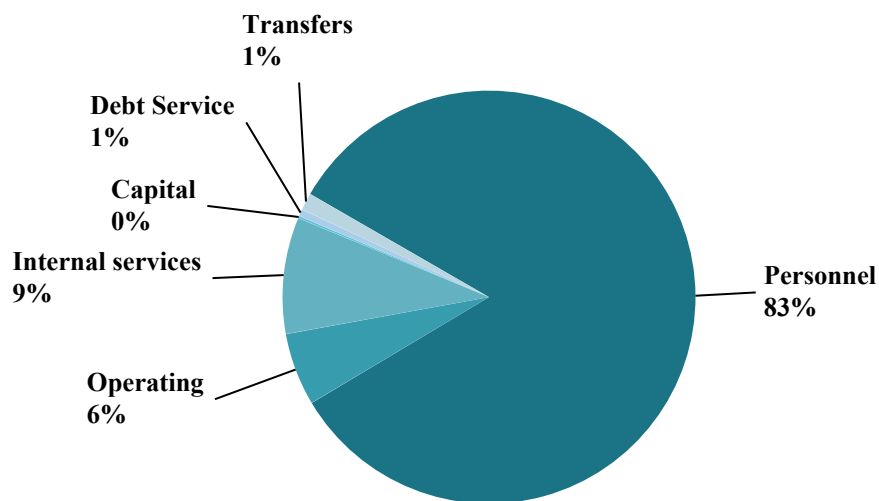
Full Time Equivalent Positions

Administration	7.3	7.3	8.0	8.0	0.0
Logistics Division	2.7	2.7	3.0	3.0	0.0
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	105.0	99.0	99.0	99.0	0.0
Emergency Medical	80.0	86.0	86.0	89.0	3.0
Subtotal - General Fund	204.0	204.0	205.0	208.0	3.0
Parking Fund					
Beach Guards	16.9	16.9	16.9	16.9	0.0
Total Fire FTEs	220.9	220.9	221.9	224.9	3.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category

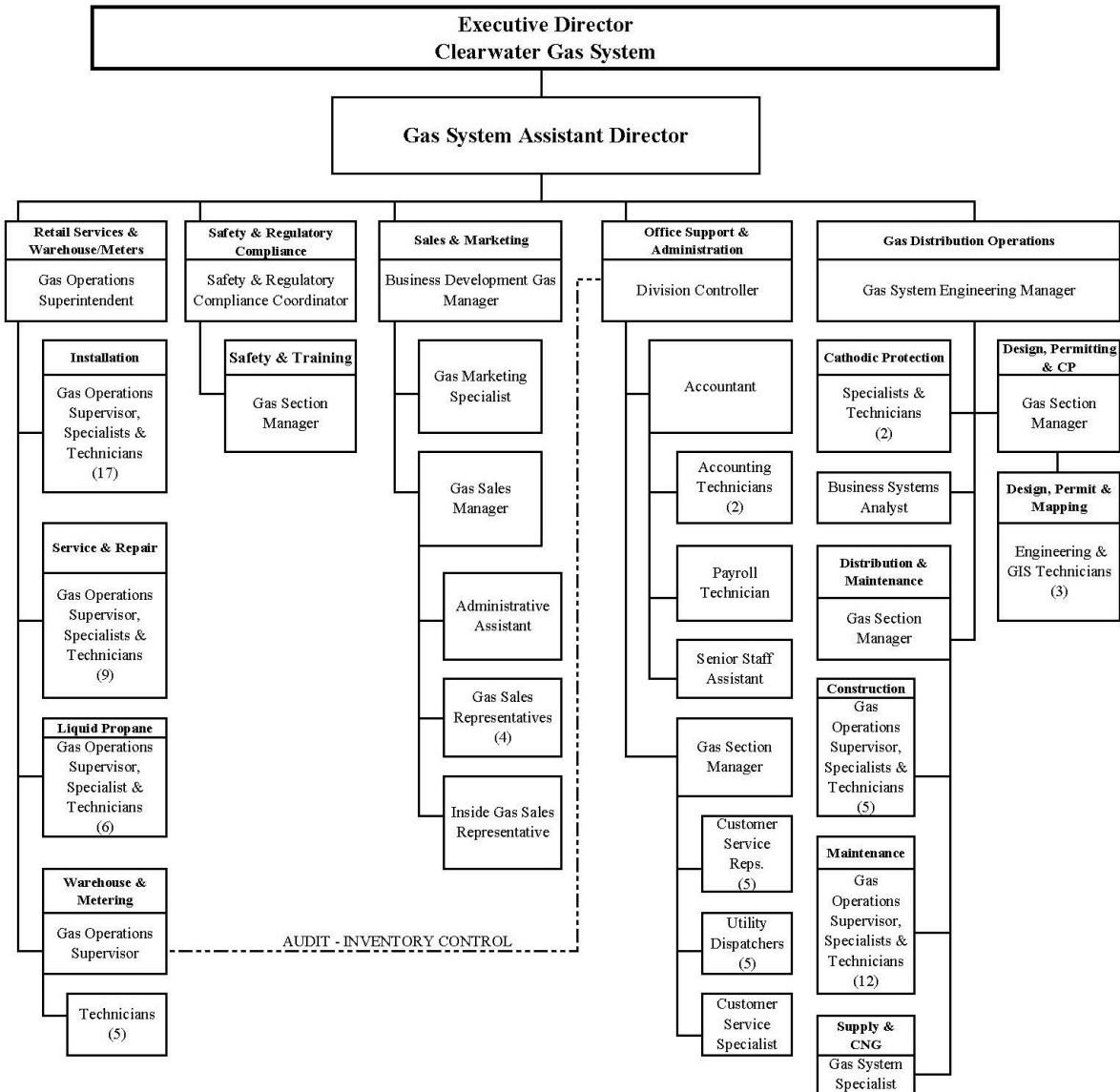


General Fund
Fire Department Highlights

- ◆ The Fire Department is supported by 208 full-time equivalent positions, an increase of three FTEs from the 2022/23 budget. For fiscal year 2023/24, three Fire Medics are being added.
- ◆ Fire Department personnel costs include funding for general wage and merit increases for IAFF union employees in the approved 2023/24 budget consistent with their current agreement.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$2,222,600, a 7% increase from the 2022/23 amended budget.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$203,610; this is a decrease of 48% from fiscal year 2022/23.
- ◆ Funding for the Fire Supplemental Pension plan for \$1,000,000 is included in the budget for fiscal year 2023/24. 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.
- ◆ Transfers to the Capital Improvement Fund total \$376,220 to support Fire projects for fiscal year 2023/24, a 17% decrease from the prior year.
- ◆ Personnel costs represent approximately 83% of the Fire Department total operating budget.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2023/24. The budget reflects an 4% increase from the fiscal year 2022/23 amended budget.

Parking Fund
Beach Guard Budget Highlights

- ◆ The Beach Guard program is supported by 16.9 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund of \$116,000 provide funding for replacement and maintenance of beach guard facilities and lifeguard towers.
- ◆ Personnel costs represent 76% of the Beach Guard Operations program budget.
- ◆ There are no other significant changes to the Beach Guard program for fiscal year 2023/24. The budget reflects an increase of 8% from the fiscal year 2022/23 amended budget.



Gas Systems – 97.0 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 Priority of High Performing Government, Clearwater Gas System (CGS) is committed to provide safe, reliable and economical gas energy and related products at a level that exceeds customer expectations, while delivering a financial return to the City of Clearwater.

Clearwater Gas System has provided energy-efficient gas service to local residents and businesses since 1924. CGS is owned and operated as an enterprise utility by the City of Clearwater and operates approximately 1,080 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 32,000 customers in a 330 square mile service territory, which includes 20 municipalities, unincorporated areas of Pinellas, and Pasco and Hillsborough counties.

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

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

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

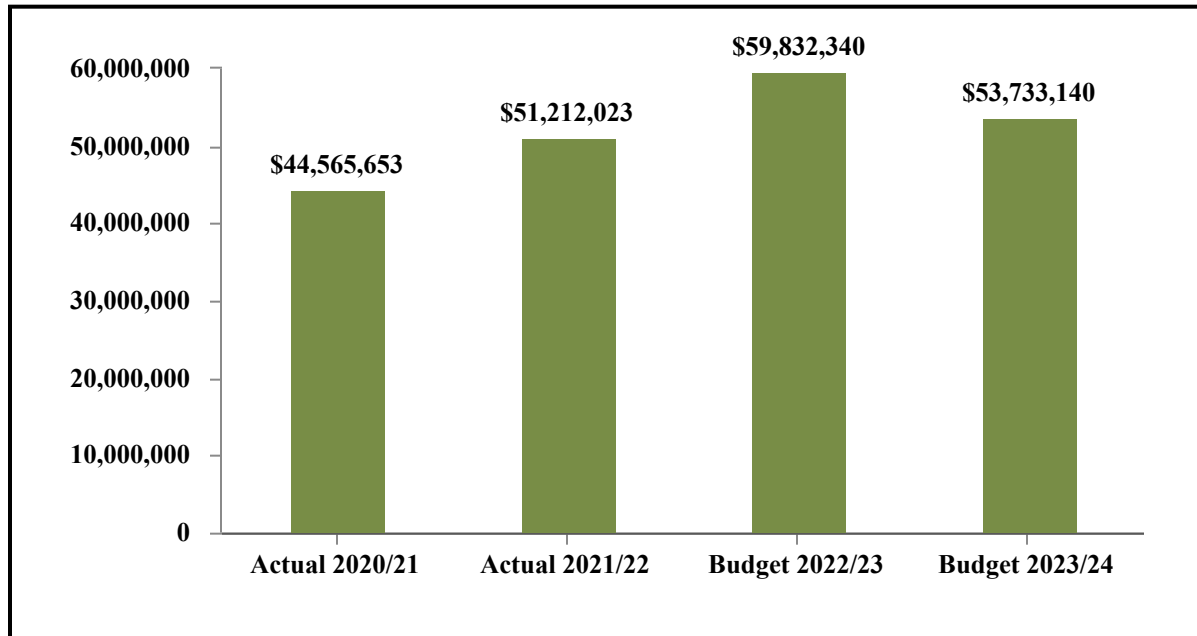
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Administration & Supply	22,641,091	27,593,785	29,734,623	25,436,036	(14)%
Pinellas Gas Operations	8,836,953	10,924,671	14,305,023	13,420,262	(6)%
Pasco Gas Operations	5,254,806	6,291,858	9,115,613	8,417,065	(8)%
Marketing & Sales	7,832,803	6,401,709	6,677,081	6,459,777	(3)%
Total Gas	44,565,653	51,212,023	59,832,340	53,733,140	(10)%

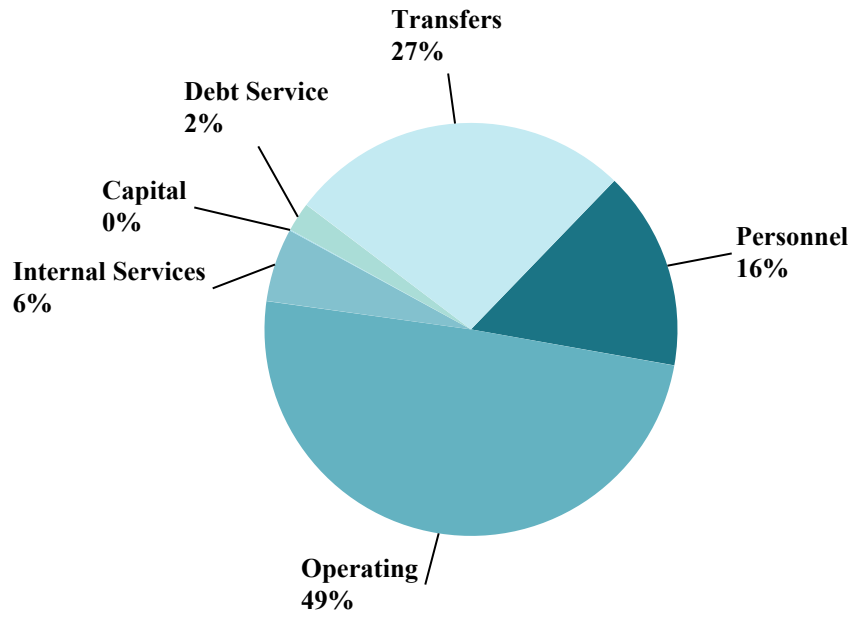
Full Time Equivalent Positions

Administration & Supply	11.8	13.8	11.0	11.0	0.0
Pinellas Gas Operations	54.9	55.9	49.9	49.9	0.0
Pasco Gas Operations	32.0	29.0	25.0	25.0	0.0
Marketing & Sales	11.3	11.3	11.1	11.1	0.0
Total Gas FTEs	110.0	110.0	97.0	97.0	0.0

Total Department Summary



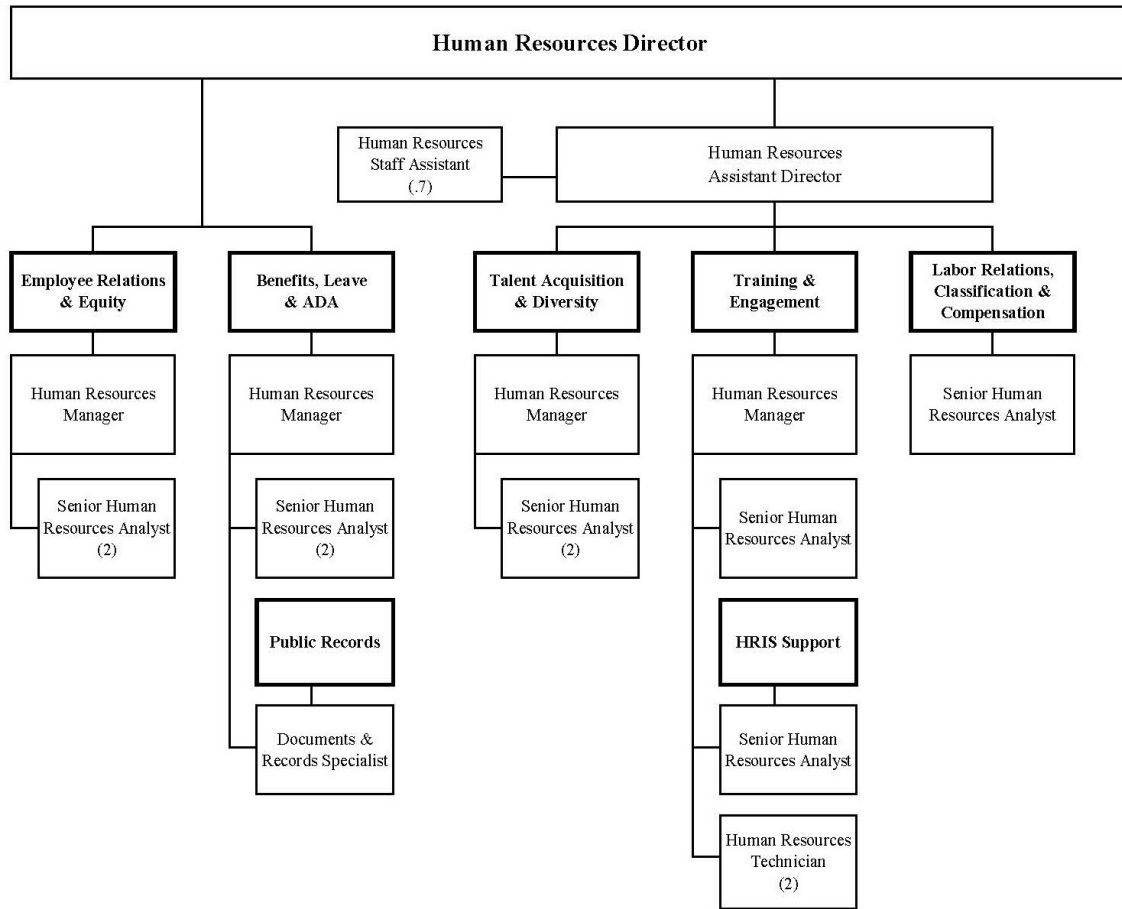
Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Gas Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to maintain the Clearwater Gas System which serves customers in portions of both Pinellas and Pasco Counties.
- ◆ The Gas Department is supported by 97 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$17.1 million, representing 33% of the department's total operating budget. This is a 20% decrease from the 2022/23 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 \$1,996,550 in fiscal year 2023/24, an increase of 2% from the 2022/23 budget.
- ◆ Internal Service costs include the reimbursement for Utility Customer Service operations for billing and customer service support services. This is budgeted at \$1,085,230 in fiscal year 2023/24, a 7% increase from the 2022/23 budget.
- ◆ Debt service costs, which include debt on outstanding bonds and new vehicle purchases, total \$1,229,248 for the fiscal year 2023/24 budget which is a 7% decrease from 2022/23.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$1.7 million, the same amount as the revised 2022/23 budget. Transfers to the Capital Improvement Fund are budgeted at \$12.7 million to support the capital projects of the Gas Fund; this is a 7% decrease in funding from the 2022/23 budget.
- ◆ Gas Department operates a natural gas vehicle (CNG) station located at 1020 N. Hercules Avenue in Clearwater. The filling station is currently being used internally for CNG vehicles in the Solid Waste/General Services Department and the Gas Department. This station is also used by several outside customers.
- ◆ There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects a decrease of 10% from the 2022/23 amended budget.





Human Resources (General Fund) – 15.2 FTEs
Human Resources (Insurance Fund) – 3.5 FTEs
Total Human Resources – 18.7 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 Priority of Superior Public Service; this includes optimizing the use of employees, assets and resources, encouraging teamwork, accessing public/private resources, and continuously measuring and improving our performance. These tasks are performed within the divisions of the department: Administration, Employee Relations & Equity, Talent Acquisition & Diversity, HRIS & Analytics, Training & Engagement, and the Employee Health Center.

Summary of Services Provided

Administration

The Administrative division encompasses coordinating the Civil Service Board, Pension Advisory Committee and Pension Trustees; overseeing labor/management relations, collective bargaining, dispute resolution; managing compensation and classification functions (pay and job analysis, labor market surveys, job descriptions, job audits, unemployment compensation); and ensuring compliance with federal, state, local laws, regulations and ordinances that are applicable to all divisions (ADA, COBRA, EEO, FMLA, HIPAA, USERRA, etc.).

Employee Relations & Equity

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

Talent Acquisition & Diversity

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

Human Resources Information Systems & Analytics

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

Training & Engagement

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

Employee Benefits, Leave & ADA

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

Summary of Services Provided (continued)

Public Records

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

Employee Health Center

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

Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Fund					
Administration, Records & Training	414,236	442,086	890,626	1,389,772	56 %
Talent Acquisition & Diversity	599,912	594,734	828,384	503,665	(39) %
Employee Relations & Equity	153,702	175,949	199,955	287,781	44 %
Diversity and Equity Svc (reorg FY23)	206,089	322,611	314,541	—	(100) %
Subtotal - General Fund	1,373,939	1,535,380	2,233,506	2,181,218	(2) %
Central Insurance Fund					
Employee Benefits	256,290	303,498	414,160	464,359	12 %
Employee Health Center	1,660,826	1,473,582	1,731,900	1,730,900	— %
Subtotal - Central Insurance Fund	1,917,116	1,777,079	2,146,060	2,195,259	2 %
Total Human Resources	3,291,055	3,312,459	4,379,566	4,376,477	0 %

Full Time Equivalent Positions

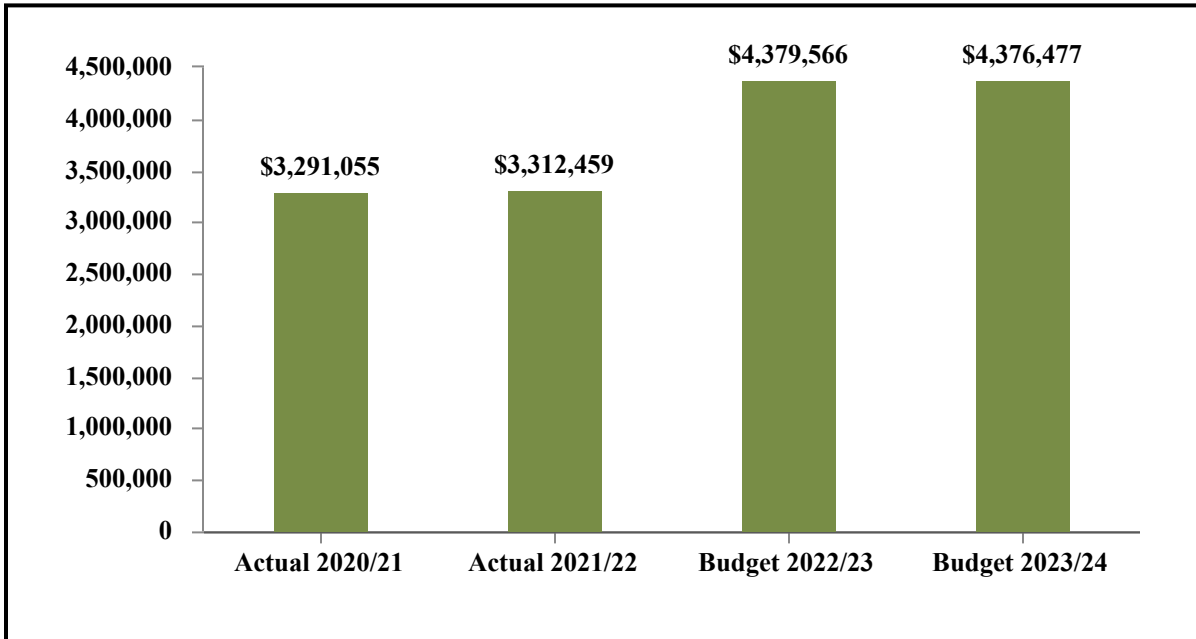
General Fund

Administration, Records & Training	3.0	3.2	9.2	9.2	0.0
Talent Acquisition & Diversity	5.7	6.0	3.0	3.0	0.0
Employee Relations & Equity	2.0	2.0	3.0	3.0	0.0
Diversity and Equity Svc (reorg FY23)	2.0	2.0	0.0	0.0	0.0
Subtotal - General Fund	12.7	13.2	15.2	15.2	0.0

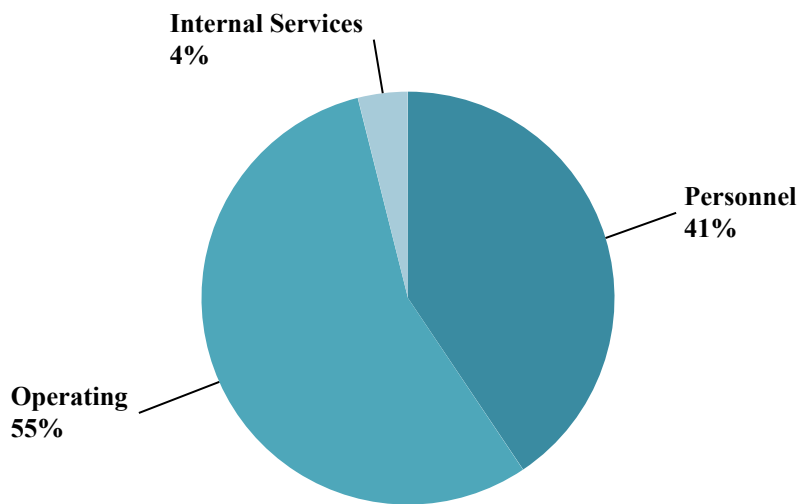
Central Insurance Fund

Employee Benefits	4.0	3.5	3.5	3.5	0.0
Total Human Resources FTEs	16.7	16.7	18.7	18.7	0.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category

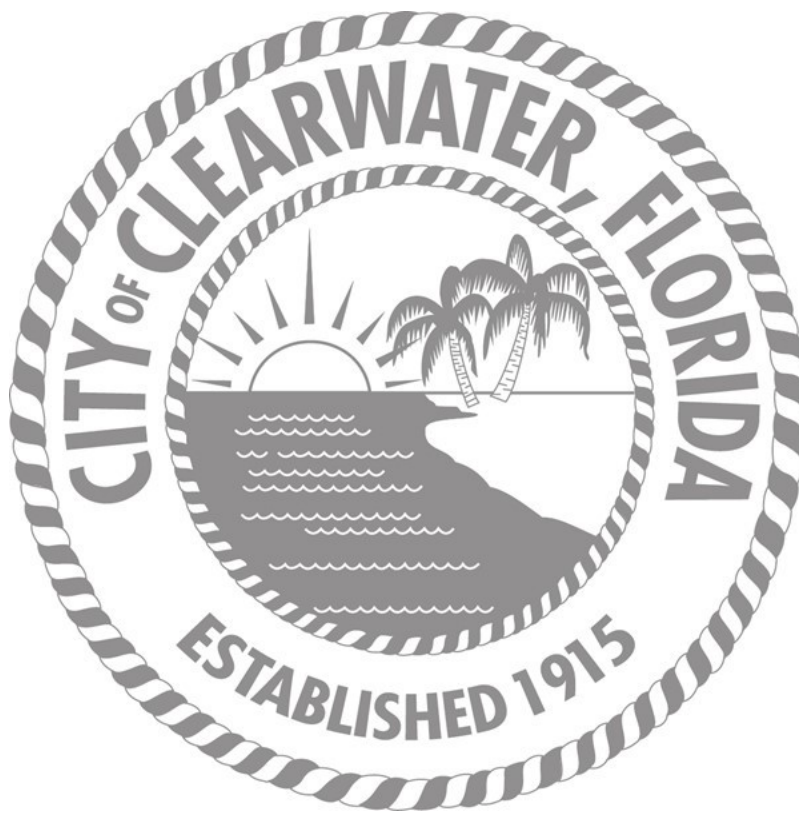


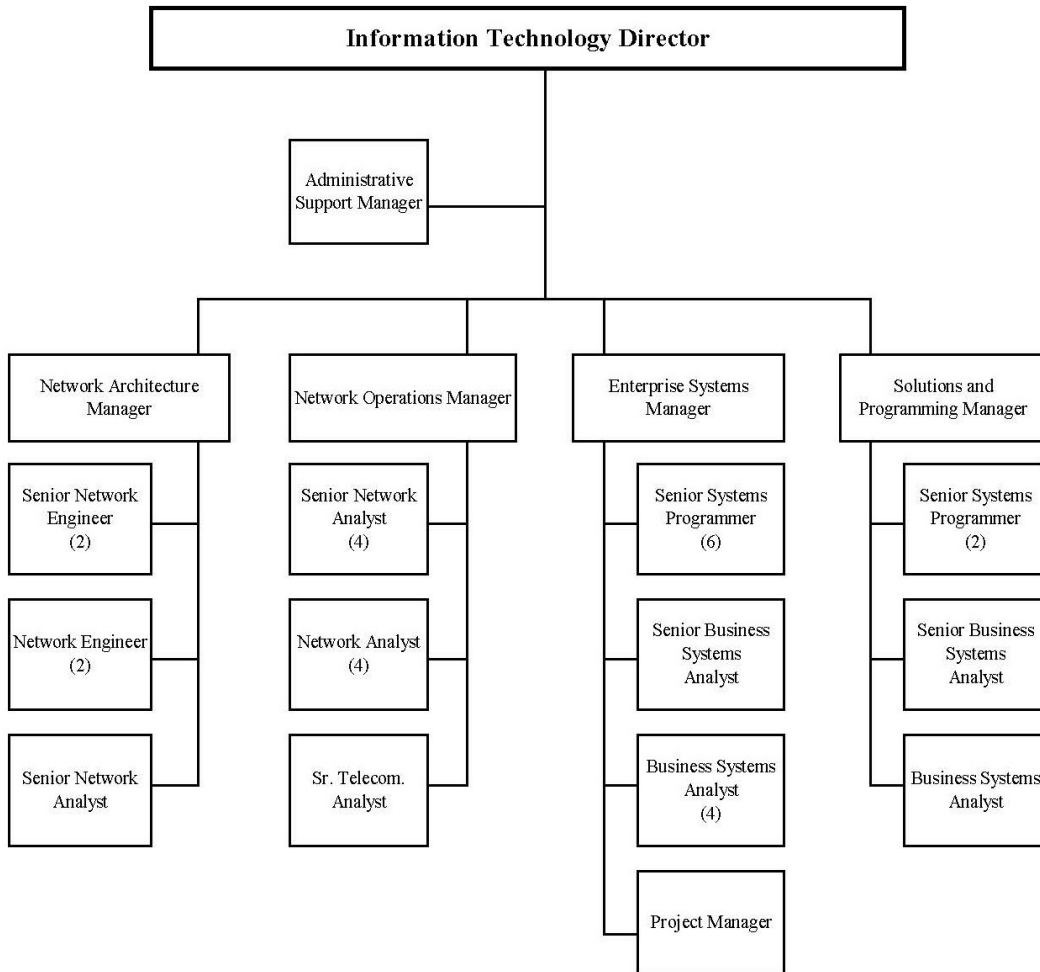
General Fund
Administration; Acquisition, Development and HRIS;
Employee Relations and Benefits; Diversity & Equity Services
Budget Highlights

- ◆ The Human Resources General Fund programs are supported by 15.2 full time equivalent positions, the same level of staffing as the 2022/23 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 7% in comparison to prior year.
- ◆ Operating expenditures include the budget for tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect a 15% decrease from the fiscal year 2022/23 budget.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects a 2% decrease from fiscal year 2022/23.

Central Insurance Fund
Employee Benefits and Employee Health Center
Budget Highlights

- ◆ The Employee Benefits program is an Internal Service function responsible for administering the employee benefits programs for health and life insurance, and retirement plans. The cost of this program is charged to all operating funds and departments based upon the number of personnel in each program.
- ◆ The Employee Health Center (EHC) provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. In June 2019, the EHC relocated to a larger space to accommodate the expansion of services offered to employees. The 2023/24 budget for the Employee Health Center reflects a slight decrease from fiscal year 2022/23.
- ◆ The Employee Benefits program is supported by 3.5 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ There have been no other significant changes in the Employee Benefits program or the Employee Health Center. This budget reflects a 2% increase from fiscal year 2022/23.





Information Technology – 36 FTEs

Department Objective

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

In furthering the City Council’s Strategic Priority of High Performing Government, the Information Technology Department manages the delivery of quality services in the areas of technology administration, systems support, hardware and software maintenance, helpdesk support, network operations, purchasing, telecommunications, business system analysis and capital budget planning.

Summary of Services Provided

Administration

Administration of the City’s information technology systems includes development/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. Tasks also included within IT Administration are the development and oversight of contracts and vendor relationships, technology innovation, resource allocation, data collection and analysis, and the project management for citywide application implementation.

Network Operations & User Support

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

Network Architecture

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

Solutions & Programming

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

Enterprise Systems & Training

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

Information Technology

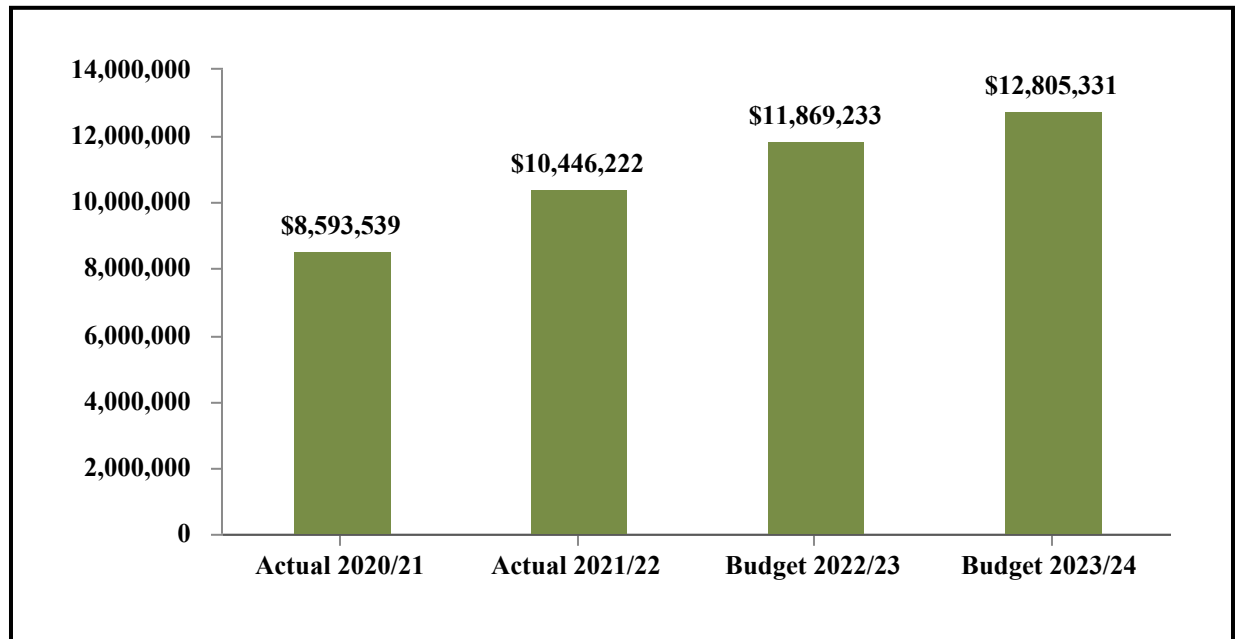
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Administration	402,898	399,783	515,877	679,033	32 %
Network Operations & Support	4,527,952	4,254,449	4,854,345	4,642,827	(4)%
Network Security & Architecture	—	662,362	2,646,074	2,839,489	7 %
Solutions & Programming	2,860,152	3,222,579	2,761,577	3,709,424	34 %
Enterprise Systems & Training	—	328,852	1,091,360	934,558	(14)%
IT Telecommunications	802,537	1,578,197	—	—	n/a
Total Information Technology	8,593,539	10,446,222	11,869,233	12,805,331	8 %

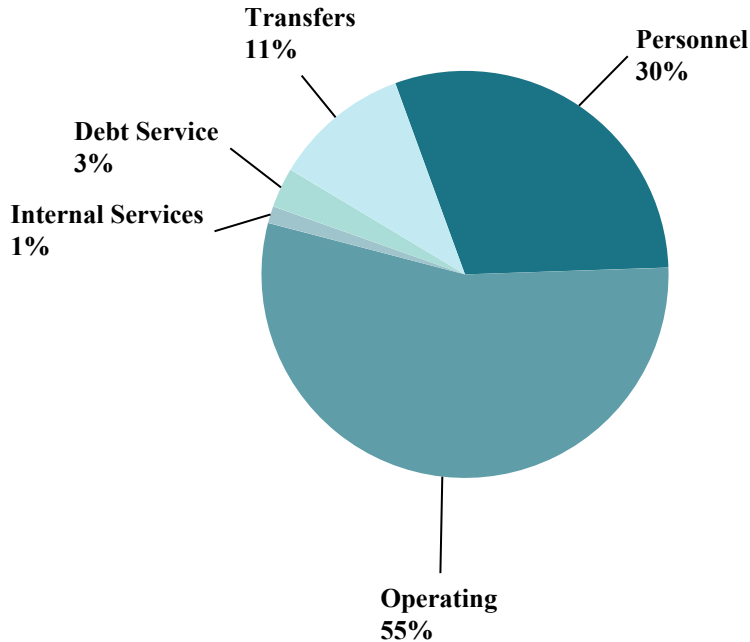
Full Time Equivalent Positions

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

Total Department Summary

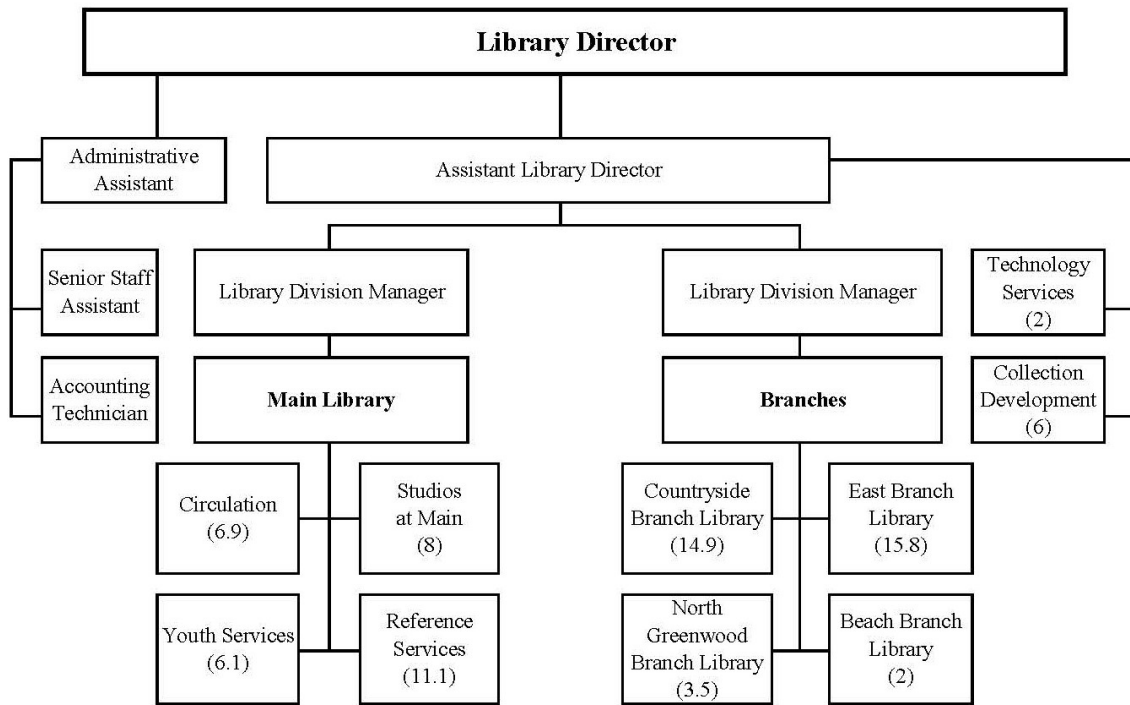


Fiscal Year 2023/24 Budget by Category



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.
- ◆ Debt costs account for financing costs of capital purchases of technology equipment and the telecommunications upgrade. This totals \$411,590 for fiscal year 2023/24,
- ◆ The Information Technology Department is supported by 36 full time equivalent positions, a decrease of one FTEs from the 2022/23 budget. For fiscal year 2023/24, an Accounting Technician has been eliminated due to long term vacancy.
- ◆ Transfers to support capital projects for system and infrastructure replacements and upgrades are budgeted at \$1.4 million for fiscal year 2023/24, a 23% decrease from the prior budget year.
- ◆ Operating expenditures include the budget for city wide telephone charges, computer lease costs, professional consulting, maintenance contract renewals, and subscription charges for software programming and infrastructure needs. These costs are estimated at \$6.6 million for fiscal year 2023/24 which is 52% of the total operating budget.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2023/24. The Department budget reflects an 8% increase from fiscal year 2022/23.



Library – 83.3 FTEs

Department Objective

The goal of the Clearwater Public Library System is to meet the informational, educational, recreational, and cultural needs and expectations of the citizens of the community using a wide array of library formats and materials and a trained and dedicated staff. In the prior fiscal year, the library provided a collection of more than one million physical and electronic items across five locations and circulated more than one million total items to more than 66,103 active borrowers.

In furthering the City Council's Strategic Priority of Community Well-Being, the Library works to preserve community history and provide programming and events that reached more than 33,102 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 257 community groups and 209 city meetings in chambers from October 2021 - September 2022.
- 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 children, teens, adults easy access to hands-on and virtual learning opportunities via the Studios @ Main interactive maker spaces and these services system wide.
- Provide drive-through and curbside pickup to allow patrons to maintain social distancing while utilizing library services.

Summary of Services Provided

Centralized Library

The Centralized Services program consists of Library Administration, and programs and services encompassing the entire library system. Following City Council's Strategic Priority of High Performing Government, services have been centralized to promote efficiency and cost savings, including the centralized scheduling of meeting rooms, centralized collection development and processing, increased outsourcing for efficient processing of library materials, automated materials handling, increased outsourcing of custodial services, system wide staffing, and the central oversight of all social media and 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 at 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, in support of 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 3,900 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.

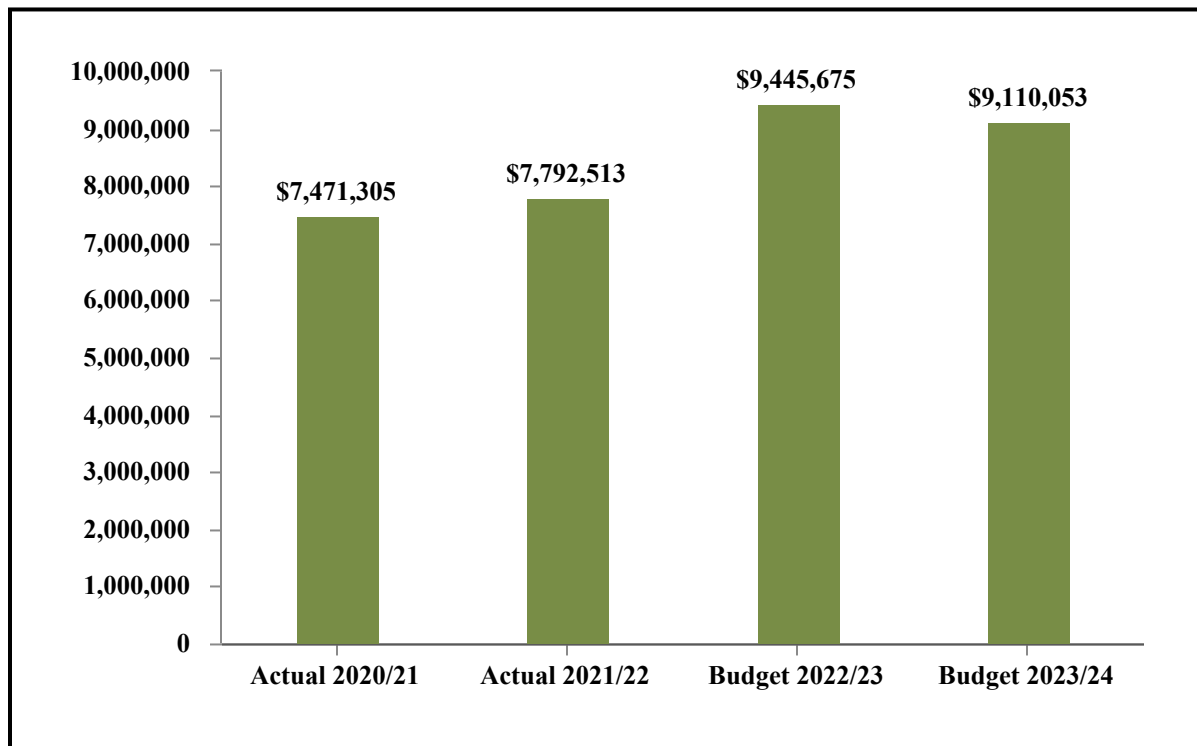
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Centralized Services	2,822,017	2,977,161	3,891,920	3,309,786	(15)%
Main Library	2,503,816	2,559,959	2,996,643	3,025,598	1 %
Countryside Branch Library	993,642	995,970	1,132,775	1,210,359	7 %
East Branch Library	780,579	895,938	1,015,800	1,048,865	3 %
North Greenwood Library	263,833	271,019	298,870	391,286	31 %
Beach Branch Library	107,418	92,466	109,667	124,159	13 %
Total Library	7,471,305	7,792,513	9,445,675	9,110,053	(4)%

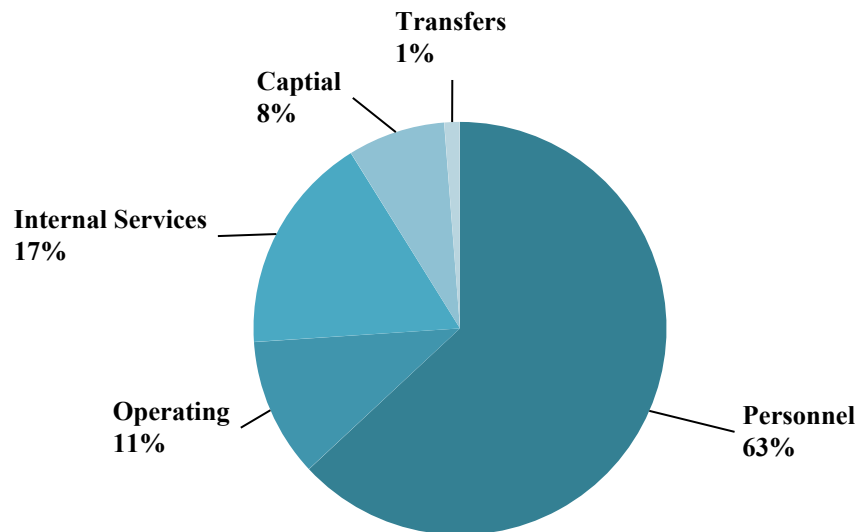
Full Time Equivalent Positions

Centralized Services	14.0	14.0	14.0	14.0	0.0
Main Library	33.2	33.1	33.1	33.1	0.0
Countryside Branch Library	14.9	14.9	14.9	14.9	0.0
East Branch Library	15.9	15.8	15.8	15.8	0.0
North Greenwood Library	3.5	3.5	3.5	3.5	0.0
Beach Branch Library	2.1	2.0	2.0	2.0	0.0
Total Library FTEs	83.6	83.3	83.3	83.3	0.0

Total Department Summary



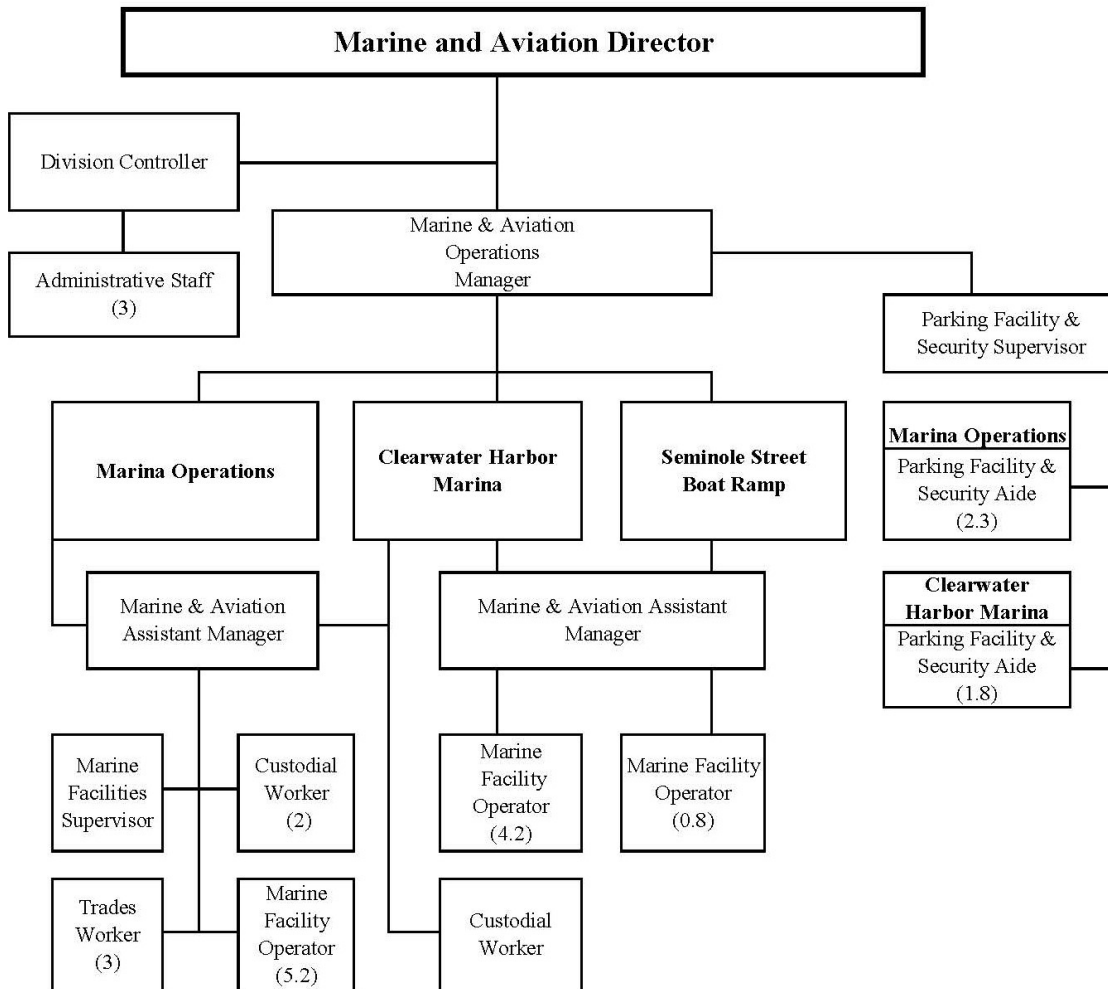
Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Library Department is supported by 83.3 full-time equivalent positions, the same level of staffing as the 2022/23 amended budget.
- ◆ Capital items include the budget of \$693,680 to fund the purchase of books and materials. This is the same amount of funding as the current budget.
- ◆ Transfers to the Capital Fund are budgeted at \$110,000 to fund Library projects for fiscal year 2023/24; this is an 85% decrease from the 2022/23 budget to one-time capital funding last year.
- ◆ There have been no other significant changes in the Library department. The 2023/24 budget for this department reflects a 4% decrease from 2022/23.





Marine Fund – 18.8 FTEs
Airpark Fund – 0.3 FTEs
Clearwater Harbor Marina Fund – 10.4 FTEs
Seminole Street Boat Ramp (Parking Fund) - 0.8 FTEs
Total Marine and Aviation – 30.3 FTEs

Department Objective

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

In furthering the City Council's Strategic Priority of High Performing Government, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants both permanent and transient.

Summary of Services Provided

Clearwater Airpark Operations

Clearwater Airpark is a single paved runway facility on a 47-acre site and is currently operating as a general aviation airport. A Fixed Base Operator (FBO), provides daytime management and customer service with flight service, aircraft rental, hangar and tie down rental, maintenance, and flight training. The department converted the Airpark to an enterprise fund starting in fiscal year 2001 and it is currently economically self-sufficient. The Master Plan is continuously updated with the airpark close to being fully utilized. A new terminal (FBO) building is 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. A new FBO (FlyUSA) took over operations at the Airpark in March of 2023.

Beach Marina Operations

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

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. There are public green spaces available on site. Construction was completed in 2021 to add new restrooms to the area and the City is planning to renovate the existing docks in the coming years. The Harbormaster's Office is responsible for the management, maintenance, and administrative support of the facility.

Marine and Aviation

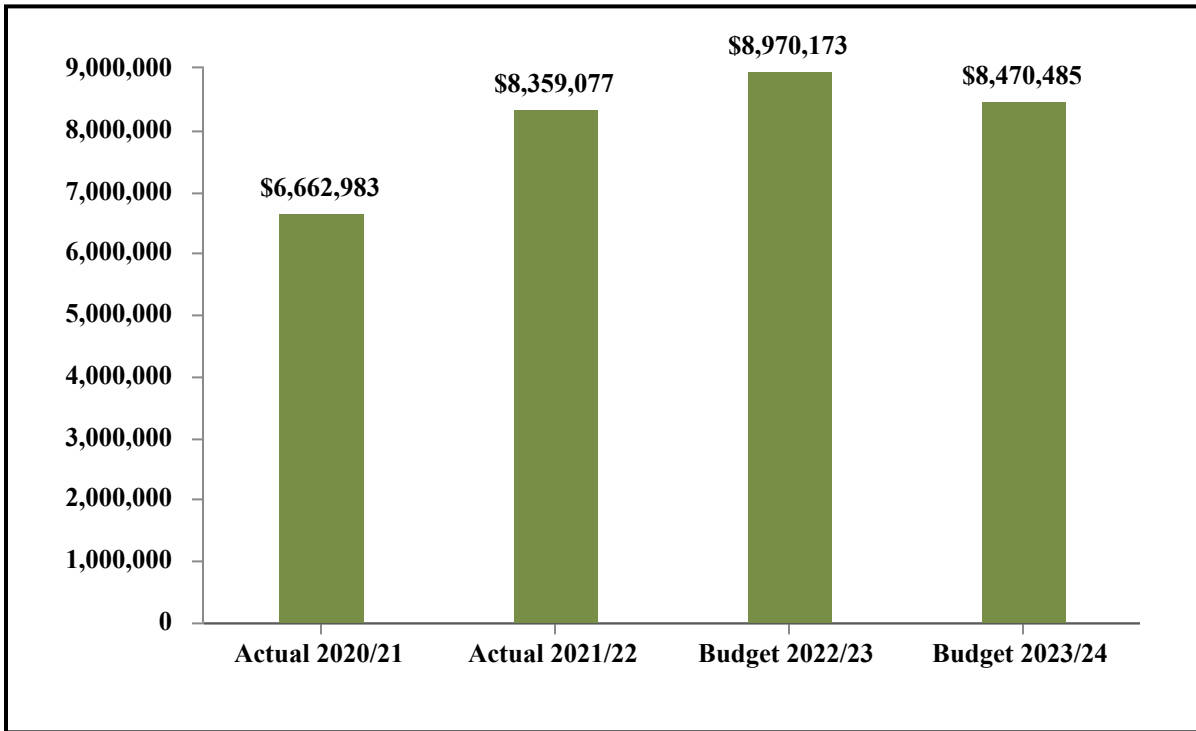
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Marine Fund					
Beach Marina Operations	5,324,080	6,965,275	7,038,640	7,007,270	— %
Airpark Fund					
Airpark Operations	331,389	300,762	773,990	173,760	(78) %
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina Operations	781,695	829,694	1,003,610	1,130,850	13 %
Parking Fund					
Seminole Street Boat Ramp	225,818.09	263,345	153,933	158,605	3 %
Total Marine & Aviation	6,662,983	8,359,077	8,970,173	8,470,485	(6) %

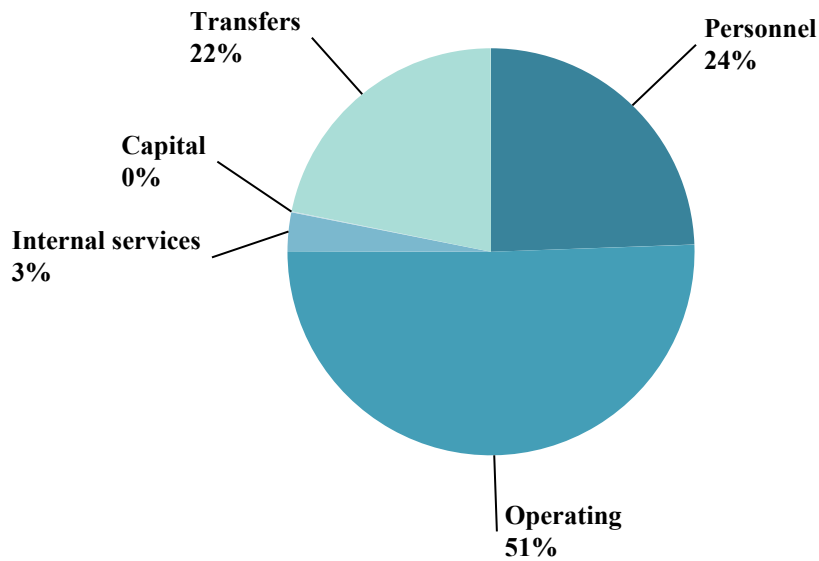
Full Time Equivalent Positions

Marina Operations	15.6	15.6	18.5	18.8	0.3
Airpark Operations	2.6	2.6	2.9	0.3	(2.6)
Clearwater Harbor Marina Fund	8.8	8.8	9.1	10.4	1.3
Seminole Street Boat Ramp	0.8	0.8	0.8	0.8	0.0
Total Marine & Aviation FTEs	27.8	27.8	31.3	30.3	(1.0)

Total Department Summary



Fiscal Year 2023/24 Budget by Category



Marine Fund Budget Highlights

- ◆ The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina at Clearwater Beach.
- ◆ The Marine Operations program is supported by 18.8 full time equivalent positions, an increase of 0.3 FTEs from fiscal year 2022/23. For fiscal year 2023/24, personnel changes include adding variable hours (0.5 FTE) for Marine Facility Operators and the transfer of Parking/Security staff hours (0.2 FTE) to the Harbor Marina Fund.
- ◆ Operating expenses include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2023/24, this expenditure is \$240,940, a 28% increase from the 2022/23 budget.
- ◆ Inventory costs for fuel purchases are budgeted at \$3.0 million in 2023/24, the same as the current year's amended budget.
- ◆ Budgeted transfers for 2023/24 include a payment in lieu of taxes in the amount of \$389,980 to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2021/22 gross revenues, a 20% increase from the 2022/23 budget. Transfers to the Capital Improvement Fund of \$1,150,000 represent funding necessary to maintain the infrastructure of the Marina; this includes \$1.0 million for the Marina replacement project.
- ◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a slight decrease from the 2022/23 amended budget.

Airpark Fund Budget Highlights

- ◆ The Airpark Fund is a self-supporting enterprise operation established to fund all operations of the Clearwater Airpark as required in the approved operating agreement.
- ◆ The Airpark Operations program is supported by 0.3 full time equivalent positions, a decrease of 2.6 FTEs from fiscal year 2022/23 which were transferred to other funds. For fiscal year 2023/24, staffing represents a portion of management's time to administer the new operating contract with FlyUSA.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions. For fiscal year 2023/24, this expenditure is \$13,700, a 30% increase from 2022/23.
- ◆ Transfers to the Capital Improvement Fund of \$35,000 provide funding for Airpark projects for fiscal year 2023/24. Transfers also include \$18,440 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2021/22 gross revenues., and reflects a 7% increase from the 2022/23 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects a decrease of 78% from the 2022/23 amended budget.

Clearwater Harbor Marina Fund Budget Highlights

- ◆ The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.
- ◆ This program is supported by 10.4 full time equivalent positions, an increase of 1.3 FTEs from fiscal year 2022/23. For fiscal year 2023/24, personnel changes include adding variable hours (0.5 FTE) for Marine Facility Operators and the transfer of Parking/Security staff hours (0.8 FTE) from the Airpark and Marina Funds.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions. For fiscal year 2023/24, this expenditure is \$34,280, a 15% increase from 2022/23.
- ◆ Transfers to the Capital Improvement Fund include funding for routine maintenance and a capital replacement fund. This is budgeted at \$175,000 in fiscal year 2023/24, the same funding as the 2022/23 budget. Transfers also include \$53,400 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2021/22 gross revenues. This is an increase of 9% over the 2022/23 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 13% over the 2022/23.

Seminole Street Boat Ramp - Parking Fund Budget Highlights

- ◆ The Seminole Street Boat Ramp cost center provides for all operating expenditures to operate the City's public boat ramp. Revenues from parking fees at the facility fund these expenditures.
- ◆ This program is supported by 0.8 full time equivalent positions, the same level of staffing as the current year.
- ◆ Operating expenditures include utilities costs, grounds maintenance contracts, operating and custodial supplies, and contractual fees for parking meters. For fiscal year 2023/24, these costs are estimated at \$80,380, a 7% decrease from fiscal year 2022/23.
- ◆ A transfer to the Capital Improvement Fund to provide funding for routine maintenance and future capital improvement is budgeted at \$25,000 for fiscal year 2023/24.
- ◆ There have been no other significant changes in this program, the budget for fiscal year 2023/24 reflects a 3% increase from the current year.

Non-Departmental General Fund

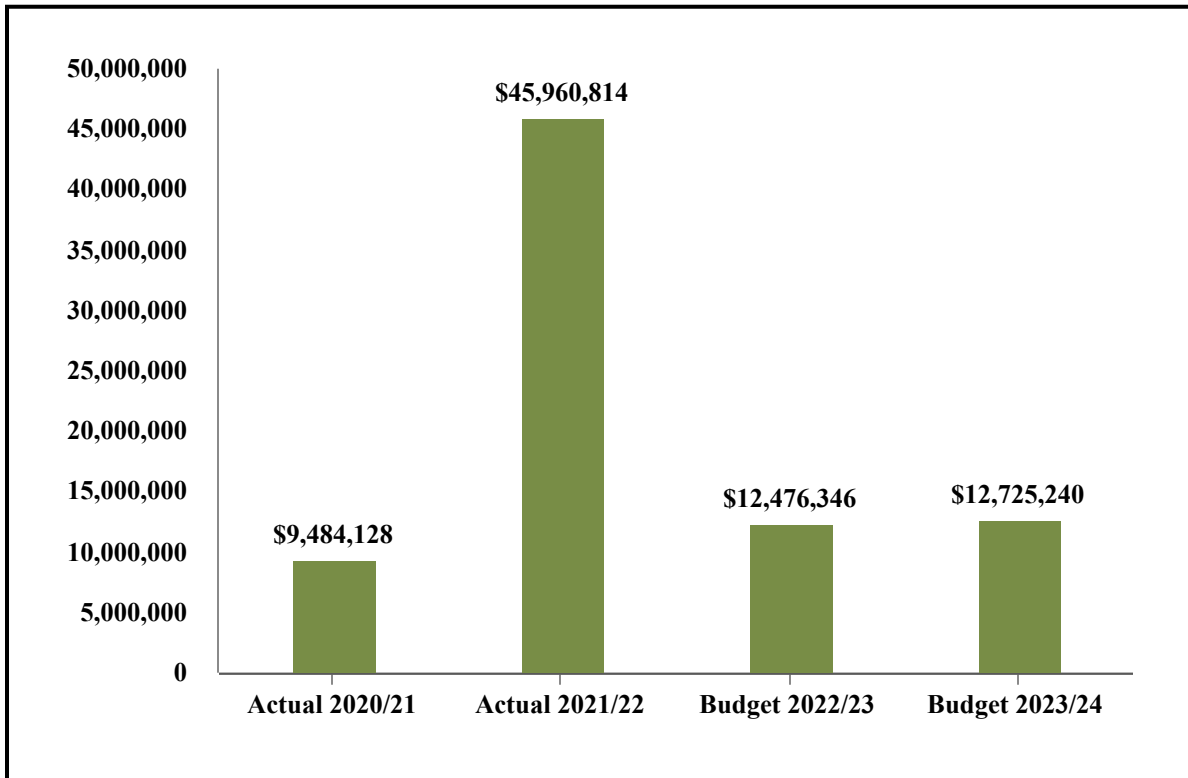
Program Description

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

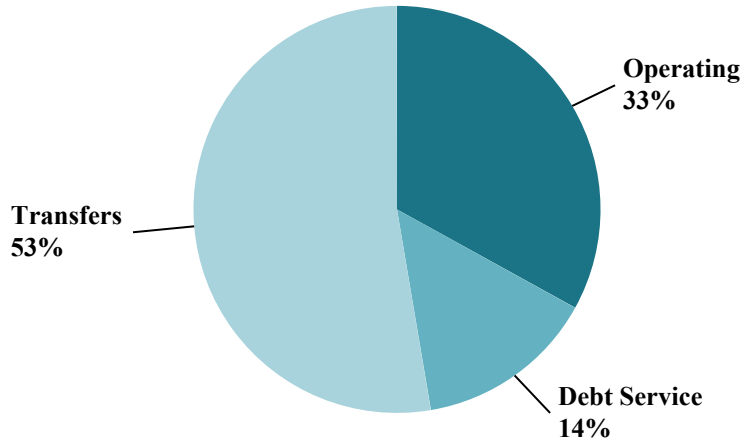
	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	—	—	—	—	n/a
Operating	1,282,876	2,686,833	3,266,681	4,203,200	29 %
Capital	884,503	35,910	—	—	n/a
Debt Service	—	—	1,600,000	1,821,930	n/a
Transfers	7,316,749	43,238,071	7,609,665	6,700,110	(12) %
Total General Fund	9,484,128	45,960,814	12,476,346	12,725,240	2 %

Total Department Summary



Non-Departmental General Fund

Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Non-Departmental program is used to budget for those items that are not directly associated with any one department or operating budget.
- ◆ Operating costs include \$3,345,870 for general property and liability insurance for all General Fund programs. This is a 30% increase from the 2022/23 budget due to insurance market increases.
- ◆ Debt service expense is budgeted at \$1,821,930 for the debt payments on Imagine Clearwater bonds.
- ◆ Interfund transfers for fiscal year 2023/24 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of \$3,150,110. This is an 11% increase in funding from fiscal year 2022/23.
- ◆ Interfund transfers also include transfers to the Capital Improvement Fund which is budgeted at \$3,535,000 in fiscal year 2023/24 to fund ongoing maintenance projects at current general government facilities. This reflects an 11% decrease from the fiscal year 2022/23 amended budget.

Non-Departmental Central Insurance Fund

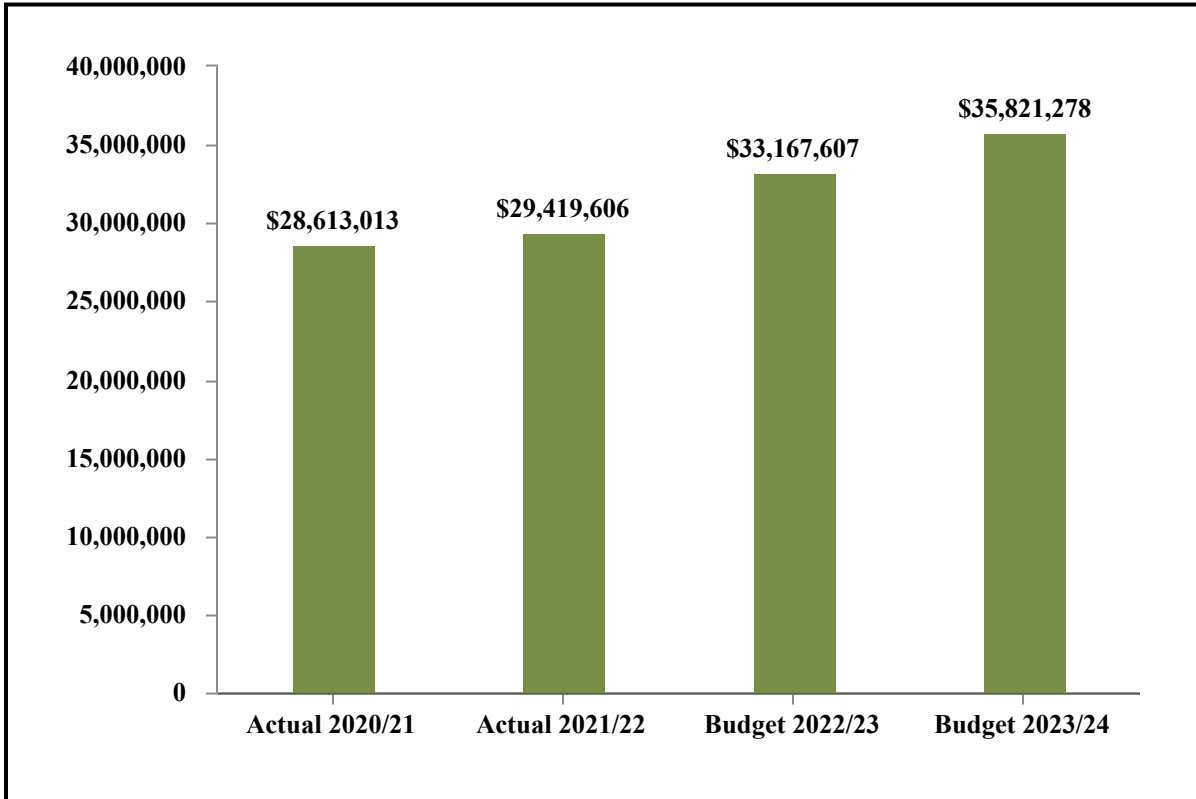
Program Description

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

Budget Summary

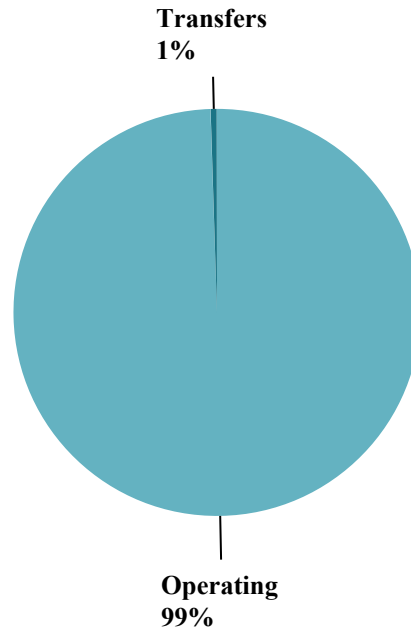
	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Operating	28,455,421	29,386,574	32,795,607	35,646,278	9 %
Transfers	157,592	33,032	372,000	175,000	(53)%
Total Central Insurance Fund	28,613,013	29,419,606	33,167,607	35,821,278	8 %

Total Department Summary



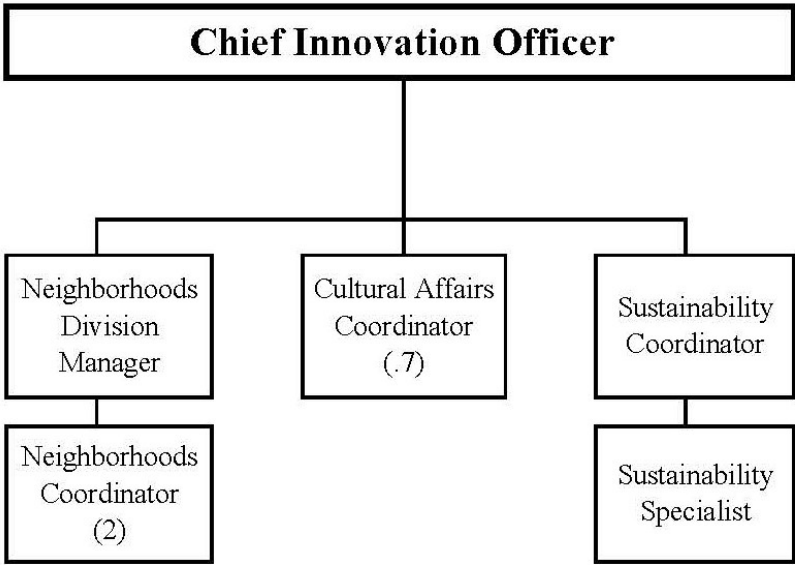
Non-Departmental Central Insurance Fund

Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Central Insurance Fund Non-Departmental program is an internal service operation primarily managed by the Finance and Human Resources Departments. All anticipated costs are charged to City Departments through interfund charges to the department operating budgets based upon a combination of personnel and performance indicators.
- ◆ Worker's compensation costs for administration and claims are estimated at \$2.1 million city wide for fiscal year 2023/24. Prior year activity is distributed across all operating funds based upon employee count and claims experience to fund this year's expense.
- ◆ Property and liability insurance costs for administration and claims is estimated at \$8.3 million city wide for fiscal year 2023/24. 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 2023/24 is budgeted at \$25.4 million. This includes an estimated 5.2% contract increase for fiscal year 2023/24. Both employee and retiree costs are included in this total, which is 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 \$175,000 to fund AED replacements in all City facilities and the right-of-way tree management program.



Office of Innovation – 6.7 FTEs

Department Objective

In working to further the City’s Strategic Priorities of High Performing Government, Community Well-Being, and Environmental Stewardship, the Office of Innovation creates and maintains an innovation framework for the city that will support internal and external innovation initiatives and create a culture that places a high value on proactively pursuing opportunities for change at all levels of the organization.

Summary of Services Provided

Office of Innovation

The Office of Innovation creates a centralized approach for innovation to help the city create a singular framework to support ideas that can lead to positive change within the organization. The department will focus on creating alignment within the organization, which results in exponential growth in the success rate of implementation. Our goal is to build a system that consistently focuses efforts on proactively identifying opportunities for improvement.

The department includes a Neighborhoods Division, which is responsible for working with community organizations and city departments to create a stronger link between local government and the community.

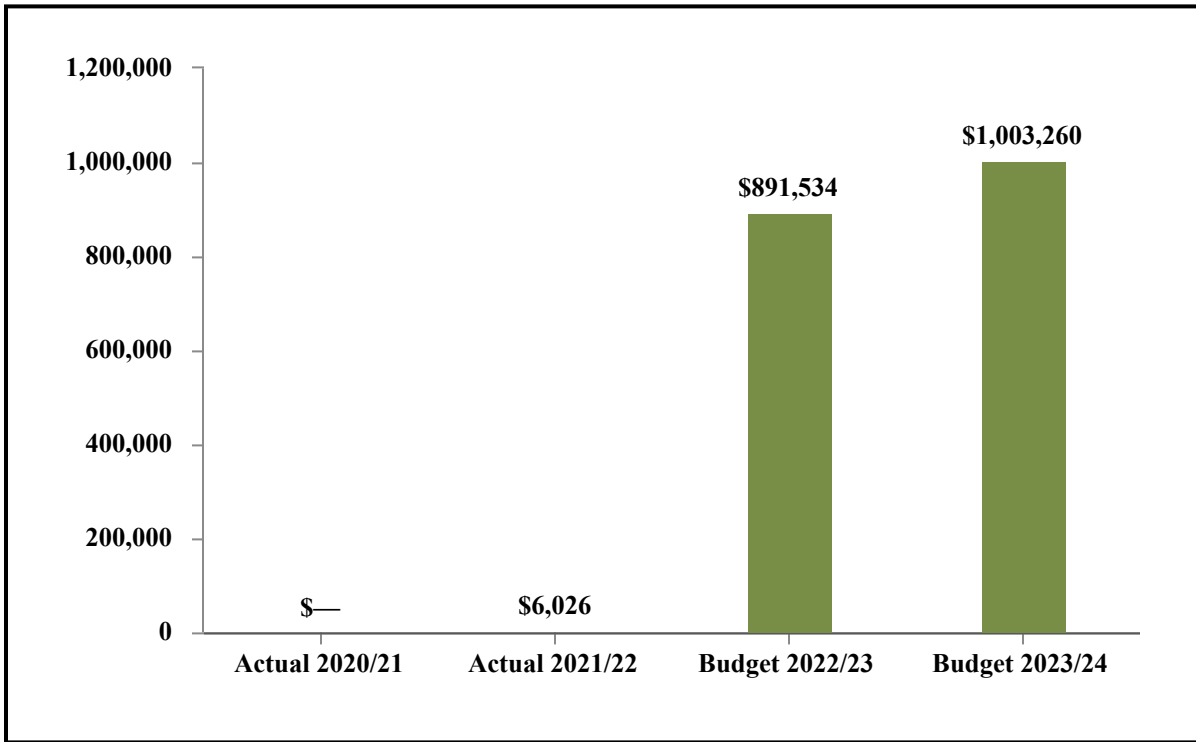
Our Cultural Affairs Division is responsible for facilitating, stimulating, and enhancing local cultural development initiatives to maintain a robust and inclusive arts and culture ecosystem in Clearwater.

The department oversees the Sustainability Division, which is responsible for ensuring the upkeep of Greenprint 2.0 and guiding its implementation by internal city partners and external community partners.

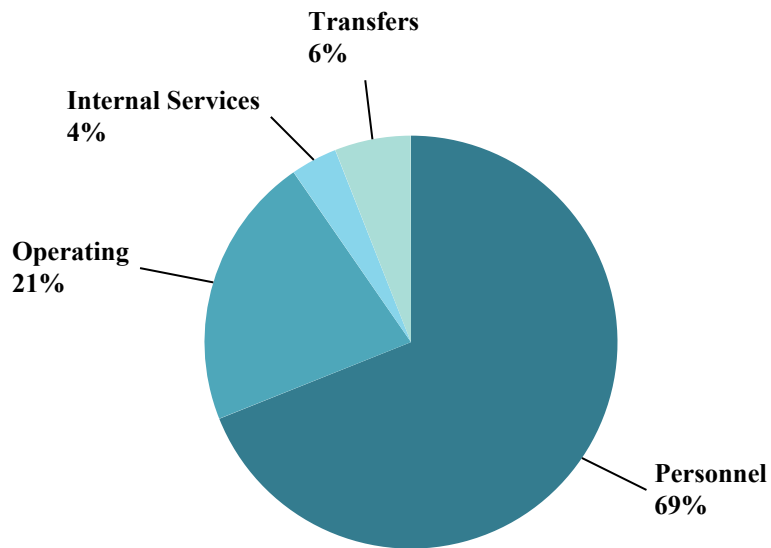
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Personnel	0	6,026	617,345	691,841	12 %
Operating	0	0	212,969	214,919	1 %
Internal Services	0	0	1,220	36,500	2892 %
Transfers	0	0	60,000	60,000	0 %
Office of Innovation	0	6,026	891,534	1,003,260	n/a
Total Office of Innovation FTEs	0.0	0.0	6.7	6.7	0.0

Total Department Summary



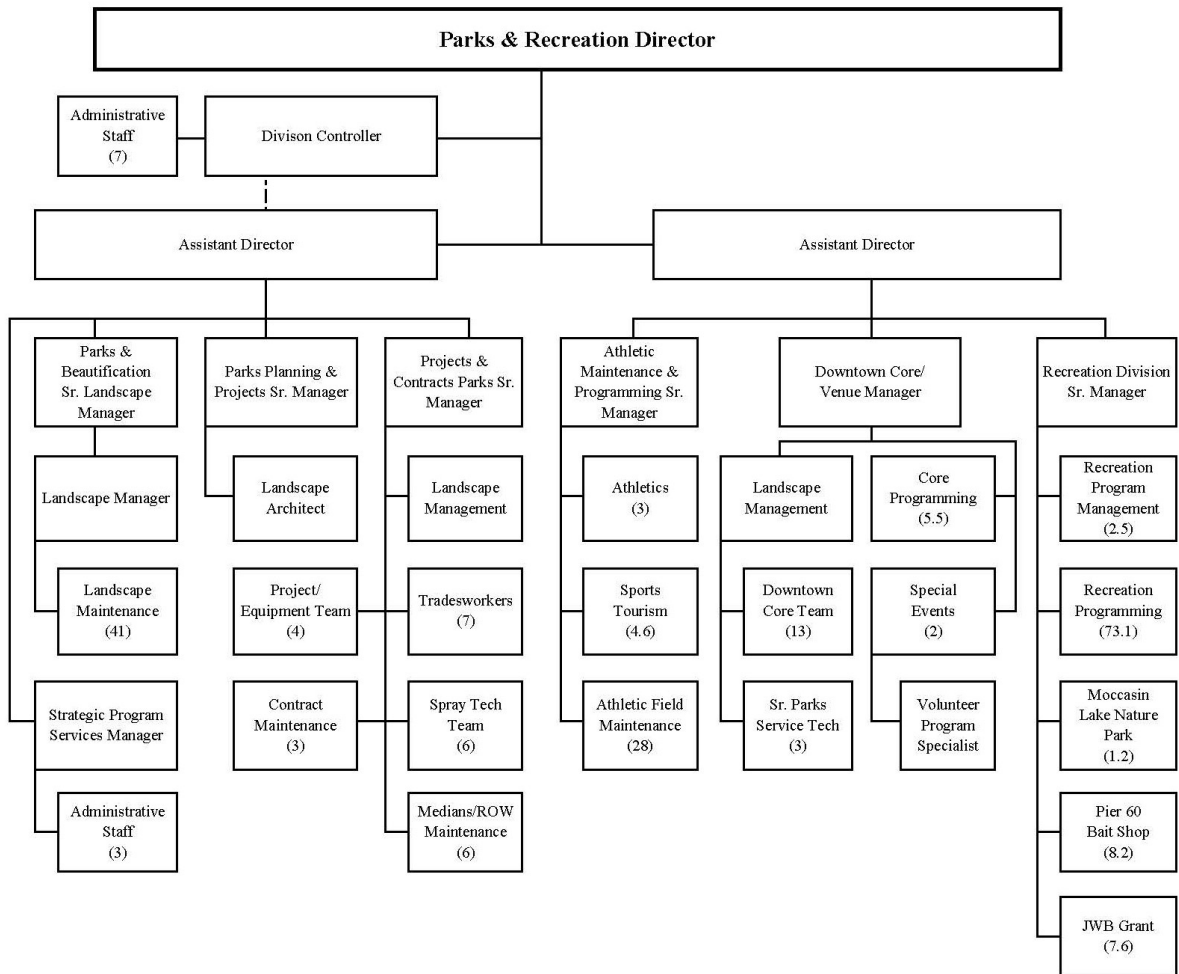
Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Office of Innovation was created by the City Manager in fiscal year 2022/23 to create a centralized approach for innovation, coordination of neighborhood services and cultural affairs, and management of sustainability efforts that align with and implement the City's Greenprint plan.
- ◆ The Office of Innovation department is supported by 6.7 full time equivalent positions, the same level of staffing as the fiscal year 2022/23 budget.
- ◆ Operating costs include \$100,000 to fund neighborhood outreach programs, which include neighborhood days and various place making initiatives. Also included is \$30,000 to provide funding for sustainability promotion and outreach programs.
- ◆ Transfers of \$60,000 are included for projects in support of arts programs overseen by the Cultural Affairs Coordinator and to implement sustainability and resiliency programs/initiatives overseen by the Sustainability Manager.

Parks and Recreation



Parks and Recreation (General Fund) – 237.1 FTEs
Parks and Recreation (Special Program Fund) – 7.6 FTEs
Total Parks and Recreation – 244.7 FTEs

Department Objective

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

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

Summary of Services Provided

Administration

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

To further the City Council's Strategic Priority of Community Well-Being, the Administration Division promotes the City's brand by promoting the offerings of community amenities, fostering community engagement, and coordinating city community events. To further the City Council's Strategic Priority of High Performing Government, the Administration Division ensures efficiency through optimizing the use of employees, assets, and resources in Parks and Recreation and coordinating over 60 public-private partnerships to ensure effective delivery of services; quality through continuously measuring and improving performance; promotes financial responsibility by setting department priorities that align with the Strategic Plan, evaluating additional funding options, and ensuring responsible financial management.

Recreation Programming

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

To further the City Council's Strategic Priority of Economic & Housing Opportunity, the Recreation Programming Division diversifies the economic base of the City by implementing the City's sports tourism initiative; promotes the City's brand by promoting the offerings of community amenities; fosters community engagement by implementing the City's efforts to support the Pinellas County Healthy Communities initiative, and produces community events. To further the City Council's Strategic Priority of High Performing Government, the Recreation Programming Division promotes efficiency by ensuring the optimal use of employees, assets, and resources and coordinates public-private partnerships to ensure effective delivery of services.

Summary of Services Provided (continued)

Parks and Beautification

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

To further the City Council's Strategic Priority of Economic & Housing Opportunity, the Parks and Beautification Division assists in diversifying the economic base by fulfilling Beach by Design by maintaining and enhancing beach infrastructure and supporting the City's sports tourism initiative through maintenance. To further the City Council's Strategic Priority of High Performing Government, the Parks and Beautification Division ensures efficiency through optimizing the use of employees, assets, and resources in the Parks and Beautification Division, and coordinating public-private partnerships to ensure effective delivery of services and ensuring quality by proactively maintaining and reinvesting in the City's infrastructure.

Sailing Center Operations

The Clearwater Community Sailing Association Center on Sand Key takes advantage of the waterfront property owned by the City and fills a void in the area for an upscale sailing facility. The center opened in November 1991 and serves the sailing community of Clearwater and the surrounding areas. The center provides beginning and intermediate sailing classes, as well as the sailability program, which provides sailing classes and regattas for those with physical challenges. The center also has watercolor classes, yoga classes, and a multipurpose room for events, meetings, receptions, and weddings. The Sailing Center received an upgrade in 2009 to include two open air decks, and an additional office for a total of 3,088 sf. In 2023, the two docks utilized by the Sailing Center were replaced. The facility is currently managed by a 501(c)(3) organization.

Pier 60 Operations

Pier 60 is a popular City owned fishing and observation pier. The pier was rebuilt in 1994 at a cost of over \$2.2 million, with a bait house and six covered pavilions. It has a bait and gift shop, restrooms, and up-to-date tide and weather information. All wood railings on the Pier were replaced with recycled plastic lumber as part of a Pier renovation project in 2013. Renovations to the gift shop and covered shelters occurred in 2018. While fishing is the primary activity on the pier, sightseeing and the nightly Sunsets at Pier 60 are other tourist attractions that utilize a portion of the pier

Parks and Recreation

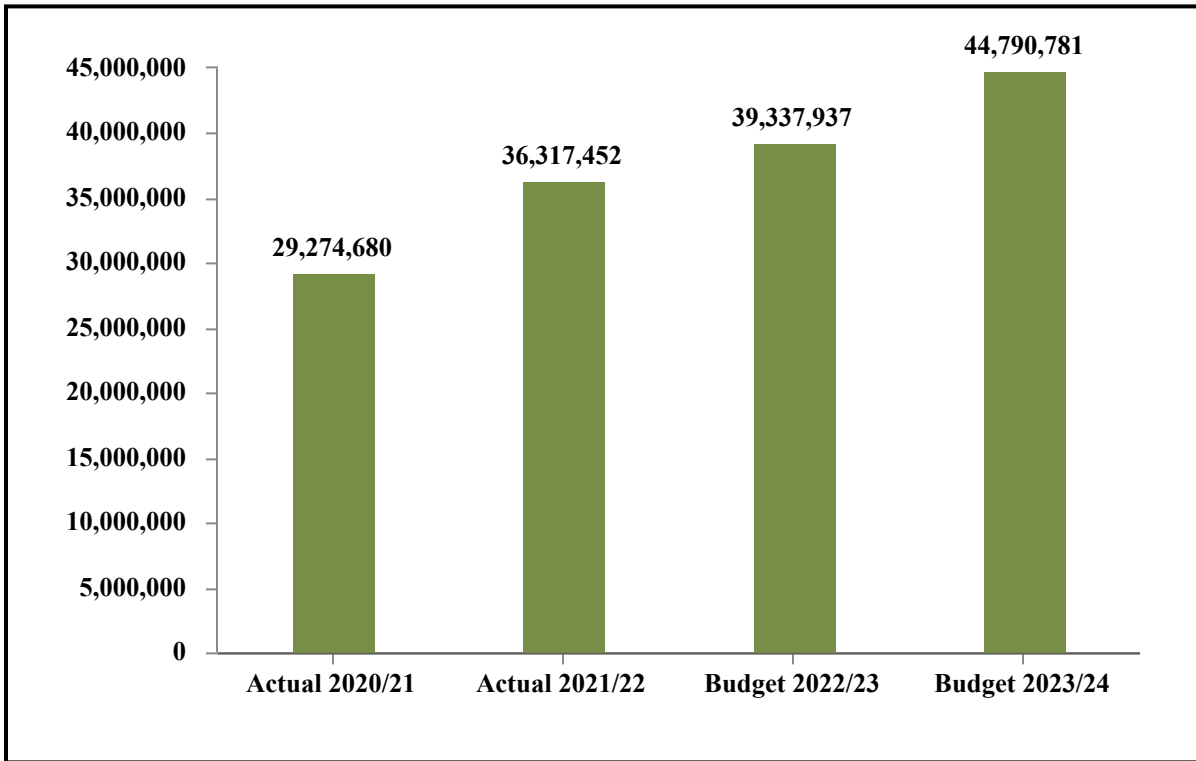
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Fund					
Administration	3,248,655	3,942,868	4,128,735	5,584,699	35 %
Recreation Programming	8,336,072	11,226,432	14,319,465	13,322,320	(7) %
Parks and Beautification	15,667,408	18,743,361	19,298,691	24,111,047	25 %
Streets and Sidewalks	830,507	900,125	—	—	0 %
Pier 60	1,155,427	1,469,332	1,545,762	1,725,745	12 %
Sailing Center	36,613	35,335	45,284	46,970	4 %
Total Parks and Recreation	29,274,680	36,317,452	39,337,937	44,790,781	14 %

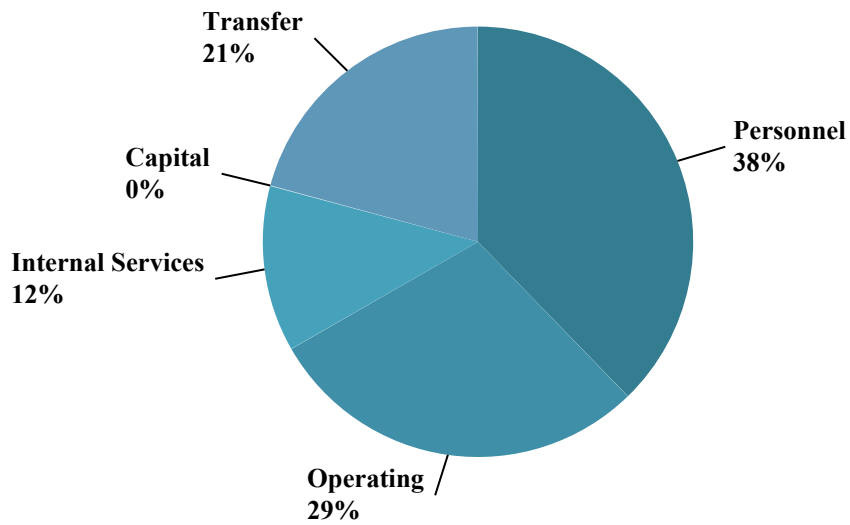
Full Time Equivalent Positions

General Fund					
Administration	28.5	28.5	23.6	24.0	0.4
Recreation Programming	84.3	84.3	90.4	85.9	(4.5)
Parks and Beautification	103.4	105.4	119.0	119.0	0.0
Streets and Sidewalks	11.0	11.0	0.0	0.0	0.0
Pier 60	8.2	8.2	8.2	8.2	0.0
Subtotal - General Fund	235.4	237.4	241.2	237.1	(4.1)
Special Program Fund	8.0	8.0	8.6	7.6	(1.0)
Total Parks and Recreation FTEs	243.4	245.4	249.8	244.7	(5.1)

Total Department Summary



Fiscal Year 2023/24 Budget by Category



General Fund Parks & Recreation Budget Highlights

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 237.1 full time equivalent positions, a net decrease of 4.1 FTEs from the 2022/23 amended budget. During fiscal year 2022/23, the Parks and Recreation Department was amended to return 9 FTEs responsible for facility and median landscape contracts and right-of-way/median beautification from Public Works. For fiscal year 2023/24, a part time staff assistant is being upgraded to full time with an increase of 0.4 FTEs, and 4.5 part-time positions are eliminated due to long term vacancy.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. For fiscal year 2023/24, this includes contributions of \$400,000 to Ruth Eckerd Hall, Inc. (REH), \$19,400 for the Clearwater Community Chorus at REH; \$16,600 to support Clearwater Lawn Bowl and Shuffleboard Clubs; and \$5,200 for Clearwater for Youth sponsorships. The budget for event related cash contributions includes the following: \$75,000 for Jazz Holiday; \$6,000 for the MLK March and Rally; and \$10,000 for Veterans and Memorial Day celebrations.
- ◆ Operating expenditures include contractors for landscape maintenance at City facilities and parks and recreation sites; cleaning supplies and services at recreation centers and athletic facilities; and funding for special events and tournament contractors estimated at \$2.5 million. This category also includes the budget of \$750,000 for inventory for resale items at the Pier 60 Bait House.
- ◆ Total operating expenditures reflect an increase of 24% over fiscal year 2023/24. This budget includes a full year of operating and programming costs for the newly reopened Coachman Park as well as operating increases to update landscaped medians and right-of-ways.
- ◆ Debt service expenditures are estimated at \$381,602 for fiscal year 2023/24. This is for the short-term debt payments on additional vehicles and equipment.
- ◆ Transfers of \$70,000 to the special events program for funding of City special events.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$9,055,530 in fiscal year 2023/24. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities and one-time capital projects for major facility renovations.
- ◆ 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 14% from the amended 2022/23 budget.

Administration Cost Center Descriptions

Administration

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

Program Expenditures: \$3,226,261

Program FTEs: 15.0

Special Events

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

Program Expenditures: \$931,848

Program FTEs: 2.0

Volunteer Program

This program is responsible for recruiting volunteer groups and individuals to support the various functions of the Parks and Recreation Department. Some of the work performed by volunteers include park clean up, special event assistance, custodial work, recreation center monitoring, and program assistance.

Program Expenditures: \$143,190

Program FTEs: 1.0

Office of Aging

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

Program Expenditures: \$22,840

Program FTEs: 0.0

Sports Tourism

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

Program Expenditures: \$1,260,560

Program FTEs: 4.6

Recreation Programming Cost Center Descriptions

Recreational Programming Administration

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

Program Expenditures: \$2,485,189

Program FTEs: 3.5

Moccasin Lake Environmental Education Center

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

Program Expenditures: \$296,256

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. Pickleball is also played on some of the existing tennis courts. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

Program Expenditures: \$464,379

Program FTEs: 5.5

Morningside Recreation & Aquatics Center

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

Program Expenditures: \$1,073,211

Program FTEs: 10.5

Parks and Recreation

Ross Norton Recreation and Aquatics Complex

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

Program Expenditures: \$1,136,411

Program FTEs: 11.0 (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 ArtzforLife at Kings Highway; Boys and Girls Club at Wood Valley; Shuffleboard Club at Shuffleboard Complex; Lawnbowls Club at Lawnbowls Complex; and Horseshoe Club at Ed Wright Park. These programs are managed by the Recreation Programming Division.

Program Expenditures: \$89,180

Program FTEs: 0.0

The Long Center

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

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

Program Expenditures: \$2,676,042

Program FTEs: 20.0

Athletics

This program provides staff and resources necessary to offer a wide range of sports leagues, tournaments, sports camps, and instructional programs for adults and youth. The athletics program also provides for management of Umpires and Officials for various sports. This program is responsible for field scheduling and working closely with the maintenance side of the organization. They manage relationships and agreements with over 11 volunteer co- sponsor groups from Little League Baseball to competitive swimming and soccer. This program is one of the largest participation and revenue generating operations within the recreation system.

Program Expenditures: \$1,867,230

Program FTEs: 4.0

Parks and Recreation

North Greenwood Recreation and Aquatic Center

This program provides staff and resources to supervise and program the North Greenwood complex which houses the Ray E. Green Aquatics Center and the Dr. Joseph L. Carwise Recreation Center. The budget reflects community partnerships with Clearwater Neighborhood Family Center, Youth Development Initiatives and Neighborhood Care Network to provide services and programs. The recreation center offers a spacious double gymnasium with bleacher seating, an extensive fitness center, a teen lounge and two multi-purpose rooms. The Center provides recreational activities such as sports, games, crafts, rentals, special activities, teen programming in the teen room, and supervision of the Fitness room. The aquatics portion of the facility is open only during the summer season and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. The pool includes a five lane, 25- yard lap pool with a one meter diving board; a 20-foot high 140-foot long Tube Slide; and Activity Pool. The Activity pool, for small children ages eight and under, features water sprays and a water slide. Summer is the busiest time of the year for the complex as a summer day camp at the center as well as the teen day camp is provided by our partners. Many of the campers have scholarships to attend as no child is turned away from a safe summer alternative.

Program Expenditures: \$1,069,950

Program FTEs: 11.3 (General Fund)

Program FTEs: 3.6 (Special Program Fund)

Countryside Recreation Center

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

Program Expenditures: \$819,620

Program FTEs: 8.5

Clearwater Beach Recreation and Aquatic Center

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

Program Expenditures: \$570,420

Program FTEs: 6.3

Downtown Core Programming Team

This program provides staff and resources to supervise and program activities and special events for the downtown core area of the city including Coachman Park, Station Square Park, and resources to support the CRA programming of the Mercado Plaza. Activities will be offered with a multigenerational focus.

Program Expenditures: \$774,432

Program FTEs: 5.5

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: \$5,387,305

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: \$2,115,074

Program FTEs: 20.0

North Team

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

Program Expenditures: \$1,244,306

Program FTEs: 12.0

South Team

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

Program Expenditures: \$867,647

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: \$663,287

Program FTEs: 6.0

Contract Team

This program provides staff and resources to manage properties that are maintained through various landscape maintenance contracts. Staff manages the contracts with private companies through constant inspections. Most of the current contracts are for all public properties that are not parks. The budget includes the cost of these contracts as well as personnel to manage and maintain the contracts.

Program Expenditures: \$893,948

Program FTEs: 3.0

Right of Way Landscape

This program provides staff and resources to maintain the landscaping of all city public right-of-ways and medians. This includes funding for planned updates and renovations to aging infrastructure.

Program Expenditures: \$739,702

Program FTEs: 6.0

Parks and Recreation

Downtown Core Maintenance Team

This program provides staff and resources to perform landscape maintenance at Coachman Park and Station Square Park, as well as streetscapes along Myrtle Avenue and Crest Lake Park. Normal landscape maintenance activities including mowing, weeding, trimming, edging, irrigation repairs, and spraying to maintain standards established by administrative staff. These areas are staffed 365 days per year not only to provide maintenance but also to assist visitors to the park.

Program Expenditures: \$2,263,408
Program FTEs: 18.0

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: \$482,010
Program FTEs: 5.0

Athletic Field Maintenance Administration

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

Program Expenditures: \$769,545
Program FTEs: 4.0

Custodial Team

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

Program Expenditures: \$155,540
Program FTEs: 1.0

EC Moore Team

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

Program Expenditures: \$772,157
Program FTEs: 5.0

Carpenter/Joe DiMaggio/Spectrum Team

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

Program Expenditures: \$4,622,170
Program FTEs: 3.0

Countryside Team

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

Program Expenditures: \$462,324

Program FTEs: 2.0

Heavy Equipment Team

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

Program Expenditures: \$699,753

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: \$906,506

Program FTEs: 8.0

Tradesworker Team

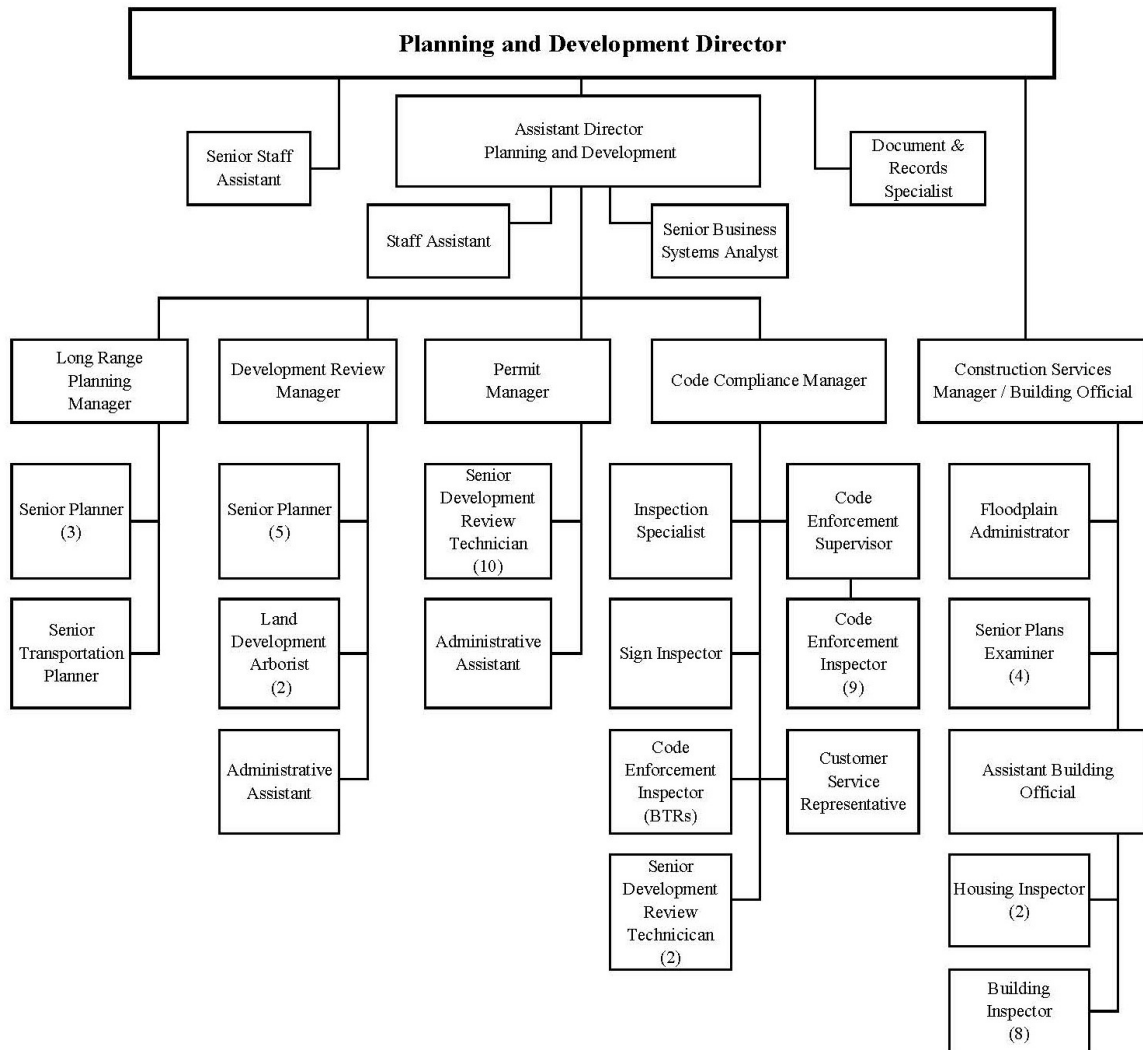
This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 26 playgrounds in the city. This team inspects 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: \$1,066,365

Program FTEs: 9.0



Planning and Development



Planning & Development – 66.0 FTEs

Department Objective

Planning and Development aligns with the City Council's Strategic Priority of Economic & Housing Opportunity and Community Well-Being 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 future goals and ensure consistency between these long-range goals and City policy and financial decisions. This program focuses on comprehensive planning, redevelopment planning, transportation planning, special area plans/projects and general research. The Division is also responsible for processing amendments to the Community Development Code and requests for annexation, future land use plan amendments, rezonings, and development agreements.

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

Current Work Projects

- ◆ Update of the Clearwater Comprehensive Plan
- ◆ North Greenwood CRA
- ◆ Participating in Business Process Study

Development Review Division

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

Current Work Projects

- ◆ Processing applications for Flexible Standard Development, Flexible Development, Sign Permit and Comprehensive Sign Program.
- ◆ Participate in Business Process Study
- ◆ 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.
- ◆ Participating in In-House Technical Tree Committee studying tree canopy issues

Summary of Services Provided (continued)

Construction Services

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

Development Service Center

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

Construction Services

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

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

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

Current Work Projects

- ◆ Implementation of IVR Upgrade.
- ◆ Participating in Business Process Study
- ◆ 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 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
- ◆ Development of Division Metrics
- ◆ Continued focus on 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 to locate and notify businesses of the need to obtain the proper business tax receipt. The city also has a residential rental compliance ordinance that requires licensing of residential rental units, including single-family residences.

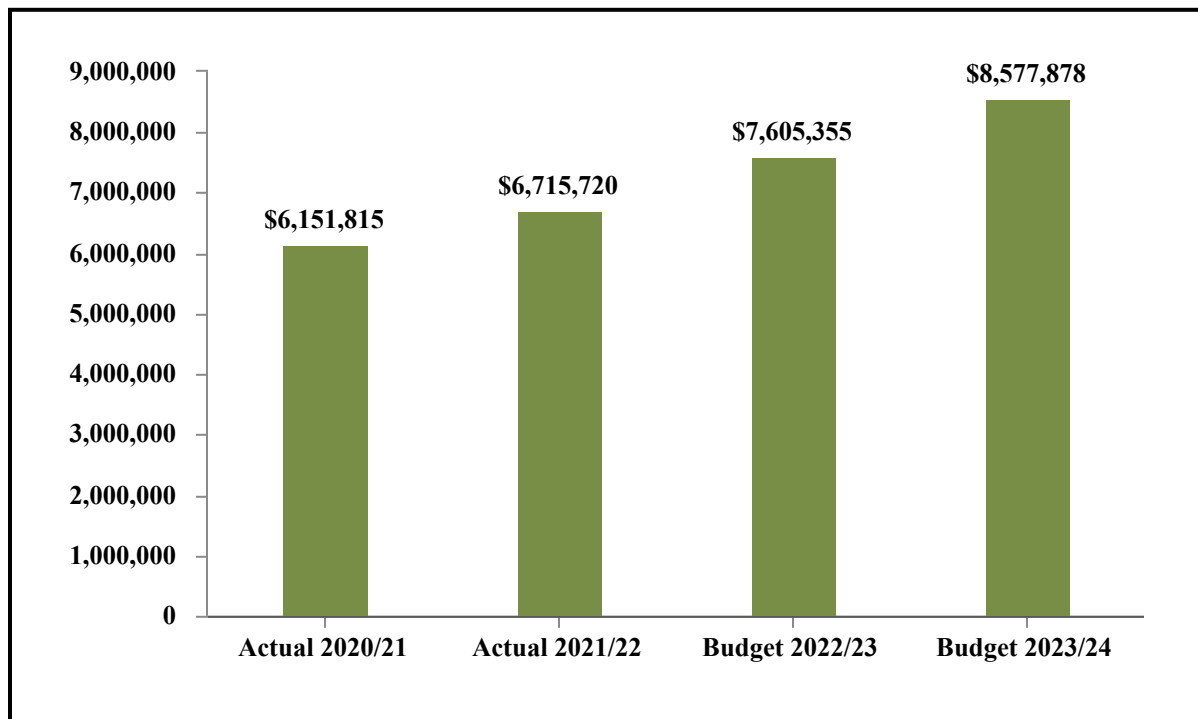
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Planning	1,780,022	1,740,388	2,071,311	2,072,790	— %
Construction Services	3,233,254	3,758,199	4,033,606	4,754,549	18 %
Code Compliance	1,138,539	1,217,133	1,500,438	1,750,539	17 %
Total Planning and Development	6,151,815	6,715,720	7,605,355	8,577,878	13 %

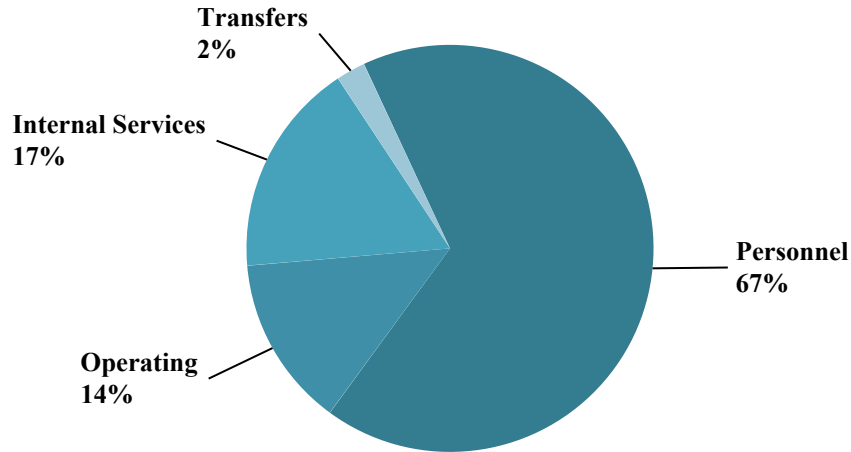
Full Time Equivalent Positions

Planning	15.6	14.8	14.6	15.6	1.0
Construction Services	27.4	28.1	30.2	32.1	1.9
Code Compliance	15.0	18.1	18.2	18.3	0.1
Total Planning and Development FTEs	58.0	61.0	63.0	66.0	3.0

Total Department Summary



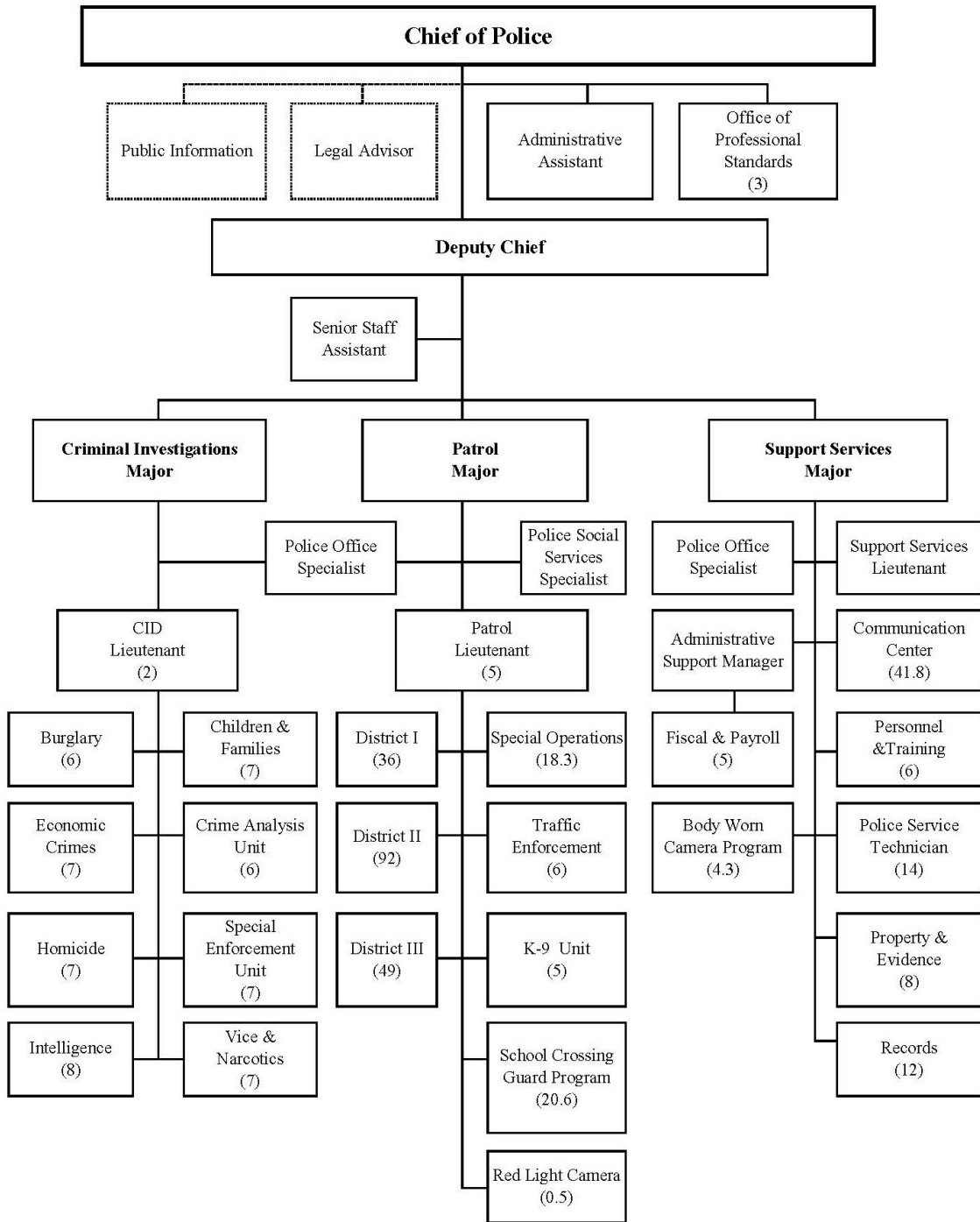
Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Planning and Development Department is supported by 66 full time equivalent positions, an increase of three FTEs from the 2022/23 budget. For fiscal year 2023/24, the following positions are added in response to the recently completed business process study; a Business Systems Analyst, Sr. Long Range Planner, and Floodplain Administrator. These positions were identified as support needed to improve the planning and development review process.
- ◆ Operating expenditures include funding of \$660,000 for construction inspection services, \$75,000 for software enhancements to support enforcement of short term rentals; \$170,000 for processing fees, and \$30,000 for lot mowing for vacant and/or overgrown properties throughout the City. These costs represent 80% of the departments operating expenditures.
- ◆ Transfers for fiscal year 2023/24 include \$200,000 to the special program fund to provide for planning and feasibility studies planned over the next five years.
- ◆ There have been no other significant changes in Planning and Development. The budget for this department reflects a 13% increase from the 2022/23 budget.





Police – (General Fund) – 388.2 FTEs
Police (Special Program Fund) – 7.3 FTEs
Total Police – 395.5 FTEs

Department Objective

The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council’s Strategic Priority of High Performing Government that reinforce the City of Clearwater’s standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 40,000 calls for service, and continually prepares and trains for emergencies and disasters.

Summary of Services Provided	
Office of the Chief	The Office of the Chief is responsible for overall administration and leadership of the police department, ensuring the department is aligned with the City Council’s Strategic Objective of fostering safe and healthy communities in Clearwater through first-class public safety and emergency response services through the optimal use of department resources, continual measurement of quality of services, and fostering community engagement establishing a customer centric organization.
Criminal Investigations	The Criminal Investigations Division is responsible for the supervision and follow-up of both criminal and noncriminal investigations. The personnel of the Criminal Investigations Division proactively seek to achieve the objective of reinforcing Clearwater’s standing as a safe community through relentless follow-up, focused investigations, and partnerships with public and private organizations.
Patrol	The Patrol Division is the foundation of the department’s neighborhood policing philosophy, as directed in the City Council’s Strategic Priorities, through direct and focused interaction with neighborhood residents and the business community. The Patrol Division is tasked with the optimal deployment of uniform personnel to provide an efficient response to crime and quality of life issues. The Patrol Division creates and sustains public-private partnerships to address crime, quality of life issues and the fear of crime, while providing planning, logistic, and personnel support of community events.
Support Services	The Support Services Division is responsible for furthering the City Council’s Strategic Priority of High Performing Government by providing the planning and oversight of the Police Department budget and infrastructure components. This Division oversees the support services provided to the other police department Divisions tasked with achieving the City Council’s Strategic Objective of fostering safety and healthy communities in Clearwater through first-class public safety and emergency response services.
Communications Section	The Communications Section supports the City Council’s Strategic Priorities through the optimal use and timely response of employees and resources. The section receives emergency and non-emergency calls from citizens, prioritizes the calls, and subsequently dispatches personnel as needed. The section also oversees the Computer Aided Dispatch system which allows for measures of department performance and the ability to operate a reliable, interoperable radio system that allows for an efficient response during a disaster or emergency.

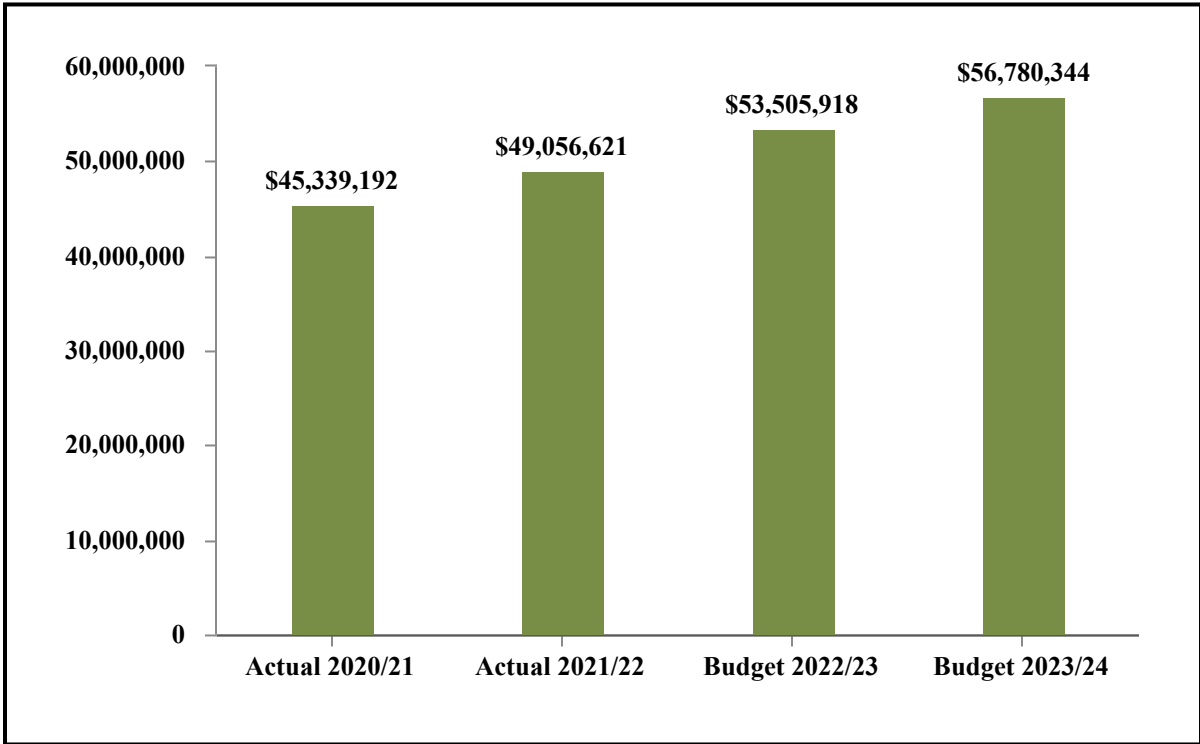
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Office of the Chief	1,416,948	1,312,696	1,289,946	1,220,497	(5)%
Criminal Investigations	7,219,908	7,422,871	7,514,710	8,516,298	13 %
Patrol	24,938,247	26,435,773	29,280,190	30,758,300	5 %
Support Services	8,456,820	10,500,003	11,004,712	11,166,086	1 %
Communications	3,307,270	3,385,278	4,416,360	5,119,163	16 %
Total Police	45,339,192	49,056,621	53,505,918	56,780,344	6 %

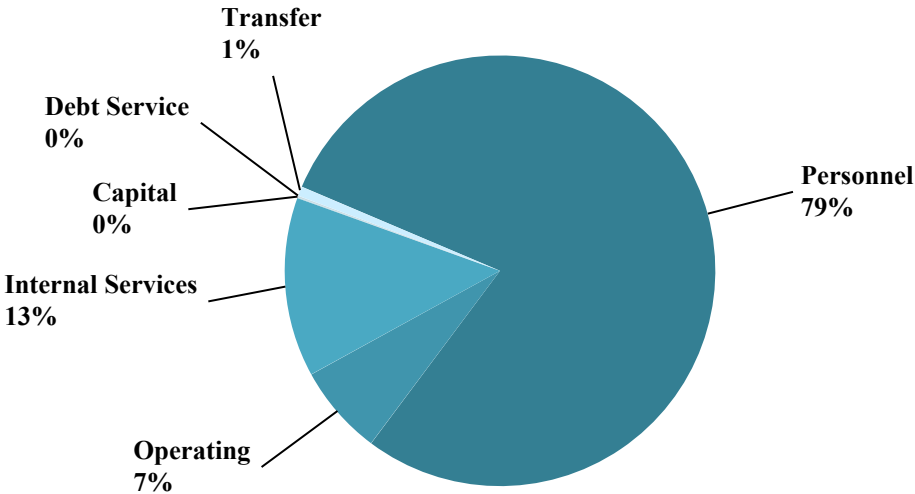
Full Time Equivalent Positions General Fund

Office of the Chief	7.0	7.0	8.0	8.0	0.0
Criminal Investigations	57.0	55.0	55.0	55.0	0.0
Patrol	207.9	209.9	221.1	230.1	9.0
Support Services	53.5	54.5	53.5	53.5	0.0
Communications	42.6	41.6	41.6	41.6	0.0
Subtotal - General Fund	368.0	368.0	379.2	388.2	9.0
Special Program Fund	7.3	7.3	7.3	7.3	0.0
Total Police FTEs	375.3	375.3	386.5	395.5	9.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category



Budget Highlights

- ◆ The Police Department is supported by 395.5 full time equivalent (FTEs) positions, an increase of 9 FTEs from fiscal year 2022/23. For fiscal year 2023/24, 7 Police Officers are added and 2 Parking/Security Aides are transferred from the Airpark fund to support Coachman Park and the Downtown Core.
- ◆ In the Patrol Division, the 5.8 officer positions that are assigned to work as School Resource Officers are budgeted in the Special Program Fund. This program is funded by revenues from the Pinellas County School Board and a transfer from the General Fund.
- ◆ Funding for the Police Supplemental Pension plan of \$1,130,000 is included in the budget for fiscal year 2023/24. This is based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded as both revenues and expenditures for City employer contributions in the General Fund.
- ◆ Personnel costs include funding for a 3% general wage increase and step advancement as approved in the FOP and FOP Supervisors contract. Personnel costs represent approximately 79% of the total Police Department operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$500,000 for the Pinellas County Sheriff's Office contract, \$615,500 for evidence, video, and body camera system maintenance, \$258,000 for the Taser 7 and car camera lease programs, and \$262,417 for the Tri-Tech maintenance contract for the Communications Center.
- ◆ Internal service charges are estimated at \$7.7 million for 2023/24, representing funding for information technology, telecommunications, fleet service charges building and maintenance, and radio communications. This is a 7% decrease from the prior year due.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$73,660 for fiscal year 2023/24.
- ◆ The fiscal year 2023/24 budget includes interfund transfers to the special program fund of \$252,000 to provide funding for police recruitments, the mental health co-responder program and the School Resource Officer program. Transfers for Police related capital projects are budgeted at \$155,000.
- ◆ There have been no other significant changes in Police Department programs. The budget is approximately 6% greater than the fiscal year 2022/23 amended budget.

Office of the Chief Cost Center Descriptions

Office of the Chief

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

Program Expenditures: \$699,077

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: \$521,420

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: \$969,171

Program FTEs: 4.0

Intelligence Unit

The Intelligence Unit, supervised by a Sergeant, is responsible for all criminal intelligence information, extremist and special interest groups, gangs, cults, terrorist/homeland security issues and other related areas. This unit represents the department on the Joint Terrorism Task Force and Regional Domestic Security Task Force. This unit is also responsible for the Real Time Operations Center which is capable of monitoring criminal and terrorism related incidents. This unit serves as the department's liaison with local, state, and federal public safety agencies.

Program Expenditures: \$1,097,667

Program FTEs: 8.0

Homicide Unit

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

Program Expenditures: \$1,049,962

Program FTEs: 7.0

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: \$820,281

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: \$895,763

Program FTEs: 7.0

Special Enforcement Unit

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

Program Expenditures: \$991,292

Program FTEs: 7.0

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: \$948,414

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: \$1,241,986

Program FTEs: 7.0

Crime Analysis Unit (CAU)

The CAU is primarily responsible for the tracking and analysis of statistical crime data. Detailed reports and bulletins are disseminated to Patrol, detectives and department administrators. Analysts are assigned to General Investigations and the Real-Time Operations Center.

Program Expenditures: \$501,762

Program FTEs: 6.0

Patrol Cost Center Descriptions

Patrol Administration

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

Program Expenditures: \$5,366,604

Program FTEs: 7.0

District II

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

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

Program Expenditures: \$10,757,050

Program FTEs: 92.0

District III

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

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

Program Expenditures: \$6,234,114

Program FTEs: 49.0

District I

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

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

Program Expenditures: \$4,929,151

Program FTEs: 36.0

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: \$849,690

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

Program Expenditures: \$721,399
Program FTEs: 5.0

Red Light Camera Program

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

Program Expenditures: \$215,122
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, Mental Health Unit, Volunteers, Extra Duty Program, Community Outreach Program, Mounted Patrol Unit, and Police Aide Program. Additionally, the unit is responsible for special events planning and staffing.

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

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

Program Expenditures: \$933,568
Program FTEs: 12.0 (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: \$751,602
Program FTEs: 20.6

Support Services Cost Center Descriptions

Support Services Administration

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

Program Expenditures: \$734,305

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: \$794,511

Program FTEs: 12.0

Police Service Technicians

Police Service Technicians are non-sworn, civilian personnel who assist the department by receiving citizen information and reports by telephone and reviewing citizen filed online reports. They also assist in the investigation of non-criminal auto accidents, recovered property, abandoned vehicles and other non-criminal incidents.

Program Expenditures: \$1,158,510

Program FTEs: 14.0

General Operations

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

Program Expenditures: \$6,063,307

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: \$1,224,762

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: \$303,175

Program FTEs: 4.0 (General Fund)

Program FTEs: 1.0 (Special Program Fund)

Property & Evidence Unit

The Property & Evidence Unit provides for storage and retrieval of property & evidence placed into police custody including evidence, found property, property for safekeeping, all documents, and bicycles. The unit is responsible for the issuing of officer uniforms and equipment, in addition to the oversight of building maintenance and repairs for all police facilities.

Program Expenditures: \$464,552

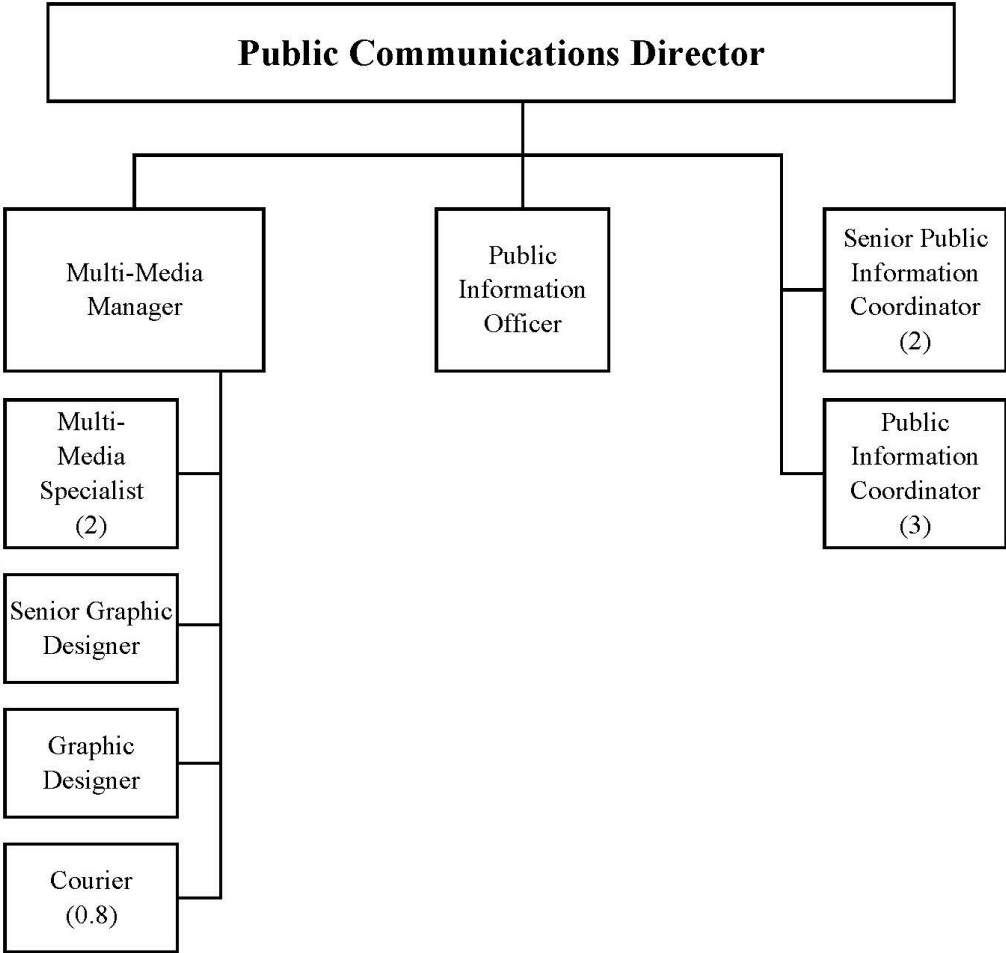
Program FTEs: 8.0

Body Worn Camera Program

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

Program Expenditures: \$422,964

Program FTEs: 4.3



Public Communications (General Fund) – 12.0 FTEs
Courier (Administrative Services Fund) – 0.8 FTEs
Total Public Communications – 12.8 FTEs

Department Objective

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

In furthering the City Council’s Strategic Priority of Community Well-Being, the Public Communications Department is responsible for implementing the city’s brand and messaging through various communication tools that involve citywide media, social media, public and community relations, marketing communications and video/television production. The department produces a city magazine called “MyClearwater” three times a year, leads special community engagement projects, and manages the city’s print production, mail, and courier services. Public Communications works closely with the city’s tourism partners to promote bright and beautiful Clearwater as a destination for visitors from all over the globe. As an internal service department, Public Communications also works with all the other departments to promote their information to residents in an efficient manner to ensure high-quality communications. The department supports the City's Strategic Objective of promoting marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.

Summary of Services Provided

Public Communications

Communications & Community Relations

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

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

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall and public meetings, community surveying and targeted programs, such as the Citizens Academy. Key achievements in fiscal year 2022/23 included efficiently communicating the city’s accomplishments, launching a new city website and multiple subsites, improving e-communications with residents through implementation of a new email subscriber platform, growing the city’s multiple social media audiences, and promoting downtown and special events. Another one of the team’s focuses includes planning the Coachman Park grand opening celebration and associated events to follow. The division continues to place an emphasis on employee communications and on engaging with our staff to find ways to continually improve.

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

Downtown Clearwater and the city will continue to be promoted as a destination outside the Tampa Bay area and Florida.

Summary of Services Provided (continued)

Public Communications (continued)

C-VIEW TV

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

In fiscal year 2022/23, C-VIEW staff produced public service announcement videos which were promoted on social media and C-View TV. During non-programmed times, C-VIEW cablecasts a Video Bulletin Board (VBB) that gives residents up-to-date information on employment, recreation opportunities, upcoming community events, legal notices, emergency preparedness information and important city initiatives.

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

In fiscal year 2023/24 C-VIEW TV will continue to place a major focus on streaming, archiving, and web-based videos that enhance the public interaction with municipal government information, policies and procedures.

Another area of focus will be continued support of promotional video production and website assistance. Marketing and graphic design will continue to evolve. Working with sign, giveaway and marketing vendors will continue to be a focus. Creating videos for city departments and to promote events will remain a focus for the division. A large focus of the 2023/24 fiscal year will be to design a new City Council chambers for the proposed new City Hall.

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

Courier

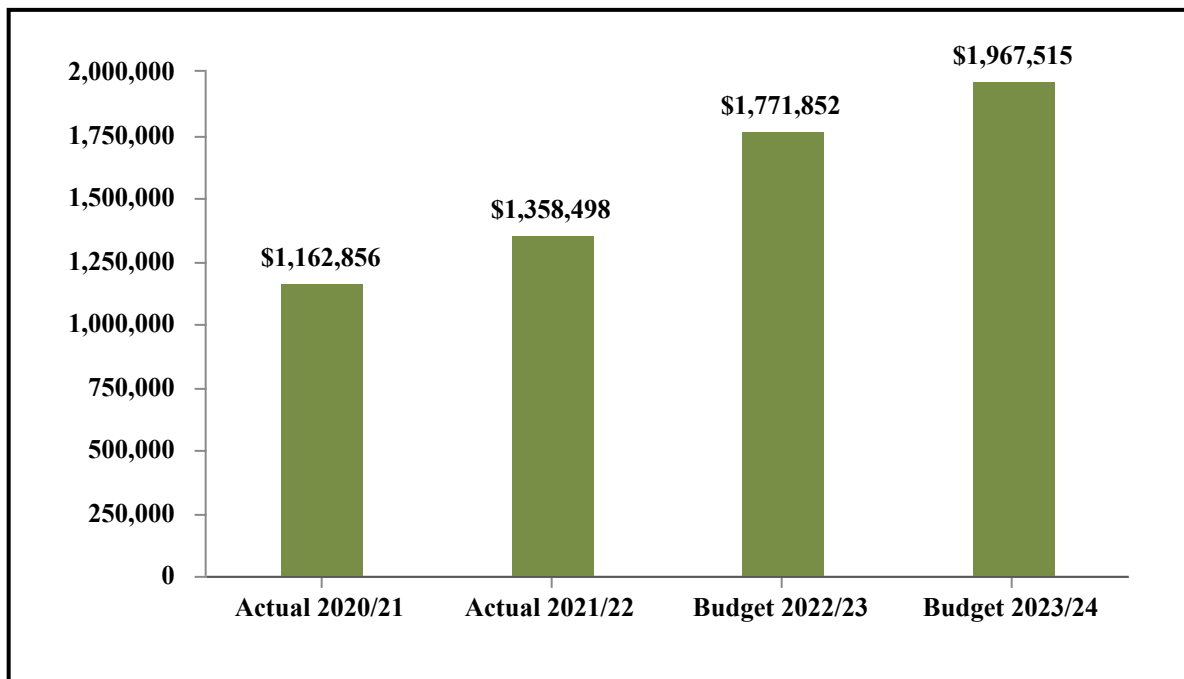
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as Council mail. It also assists the City Clerk department with records retention and coordination.

Public Communications

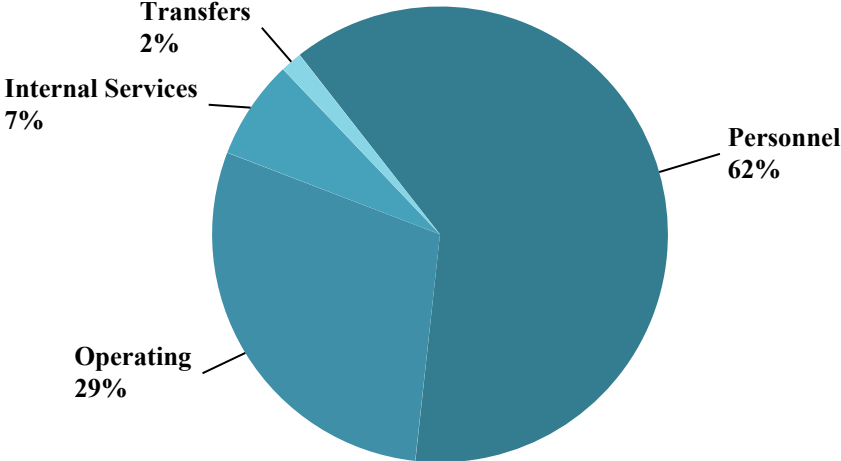
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Fund					
Public Communications	1,031,960	1,167,278	1,573,275	1,761,372	12 %
Administrative Svcs Fund					
Courier	130,896	191,220	198,577	206,143	4 %
Total Public Communications	1,162,856	1,358,498	1,771,852	1,967,515	11 %
Public Communications	11.0	11.0	11.0	12.0	1.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	11.8	11.8	11.8	12.8	1.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category

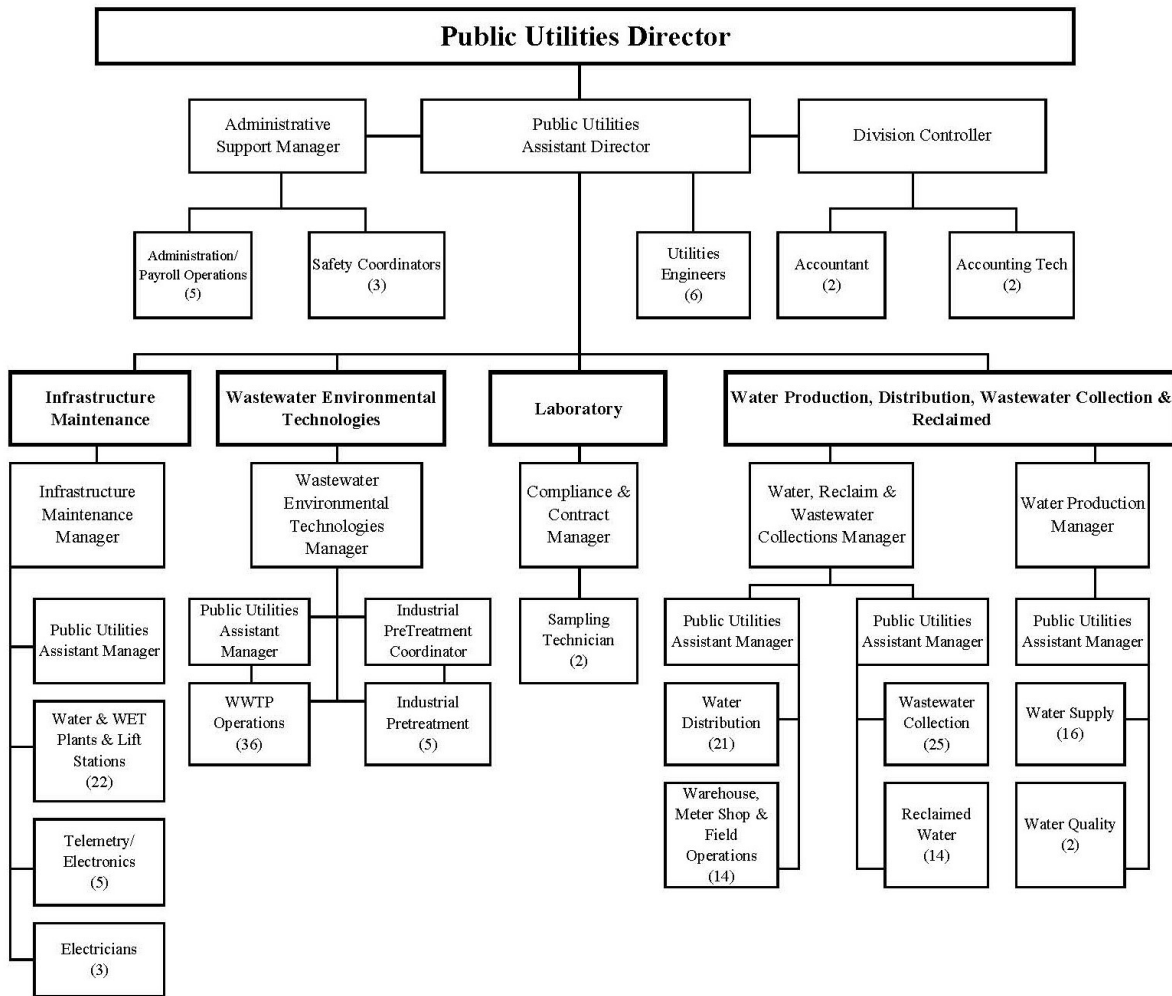


General Fund **Public Communications Budget Highlights**

- ◆ The General Fund operation of the Public Communications Department is supported by 12 full time equivalent positions, an increase of 1 FTE from fiscal year 2022/23. In fiscal year 2023/24 a Public Information Coordinator is added to support the increased demand for information and promotional needs.
- ◆ Operating costs for the Public Communications Department includes \$50,000 for an employee or citizen survey; \$17,000 for studio engineering, meeting and video support; \$94,500 for advertising, promotional, and printing services; and \$200,000 to fund a public relations/marketing firm.
- ◆ For fiscal year 2023/24, transfers to the capital fund include \$30,000 for the project established to fund studio equipment upgrades and/or replacements.
- ◆ There have been no other significant changes to the Public Communications. The budget for this program reflects a 12% increase from the 2022/23 budget.

Administrative Services Fund **Courier Budget Highlights**

- ◆ The Courier program is an internal service department that provides internal mail delivery services to all City facilities. The cost of this operation is charged back to all departments based on number of delivery stops, and actual postage charges billed from our postal mail service provider.
- ◆ Postage costs are budgeted at \$152,000 in this program, a 2% increase from the 2022/23 budget.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ The budget for this program reflects a 4% increase from fiscal year 2022/23.



Water and Sewer Fund - 198.0 FTEs

Department Objective

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

In furthering the City Council’s Strategic Priority of High Performing Government, the Public Utilities Department operates and maintains the City’s water wells and water treatment plants, water storage and distribution system, wastewater collection and transport systems, water reclamation facilities, reclaimed water system, enforces the City’s industrial pretreatment ordinance as well as ensuring the City’s compliance with the United States Environmental Agency (USEPA) and State of Florida’s environmental regulations.

Summary of Services Provided	
Administration	The Administration program is responsible for the effective coordination of all water, wastewater, and reclaimed water, administrative, planning, accounting, and management of staff, operations, maintenance, resources and infrastructure necessary to provide safe water and reliable service to the customers of the Public Utilities department.
Wastewater Collection	The Wastewater Collection program provides for safe collection and transmission of wastewater through the City’s underground sewer mains, collectors, and interceptor lines. The purpose of the Wastewater Collection program is to maintain the collection system in such a manner that protects the public safety, health and the environment.
Infrastructure Maintenance	The Infrastructure Maintenance program provides for safe transmission and pumping of wastewater through the City’s 78 wastewater lift stations and three reclaimed water pumping stations. This program also provides the installation and maintenance of all Public Utilities instrumentation and telemetry systems, maintenance of three water reclamation facilities, three water treatment plants, 44 potable water wells, and three city parks and recreation pool pumps and City fountain pumps. The purpose of the Infrastructure Maintenance program is to maintain the mechanical, electrical and electronic infrastructure in such a manner that protects public safety, health, and the environment. The Infrastructure Maintenance program consists of three sub-sections; Plants, Lift Stations and Electronics.
Wastewater Environmental Technologies	The Wastewater Environmental Technologies program provides daily treatment and disposal of wastewater meeting or exceeding federal and state water quality standards. The program consists of three water reclamation facilities including bio-solids residual management facilities. The Wastewater Environmental Technologies program supplies highly treated wastewater to the Reclaimed Water program.
Laboratory	The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and the Wastewater Collection programs.
Industrial Pretreatment	This program provides sampling, analysis, and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and Wastewater Collections programs. The Industrial Pretreatment (IPP) program is responsible for sampling, monitoring, and regulating City industrial users and enforcing the City’s Industrial Pretreatment Ordinance and the dental amalgam program. The IPP group also is responsible for sampling and regulating the City’s grease management program in order to curtail the introduction of grease waste into the sanitary sewer and treatment facilities. Most recently the IPP group has overseen the implementation of the dental amalgam program.

Summary of Services Provided (continued)

Water Distribution

The Water Distribution program provides for the safe transmission and distribution of the City's public potable water supply. Functions include the construction and maintenance of the system as well as direct customer related activities, such as meter replacement, fire hydrant maintenance, and repair of water main breaks.

This cost center's budget is also used to account for all debt costs on the 2011, 2017, 2017B and 2020 outstanding Water & Sewer revenue bonds.

Water Supply

The Water Supply program is responsible for the monitoring, operation, water treatment, and maintenance of the City's water supply facilities which include two reverse osmosis water treatment plants, an additional water treatment facility, six water storage tanks, 44 wells, and five county inter-connections in order to provide the City with a safe and dependable water supply.

Reclaimed Water

The Reclaimed Water program is responsible for storage, pumping, transmission, and distribution of reclaimed water to residential and commercial customers. Functions include the maintenance of the system and direct customer related activities. The beneficial use of Reclaimed Water helps conserve our drinking water resources.

Maintenance Facility

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

Public Utilities

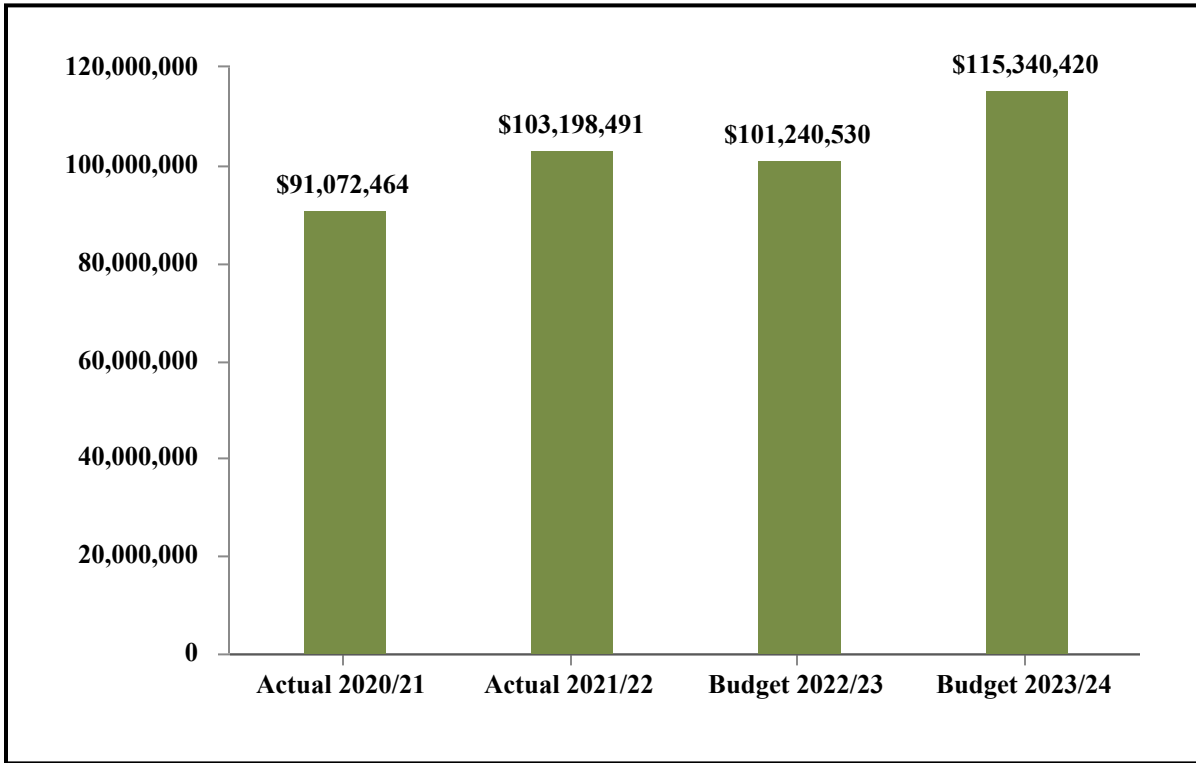
Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
Water And Sewer Fund					
Administration	1,531,073	1,981,125	3,137,339	4,313,747	37 %
Wastewater Collection	12,818,739	15,305,009	13,624,801	25,665,870	88 %
Infrastructure Maintenance	8,340,935	7,670,800	8,225,723	9,130,868	11 %
WW Environment Technologies	28,526,622	27,984,156	26,602,163	21,999,320	(17) %
Laboratory Operations	1,116,679	514,817	611,067	579,767	(5) %
Industrial Pretreatment	768,421	898,617	999,062	1,023,207	2 %
Water Distribution	14,129,605	20,332,899	19,485,328	26,223,970	35 %
Water Supply	19,303,305	23,771,066	23,124,370	22,621,229	(2) %
Reclaimed Water	4,151,187	4,347,528	5,018,157	3,336,862	(34) %
Subtotal - Water and Sewer Fund	90,686,566	102,806,018	100,828,010	114,894,840	14 %
General Fund					
Maintenance Facility	385,898	392,473	412,520	445,580	8 %
Total Public Utilities	91,072,464	103,198,491	101,240,530	115,340,420	14 %

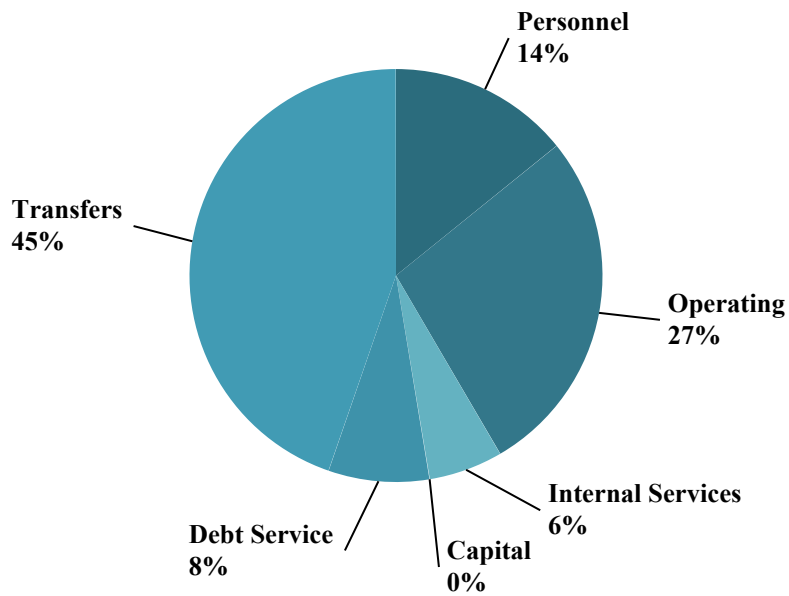
Full Time Equivalent Positions

Water And Sewer Fund					
Administration	11.0	17.0	22.0	22.0	0.0
Wastewater Collection	25.0	25.0	25.0	25.0	0.0
Infrastructure Maintenance	33.0	33.0	32.0	32.0	0.0
WW Environment Technologies	38.0	38.0	38.0	38.0	0.0
Laboratory Operations	9.0	3.0	3.0	3.0	0.0
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.0
Water Distribution	38.0	38.0	37.0	37.0	0.0
Water Supply	19.0	19.0	20.0	20.0	0.0
Reclaimed Water	17.0	17.0	15.0	15.0	0.0
Total Public Utilities FTEs	196.0	196.0	198.0	198.0	0.0

Total Department Summary



Fiscal Year 2023/24 Budget by Category



Water and Sewer Fund Budget Highlights

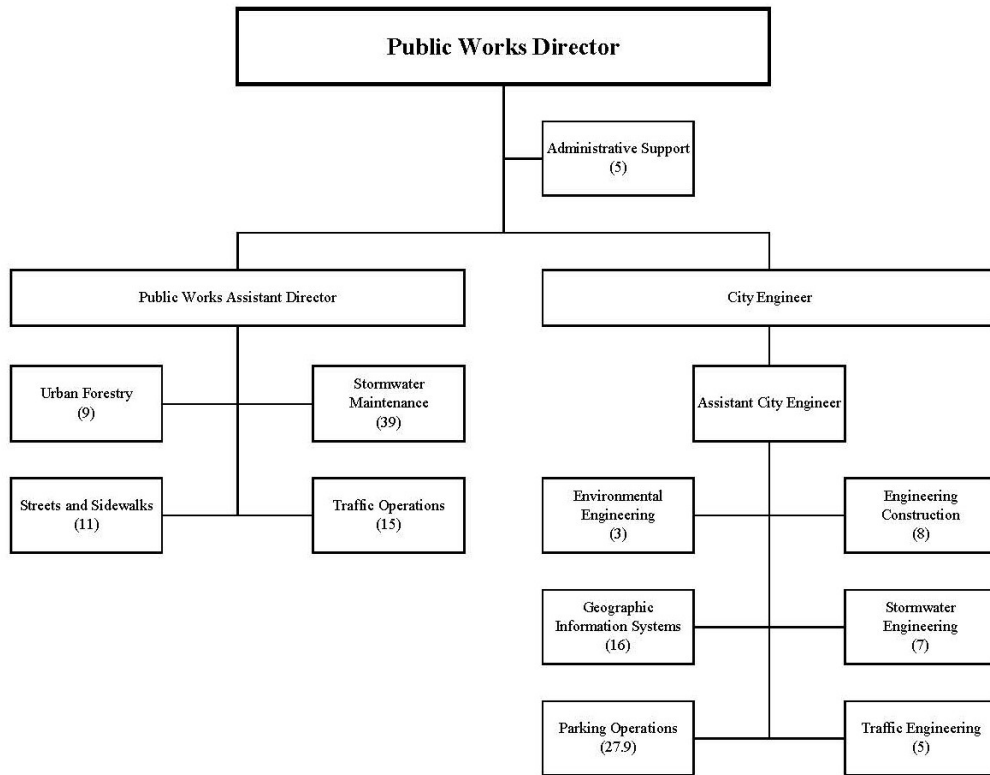
- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 198 full-time equivalent (FTE) positions, the same level of staffing as fiscal year 2022/23.
- ◆ The Water and Sewer Fund reimburses the General Fund for specific services provided by General Fund programs. This is primarily to reimburse for the support of the administrative, environmental, and engineering programs. The total cost of this service is budgeted at \$884,290 for 2023/24, a 27% decrease from the 2022/23 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 \$3,364,960 for fiscal year 2023/24, an decrease of 6% from the 2022/23 budget.
- ◆ Operating expenses include \$8,325,000 for water purchases from Pinellas County, a 4% increase in funding from the prior year. This accounts for approximately 26% 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 2023/24, this cost is \$2,021,500, a 7% increase from the 2022/23 budget.
- ◆ Capital costs for small equipment purchases are budgeted at \$20,000 across all programs.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$9,109,830 for fiscal year 2023/24.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$5,633,660 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2021/22 gross revenues. The 2023/24 contribution represents a 6% increase from the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Funds to support Water and Sewer projects as planned in the current rate study are \$45.9 million for fiscal year 2023/24. This reflects a 32% increase from the 2022/23 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2023/24 budget reflects a 14% increase from 2022/23.

General Fund
Maintenance Facility
Budget Highlights

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

◆ There are no significant changes in the budget for the Maintenance Facility. The 2023/24 budget reflects an 8% increase from the fiscal year 2022/23 budget.





Public Works (General Fund) – 71.0 FTEs
Public Works (Stormwater) – 51.0 FTEs
Public Works (Parking) – 27.9 FTEs
Total Public Works – 149.9 FTEs

Department Objective

In support of the City Council’s Strategic Priority of High Performing Government, the Public Works Department is responsible for project management of the design and construction phases of the City’s Capital Improvement Program. The department is also responsible for traffic planning, design, and operations; the administration of the Parking System; protection of city’s interests in public right-of-way (ROW); maintenance of streets and sidewalks; implementation of annual infrastructure maintenance contracts; Engineering review of residential and commercial land development; the operation and maintenance of the City’s stormwater infrastructure; ensuring environmental compliance; and management of the City’s GIS database.

Summary of Services Provided

Public Works Administration and Urban Forestry

The objective of Public Works department is to centralize long term and short term management of city rights of way and city infrastructure within one department. The Public Works Maintenance division is responsible for maintenance of the public right-of-way (ROW) and City’s tree canopy, ensuring assets within the right of way are maintained in good working order and the transportation and stormwater systems they support are operating to an

Streets & 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.

Civil Engineering

The Civil Engineering division manages the design and construction phases of capital projects for all City departments. Engineering Department oversees engineering, environmental, and architectural consultant contracts, landscape architecture, project bidding and construction contract award. The 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.

Public Works

Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Fund					
Public Works Administration	—	12,818	973,832	1,810,085	86 %
Urban Forestry	—	8,504	1,534,648	1,827,400	19 %
Streets and Sidewalks	—	—	1,232,216	1,221,118	(1)%
Civil Engineering	3,314,170	3,405,790	3,019,470	4,567,220	51 %
Traffic Operations	4,534,582	4,246,564	5,020,302	5,133,202	2 %
Subtotal - General Fund	7,848,751	7,673,676	11,780,468	14,559,025	24 %
Stormwater Fund					
Stormwater Management	9,074,768	9,508,388	10,773,256	11,487,288	7 %
Stormwater Maintenance	5,373,303	5,025,082	6,018,454	6,197,862	3 %
Subtotal - Stormwater Fund	14,448,071	14,533,471	16,791,710	17,685,150	5 %
Parking Fund					
Parking System	4,403,179	6,150,083	16,519,523	19,925,598	21 %
Parking Enforcement	828,492	1,064,804	998,737	1,109,050	11 %
Subtotal - Parking Fund	5,231,671	7,214,886	17,518,260	21,034,648	20 %
Total Public Works	27,528,492	29,422,033	46,090,438	53,278,823	16 %

Full Time Equivalent Positions

General Fund

Public Works Administration	0.0	0.0	1.0	2.0	1.0
Urban Forestry	0.0	0.0	9.0	8.0	(1.0)
Streets and Sidewalks	0.0	0.0	11.0	11.0	0.0
Civil Engineering	36.0	36.0	29.0	29.0	0.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	57.0	57.0	71.0	71.0	0.0

Stormwater Fund

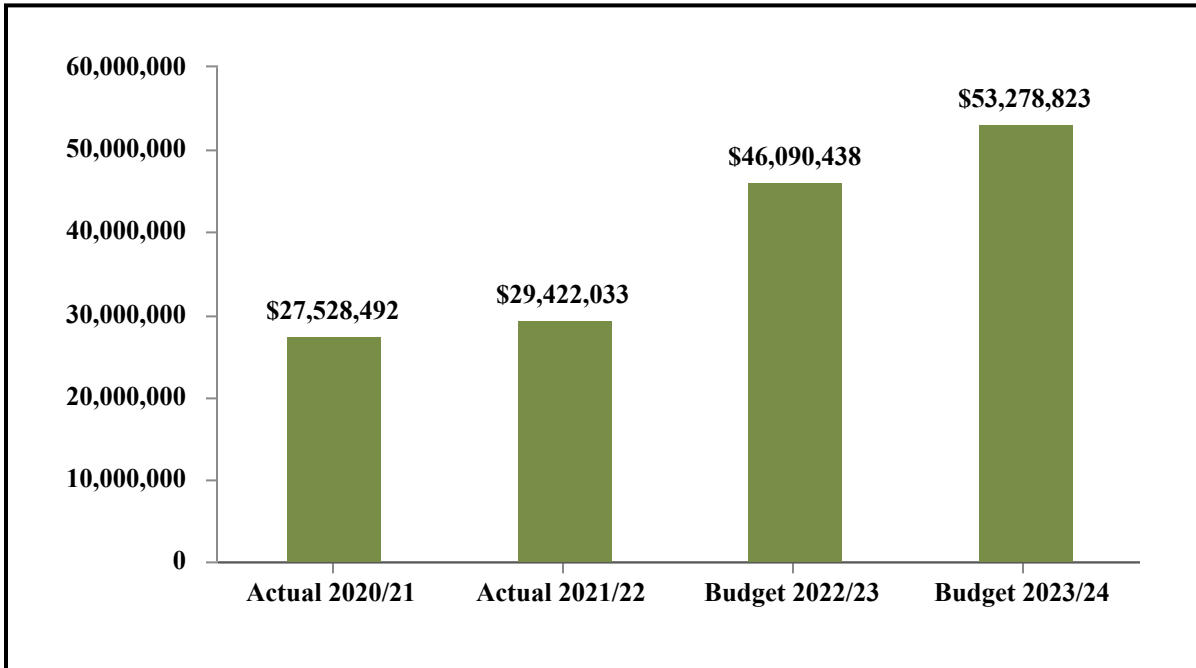
Stormwater Maintenance	42.0	42.0	41.0	41.0	0.0
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Subtotal - Stormwater Fund	52.0	52.0	51.0	51.0	0.0

Parking Fund

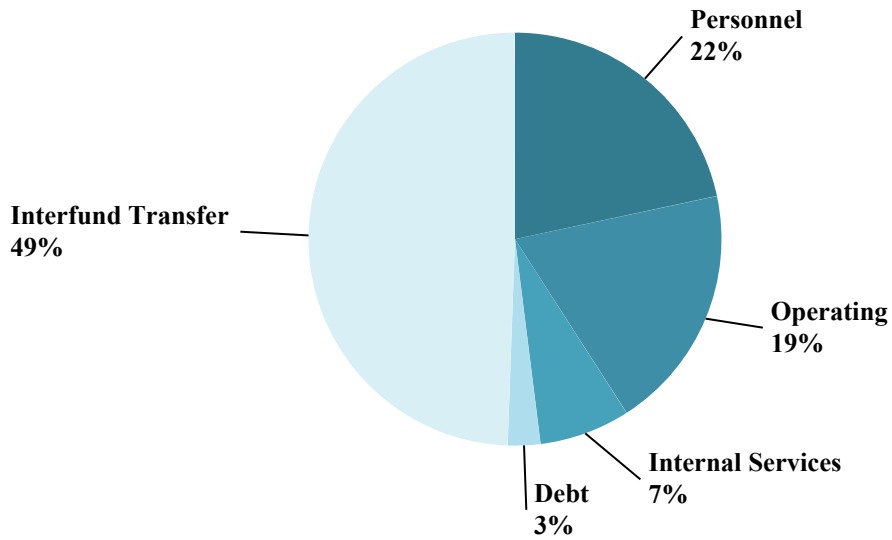
Parking System	15.7	15.7	14.9	14.9	0.0
Parking Enforcement	12.0	12.0	13.0	13.0	0.0
Subtotal - Parking Fund	27.7	27.7	27.9	27.9	0.0

Total Public Works FTEs	136.7	136.7	149.9	149.9	0.0
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Total Department Summary



Fiscal Year 2023/24 Budget by Category



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

- ◆ The Public Works General Fund operations are supported by 71 FTEs for fiscal year 2023/24, the same level of staffing as the amended 2022/23 budget. During fiscal year 2022/23, the Public Works budget was amended to move 9 FTEs back to the Parks and Recreation department to maintain landscaped right-of-ways and medians and manage landscape contracts for City facilities.
- ◆ A significant portion of the Traffic Operations program budget is electrical costs for the street lighting on City streets estimated at \$2.6 million for fiscal year 2023/24. This is a the same amount of funding as the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund total \$3,134,540 to support street and sidewalk, environmental, and miscellaneous engineering projects for fiscal year 2023/24. This is a 221% increase from the prior year due to major street renovation projects planned over the next few years.
- ◆ There have been no other significant changes in the Public Works General Fund programs. The budget for these programs reflect an 24% increase from the 2022/23 budget.

Stormwater Fund Budget Highlights

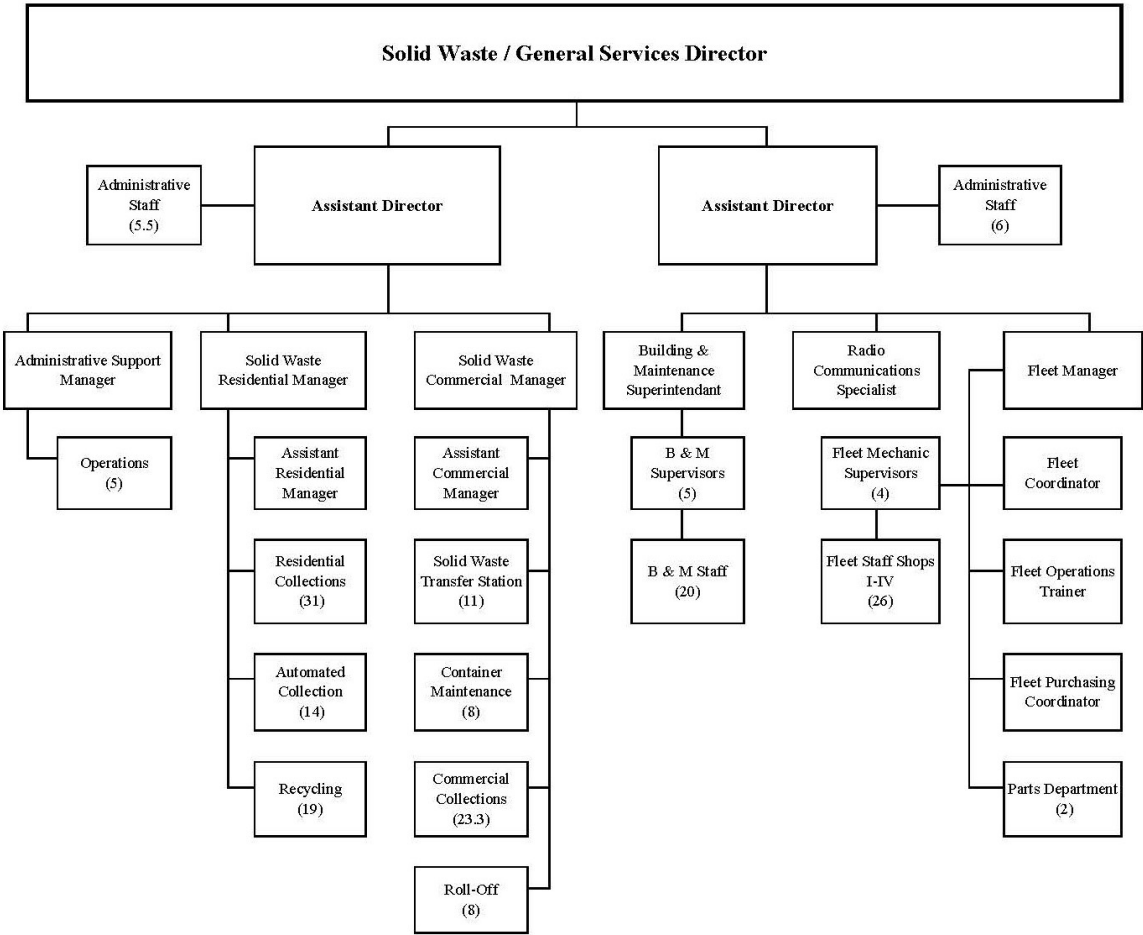
- ◆ The Stormwater Management and Stormwater Maintenance programs are funded by the Stormwater Utility Fund, which is a self-supporting enterprise operation, established to fund all Stormwater functions.
- ◆ Stormwater Fund operations are supported by 51 full-time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Contractual and professional services are budgeted at \$377,820 in this fiscal year, the same funding as the 2022/23 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 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 \$548,010 in this fiscal year, a 31% decrease from the 2022/23 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 \$417,160 in this fiscal year, an increase of 48% from the 2022/23 budget.
- ◆ 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 \$425,580 a 7% increase from 2022/23.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$951,520 to support the General Fund. The computation is based on and reflects a rate of 5.5% of fiscal year 2021/22 gross revenues. The 2023/24 contribution is a slight increase from the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the current rate study are \$7,639,740 for the 2023/24 budget year.
- ◆ Budgeted debt costs are approximately \$1.3 million. This is a 3% decrease from prior year funding.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects an increase of 5% from the 2022/23 budget.

Parking Fund **Budget Highlights**

- ◆ The Parking Fund programs in the Public Works Department are supported by 27.9 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- ◆ Parking System reimburses the General Fund for specific services provided by General Fund programs. This is for the support of traffic field operation services, Parks and Recreation facility maintenance, daily beach raking, and increased services to assist with daily cleaning and trash pick-up on the beach. Also included is a charge to offset the costs of Police Officer positions added to provide enhanced oversight due to the increased development and tourism at Clearwater Beach. The Parking Fund charge for these services is \$2,057,660 for this fiscal year, a 7% increase from the 2022/23 budget.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$402,880 for fiscal year 2023/24. This is a slight decrease from the 2022/23 budget.
- ◆ Interfund transfers include \$150,000 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 \$602,960 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2021/22 gross revenues. The 2023/24 contribution represents a 2% increase from the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund total \$13,884,000 to support Parking projects for the 2023/24 budget. This transfer reflects a 24% increase from prior year to provide funding for the construction of a new parking garage in downtown Clearwater.
- ◆ There have been no other significant changes to the Parking Fund programs in Public Works. The budget for this program reflects an increase of 20% from prior year.



Solid Waste / General Services



Solid Waste Fund – 110.8 FTEs
Recycling Fund – 21.0 FTEs
General Services/Fleet – 70.0 FTEs
Total Solid Waste/General Services – 201.8 FTEs

Solid Waste and Recycling

Department Objective

In furthering the City Council's Strategic Priority of High Performing Government, the objective of the Solid Waste and Recycling department is to provide prompt, reliable solid waste and recycling services to the citizens of Clearwater within approved financial and staffing resources while maintaining the lowest feasible rates.

Summary of Services Provided

Solid Waste - Administration

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

Solid Waste - Collection

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

Solid Waste - Transfer Station

The solid waste transfer station facility transfers refuse from the route collection trucks to the Pinellas County Solid Waste Complex. This maximizes the efficiency of the route trucks by allowing them to quickly unload and return to route collection. Tractor-trailer rigs are used to transfer the waste to the Pinellas County Solid Waste Complex. The tipping floor at the transfer station accommodates emptying route trucks, a wheel loader top filling the tractor-trailer rigs, and a crane to tamp down each load to ensure an appropriate over-the-road weight for the outbound tractor-trailers. The scale house at the transfer station provides certified weights of all in-bound and out-bound solid waste trucks. The transfer station on average transfers over 7,000 tons of refuse per month to the Pinellas County Solid Waste Complex.

Solid Waste - Container Maintenance

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

Solid Waste and Recycling

Summary of Services Provided (continued)

Recycling - Residential

The residential recycling program provides automated curbside collection of recyclables to single-family residences. The items that may be recycled by our residential customers include cardboard, newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles. Recyclables are processed through our recycling processing facility before being hauled to the third-party recycling vendor.

Recycling – Multi-Family

The multi-family recycling program provides recycling service to apartments and condominiums of five living units or larger. Recycling services are provided by using dumpsters, clusters of semi-automated carts, or a combination of both configured into drop-off centers. The multi-family program is designed to collect single-stream recyclables including cardboard, newspaper, aluminum and steel cans, mixed paper, glass containers and plastic bottles.

Recycling – Commercial

The commercial recycling program is designed to provide our commercial customers with the appropriate recycling services. The program operates cardboard and single stream collection routes, in addition to the recycling processing facility which is responsible for weighing, loading, and transporting recyclables to our third-party recycling vendor. They are also responsible for the recycling drop-off center which accepts cardboard, single stream recyclables, and household cooking oil.

Solid Waste and Recycling

Budget Summary

	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
<u>Solid Waste</u>					
Administration	975,473	1,070,248	1,362,394	8,288,520	508 %
Collection	16,401,886	17,549,328	20,030,254	20,410,477	2 %
Transfer	1,961,405	2,174,984	2,467,042	2,441,444	(1) %
Container Maintenance	943,141	989,280	958,445	876,229	(9) %
Subtotal - Solid Waste	20,281,906	21,783,840	24,818,135	32,016,670	29 %
<u>Recycling</u>					
Residential	1,287,203	1,274,684	1,670,431	1,477,411	(12) %
Multi-Family	436,270	384,847	430,139	394,181	(8) %
Commercial	1,309,914	2,428,772	2,219,275	2,465,568	11 %
Subtotal- Recycling	3,033,387	4,088,303	4,319,845	4,337,160	— %
Total Solid Waste and Recycling	23,315,293	25,872,143	29,137,980	36,353,830	25 %

Full Time Equivalent Positions

Solid Waste

Administration	6.7	6.7	6.7	7.0	0.3
Collection	84.8	85.8	83.8	83.8	0.0
Transfer	11.0	11.0	11.0	11.0	0.0
Container Maintenance	9.0	9.0	9.0	9.0	0.0
Subtotal - Solid Waste	111.5	112.5	110.5	110.8	0.3

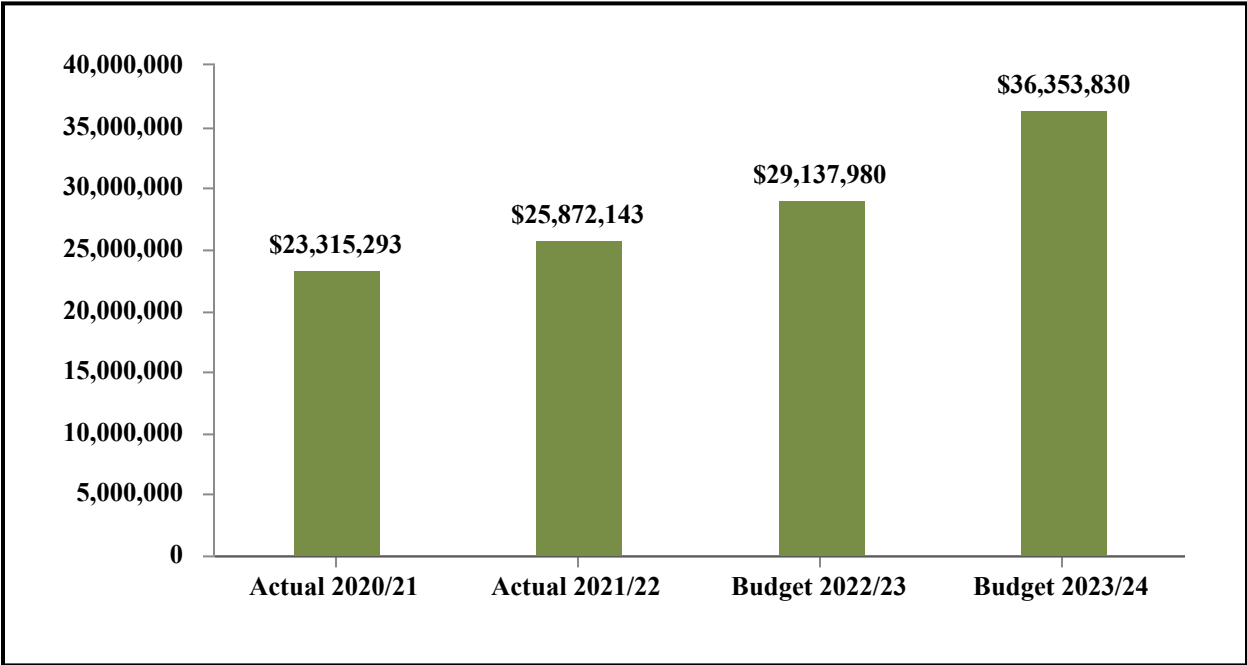
Recycling

Residential	10.0	9.0	9.0	9.0	0.0
Multi-Family	3.0	3.0	3.0	3.0	0.0
Commercial	9.0	9.0	9.0	9.0	0.0
Subtotal- Recycling	22.0	21.0	21.0	21.0	0.0

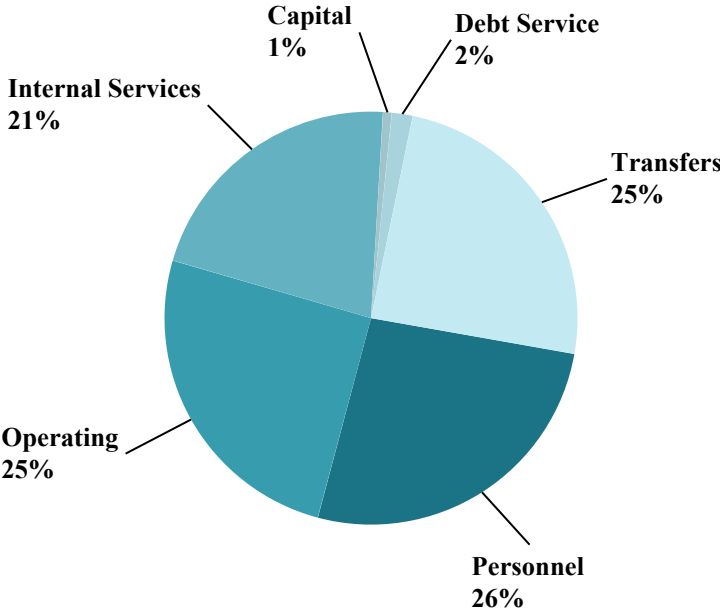
Total Solid Waste and Recycling FTEs	133.5	133.5	131.5	131.8	0.3
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Solid Waste and Recycling

Total Department Summary



Fiscal Year 2023/24 Budget by Category



Solid Waste and Recycling

Solid Waste and Recycling Fund Budget Highlights

- ◆ The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Solid Waste and Recycling programs.
- ◆ The Solid Waste and Recycling Fund is supported by 131.8 full time equivalent positions, an increase of 0.3 FTE from the 2022/23 budget. For fiscal year 2023/24, the portion of the Director position is transferred back from the General Services department.
- ◆ The Solid Waste and Recycling Fund is charged an administrative service charge reimbursing the General Fund for their portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2023/24, this reimbursement is estimated to be approximately \$958,150, a 5% increase from the 2022/23 budget.
- ◆ Operating expenditures include the budget of \$5,100,000 for dump fees, and \$1,020,000 for Single Stream Recycling Processing. This represents 66% of operating expenditures for Solid Waste and Recycling operations.
- ◆ Debt costs represent estimated payments which total \$587,840 for additional vehicles and equipment purchased, as well as the annual payment for the internal loan for construction of the transfer station.
- ◆ Per City Council policy, the Solid Waste and Recycling Fund makes a payment in lieu of taxes in the amount of \$1,720,320 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2021/22) gross revenues. The 2023/24 contribution represents a 6% increase from the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects are budgeted at \$7,200,000 for fiscal year 2023/24, a 1500% increase from prior year to fund the construction of rebuilding the Solid Waste complex.
- ◆ There are no other significant changes to the Solid Waste and Recycling operations in fiscal year 2023/24. The budget reflects a net increase of 25% from the 2022/23 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 Priority of High Performing Government, the main goal of General Services is to provide high quality service to all departments and divisions of the City in a timely, efficient and economical manner, so that those departments may in turn effectively serve the citizens of Clearwater.

Summary of Services Provided

General Services - Administration

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

General Services – Building and Maintenance

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

Garage Fund – Fleet Maintenance

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

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

Garage Fund – Radio Communications

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

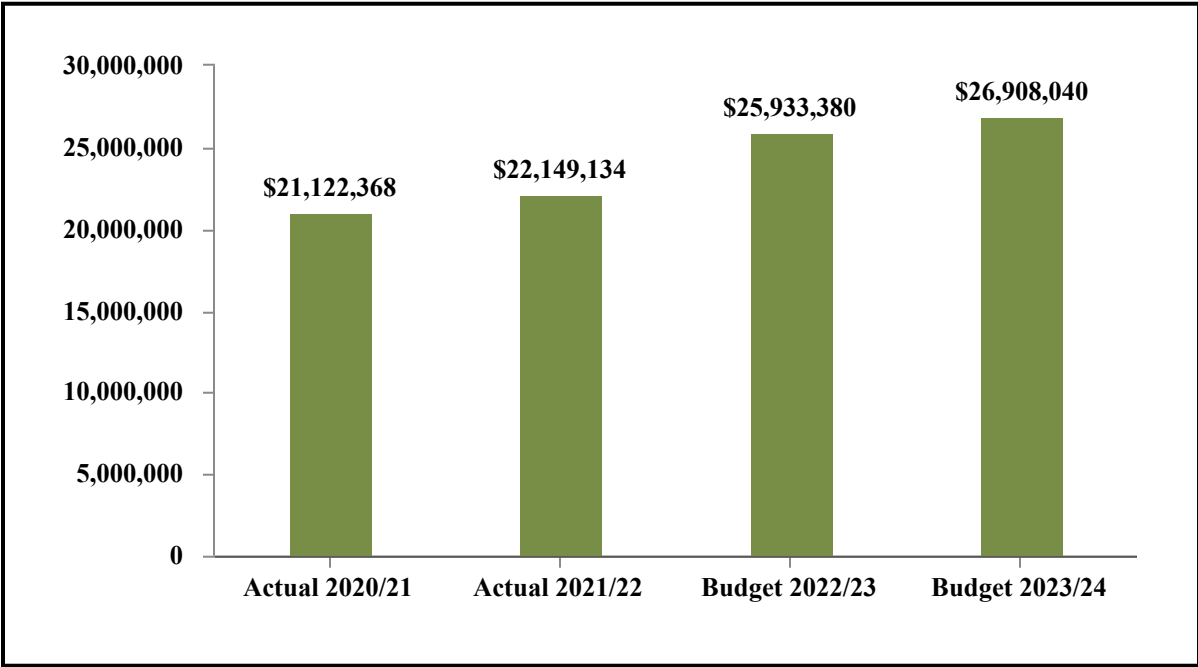
General Services and Fleet

Budget Summary

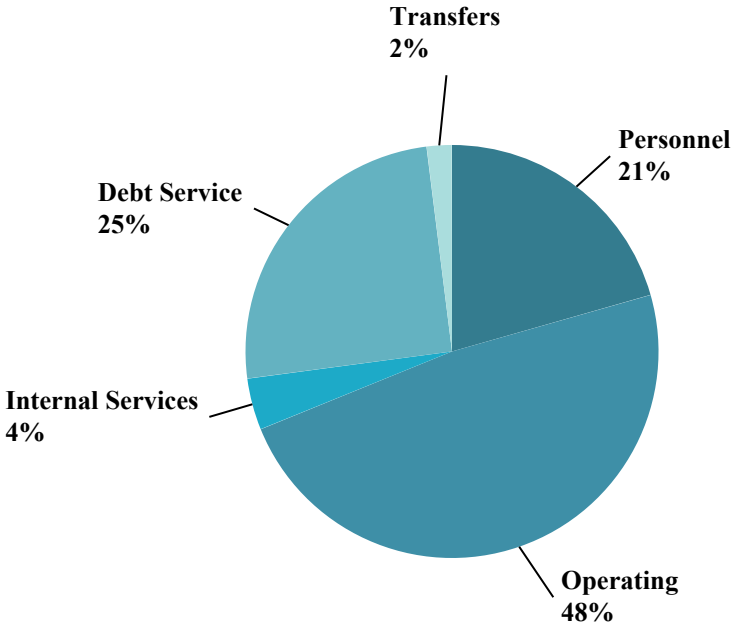
	Actual 2020/21	Actual 2021/22	Budget 2022/23	Budget 2023/24	% Change
General Services Fund					
Administration	431,090	456,794	512,198	432,172	(16) %
Building & Maintenance	4,713,244	5,012,339	5,950,782	6,873,858	16 %
Subtotal - General Services Fund	5,144,334	5,469,133	6,462,980	7,306,030	13 %
Garage Fund					
Fleet	15,163,480	15,922,286	17,789,189	17,909,676	1 %
Radio Comm	814,554	757,715	1,681,211	1,692,334	1 %
Subtotal - Garage Fund	15,978,034	16,680,001	19,470,400	19,602,010	1 %
Total General and Garage Services	21,122,368	22,149,134	25,933,380	26,908,040	4 %
Full Time Equivalent Positions General					
Administration	6.3	6.3	6.3	8.0	1.7
Building & Maintenance	28.0	28.0	24.0	26.0	2.0
Subtotal - General Services Fund	34.3	34.3	30.3	34.0	3.7
Garage Fund					
Fleet	35.0	35.0	35.0	35.0	0.0
Radio Comm	2.0	2.0	2.0	1.0	(1.0)
Subtotal - Garage Fund	37.0	37.0	37.0	36.0	(1.0)
Total General and Garage Services FTEs	71.3	71.3	67.3	70.0	2.7

General Services and Fleet

Total Department Summary



Fiscal Year 2023/24 Budget by Category



General Services Fund Budget Highlights

- ◆ The General Service Administration and Building and Maintenance programs are internal service functions. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- ◆ The General Services Fund is supported by 34 full time equivalent positions, an increase of 3.7 FTEs from the 2022/23 budget. For fiscal year 2022/23, an Administrative Support Manager, Plumber and Licensed Electrician are added. The department has been reorganized which resulted in the transfer of the portion of the Director position back to Solid Waste and Recycling and the Radio Manager position from the Garage fund is transferred in to create the Assistant Director position.
- ◆ Other Operating expenses include the budget for building service contracts city wide which include custodial services, electrical, HVAC, plumbing, pest control, elevator maintenance, security, the Honeywell maintenance contract, and the Cenergistic contract . The total budget for these contracts is estimated at \$2,949,250 for fiscal year 2023/24, a 19% increase from the 2022/23 budget.
- ◆ Debt service costs, which represent payments on additional vehicles and equipment purchases, total \$14,730 in fiscal year 2023/24.
- ◆ 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 13% increase from the 2022/23 budget.

Garage Fund Budget Highlights

- ◆ The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- ◆ Garage Fund is supported by 36 full time equivalent positions, a decrease of one FTE from fiscal year 2022/23 budget. Due to department reorganization, the Radio Manager position was transferred to General Services to become the Assistant Director.
- ◆ Other operating expenses for the Garage fund include fuel and maintenance costs for the City's fleet, and radio communication maintenance. For fiscal year 2023/24; fuel costs, including natural gas vehicle fuel, are budgeted at \$3,900,000, vehicle parts and tires are \$2,400,000, and radio maintenance contracts are \$603,040. These represent 78% of Garage Fund operating costs.
- ◆ Debt costs budgeted in the Garage Fund reflects financing for the replacement of motorized vehicles/equipment for all City departments and the radio replacement project. The fiscal year 2023/24 debt service budget for the Garage Fund is estimated at \$6,746,160, a 5% decrease from the 2022/23 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$429,500 for 2023/24. This is a 65% increase from fiscal year 2022/23.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects an increase of 1% from fiscal year 2022/23.

Special Revenue Funds

SPECIAL DEVELOPMENT FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2023/24

Revenues:	2021/22 Actual	2022/23 Amended	2023/24 Proposed
Ad Valorem Taxes	3,661,590	4,050,410	4,536,570
Infrastructure Tax	16,585,888	16,441,000	16,585,900
Interest Earnings	565,361	450,000	950,000
Open Space Fees	351,015	—	—
Recreation Facility Impact Fees	167,721	—	—
Recreation Land Impact Fees	470,154	—	—
Fee in Lieu of Sidewalks	10,208	—	—
Multi-Modal Impact Fees	760,642	140,000	400,000
Local Option Gas Tax	1,460,864	1,327,150	1,427,150
Allocation of Assigned Fund Balance	—	6,586,830	9,148,130
Total Revenues	24,033,443	28,995,390	33,047,750
Expenditures:			
Transfer to Capital Improvement Fund			
Road Millage	3,634,340	4,050,410	4,536,570
Infrastructure Tax	11,350,300	22,948,630	24,994,030
Open Space Fees	350,000	—	—
Recreation Land Impact Fees	—	—	—
Multi-Modal Impact Fees	140,000	140,000	1,140,000
Local Option Gas Tax	1,327,150	1,327,150	1,427,150
Infrastructure Tax - debt on internal loans	—	—	—
Total Expenditures	16,801,790	28,466,190	32,097,750

Special Revenue Funds

SPECIAL PROGRAM FUND ANNUAL OPERATING BUDGET FISCAL YEAR 2023/24

Revenues:	2021/22 Actual	2022/23 Amended	2023/24 Proposed
Intergovernmental:			
Community Development Block Grant (CDBG)	1,160,837	897,475	913,337
Interest Earnings	291,489	133,091	479,000
Intergovernmental Revenue	23,049,863	1,366,566	—
Charges for Service Revenue	1,726,648	1,042,583	—
Judgments, Fines and Forfeit Revenue	779,604	583,779	—
Miscellaneous Revenue	192,193	1,389,387	—
Transfers from General Fund:	11,300,000	779,120	—
Sister City Program	37,380	37,380	37,380
Planning Study Fund	275,000	275,000	200,000
United Way Campaign Fund	1,500	1,500	1,500
Special Events	237,750	185,200	70,000
Economic Development Programs	88,230	—	—
Police Recruitments	30,000	30,000	30,000
Police Body Worn Camera Program	168,769	—	—
School Resource Officers	—	—	210,000
PD Mental Health Co-Responder Program	107,400	147,700	12,000
Transfers to Capital	408,443	319,713	—
Total Revenues	39,855,106	7,188,494	1,953,217
Expenditures:			
General Government	374,673	631,180	237,380
Public Safety	2,671,825	2,545,585	252,000
Physical Environment	68,653	39,000	—
Economic Environment	813,789	798,117	551,926
Human Services	405,195	605,678	1,500
Culture and Recreation	327,970	2,044,575	70,000
Interfund Transfers	23,512,243	399,358	361,411
Transfer to Capital Fund	—	50,000	—
Total Expenditures	28,174,348	7,113,493	1,474,217

**OTHER HOUSING ASSISTANCE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2023/24**

	2021/22	2022/23	2023/24
Revenues:	Actual	Amended	Proposed
HOME Investment Partnerships (HOME)	452,259	509,528	532,649
State Housing Initiatives Partnership (SHIP)	779,230	781,532	1,127,930
Total Revenues	1,231,489	1,291,060	1,660,579
Expenditures:			
Economic Environment	1,108,344	988,161	1,211,435
Interfund Transfers	123,145	302,899	449,144
Total Expenditures	1,231,489	1,291,060	1,660,579



Capital Improvement Plan - Introduction

Foreword to the Capital Improvement Plan

In accordance with Clearwater's financial management ordinance, the six-year Capital Improvement Program has been reviewed and updated for the 2023/24 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 \$153,385,680 in projects for fiscal year 2023/24 and a six-year total of \$949,546,420.

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 15, 2022, and a revised plan was approved formally at that meeting.

The proposed plan includes approximately \$25 million of penny funding in fiscal year 2024 with a total of \$104.6 million through fiscal year 2030. The following changes to the penny project list are proposed in the fiscal year 2023/24 capital improvement program.

- Fire Engines/Ladder Trucks - Funding for replacement Fire Engines planned in fiscal years 2027/28 through 2029/30 are being increased by a total of \$443,990 to recognized cost increases projected. Funding is being added to replace a ladder truck estimated at \$1,400,000 budgeted in fiscal years 2028/29 and 2029/30.

Project Highlights

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

- Airpark Hangars: This new project is added to construct new hangars at the Clearwater Airpark as suggested in the master plan. The budget is estimated at \$3,030,000 funded by a 50/50 split of FDOT grant funds and reimbursements from FlyUSA in fiscal year 2023/24 .
- Airpark Fencing Replacement: This new project is established to replace the security fence surrounding the Airpark. The budget is estimated at \$3,000,000 funded by a 80/20 split of FDOT grant funds and General Fund revenue planned fiscal year 2025/26.

Capital Improvement Plan - Introduction

- PD District 1 Renovation: This new project was established to provide funding for the renovation of the District 1 Police Substation. General Fund revenue of \$1,926,050 is budgeted in fiscal year 2027/28.
- PD K9 Facility: This new project was established to provide funding for the construction of a replacement housing and training facility for our K9 Unit at District 3. General Fund revenue of \$1,626,050 is budgeted in fiscal year 2025/26.
- Edgewater Drive Park Improvements: This new project is established to provide for park improvements and enhancements to Edgewater Drive Park. The budget, estimated at \$850,000, is funded in fiscal years 2023/24 and 2024/25 with General fund revenues.
- Moccasin Lake Nature Park Stormwater Repairs: This project is established to address stormwater damage in the park. The budget, estimated at \$1,000,000, is funded in fiscal years 2023/24 and 2024/25 with General fund revenues.
- Pour-in-place Playground Safety Program: This new project is established to fund a multi-year retrofit program to replace playground surfaces. General fund revenues of \$200,000 is budgeted in each fiscal year (2023/24 through 2028/29).
- Nash Street: This project provides for infrastructure improvements to the roadway, sidewalk, stormwater, sanitary sewer, potable water, and reclaimed water systems along Nash Street. The total project budget is estimated at \$25,238,910 funded in fiscal years 2023/24 through 2025/26 funded by General Fund, Stormwater Fund, Water and Sewer Utility Funds, and Multi-Modal Impact fee revenues.
- Osceola Ave Streetscape/Utility Replacement: This project is established to upgrade the underground utilities and streetscape along Osceola Avenue adjacent to Coachman Park. The total project budget is estimated at \$8,435,430 funded in fiscal years 2023/24 through 2025/26 funded by General Fund, Stormwater Fund, and Water and Sewer Utility Funds revenues.
- Beach Marina Parking Garage: This is added to the plan for the construction of a new parking garage at the Beach Marina. As this project is early in conceptual design, opportunities are being explored to create a public private partnership. The budget is estimated at \$36,000,000 with an undetermined revenue source in fiscal year 2024/25.
- Amphitheater Repair & Improvements: This project is established to create a fund to support the ongoing maintenance at The Sound, the City-owned amphitheater at Coachman Park. General fund revenues of \$806,000 is budgeted in each fiscal year (2023/24 through 2028/29).

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 2023/24, 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

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. Furthermore, it is the responsibility of the department director to ensure the long-range capital objectives interface and are consistent with the City of Clearwater's Long-Range Comprehensive Plan and the City of Clearwater's Vision and Strategic Plan.

Rate Studies

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

Definitions

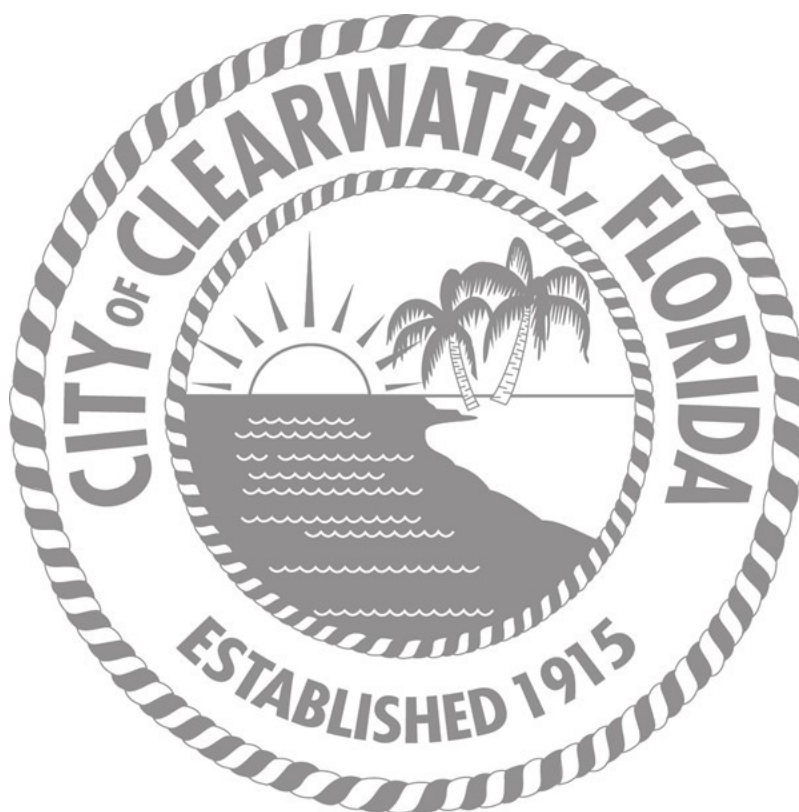
Capital Improvement Project: A property acquisition, a major construction undertaking, or a major improvement to an existing facility or property, with a minimum useful life of at least three years and a cost greater than \$25,000.

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

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

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

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



High Performing Government

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



Environmental Stewardship

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



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C2004								
Lift Stations								
	General Fund	80,000	80,000	80,000	—	80,000	55,000	375,000

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

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	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 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 (ADA).

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 and from work, engage in entrepreneurship, conserve energy, boost tourism and engage in social equity for a better quality of life.

The City will develop an internal committee to prioritize items that need to be addressed as a result of the ADA Transition plan. This committee will involve Building & Maintenance, Public Works, Planning & Development, Legal, Parks & Recreation, and Human Resources. The City will also look to develop a Citizen's Advisory Committee to give community feedback.

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.

M2201

Studio/Production Equipment R&R

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

ENGF220001

New City Hall

Infrastructure Sales Tax/Penny	7,000,000	6,300,000	—	—	—	—	—	13,300,000
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This project provides funding for the design, construction and construction administration of a new City Hall at a city-owned vacant parcel south of the Municipal Services Building (MSB) and east of the Police headquarters (Myrtle/Pierce/East/Franklin). Design concepts plan for an approximately 40,000 square foot, LEED silver building to align with Greenprint 2.0. This also includes possible redevelopment of Pierce Street and East Avenue, between Franklin and Park Streets, to a convertible street (more pedestrian friendly) as planned in the design scope.

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.

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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GSBM180001

Air Conditioners-City Wide Replacement

General Fund	450,000	350,000	350,000	325,000	300,000	300,000	2,075,000
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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. As equipment is aging out, systems are being used to promote energy efficiency.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180002

Flooring for Facilities

General Fund	250,000	200,000	150,000	125,000	125,000	125,000	975,000
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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	325,000	325,000	350,000	350,000	350,000	350,000	2,050,000
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This project provides funding for roof repair and replacements in general government facilities. Roof replacements projects are being fitted for future solar panels as feasible for energy savings by using renewable energy.

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	75,000	75,000	75,000	100,000	100,000	100,000	525,000
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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	10,000	10,000	15,000	15,000	15,000	15,000	80,000
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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.

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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GSBM180006

Light Replacement & Repair

General Fund		75,000	75,000	75,000	75,000	75,000	75,000	450,000
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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. To reduce electricity usage, replacements are changed to LED lighting throughout 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.

GSBM180007

Elevator Refurbish & Modernization

General Fund		100,000	200,000	200,000	200,000	200,000	200,000	1,100,000
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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.

GSBM180008

Building Systems

General Fund		550,000	600,000	700,000	800,000	800,000	800,000	4,250,000
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This project provides funding for upgrades/improvements to interior and exterior building components at general government facilities. Projects include bathroom renovations, counter and desk replacements, break room renovations, etc. as needed due to regular wear and tear.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for level of service.

GSBM180009

New A/C System Chiller

General Fund		300,000	400,000	400,000	400,000	400,000	400,000	2,300,000
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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	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.

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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GSBM180011

Generator Maintenance

General Fund	20,000	25,000	25,000	50,000	50,000	50,000	50,000	220,000
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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

General Facility Building Renovation

General Fund	700,000	700,000	500,000	50,000	50,000	50,000	50,000	2,050,000
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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.

94233

Motorized Equip Replacement - Cash

Garage Fund	179,500	188,480	197,900	207,790	218,180	229,090	229,090	1,220,940
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This project is for the replacement of motorized vehicles and equipment estimated to cost less than \$25,000 per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

L1910

Motorized Equip Replace - L/P

Lease Purchase Proceeds	7,215,000	7,575,750	7,954,540	8,352,260	8,759,880	9,208,370	9,208,370	49,065,800
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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.

L2301

Motorized Equip Purchase - L/P

Lease Purchase Proceeds	2,409,200	2,529,660	2,656,140	2,788,950	2,928,400	3,074,820	3,074,820	16,387,170
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This project is for the purchase of additional motorized vehicles/equipment. The equipment is for new/additional pieces of equipment based upon new FTEs or programs/needs that are authorized through the budget process. Future years based on a projected increase of approximately 5% annually.

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

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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GSFL180001

Fleet Facility Repair & Replacement

Garage Fund	250,000	50,000	75,000	325,000	50,000	—	750,000
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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.

94729

Citywide Connectivity Infrastructure

Administrative Services Fund	200,000	150,000	200,000	150,000	200,000	150,000	1,050,000
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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.

94736

Geographic Information System

Administrative Services Fund	150,000	150,000	50,000	50,000	50,000	50,000	500,000
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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.

94828

Financial System Upgrades

Administrative Services Fund	50,000	100,000	100,000	100,000	100,000	75,000	525,000
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This project provides funding to keep the City's financial systems up to date in order to operate at optimum condition and to pay for upgrades as needed. This project includes hardware, software and professional services.

94829

CIS Upgrades

Administrative Services Fund	75,000	50,000	50,000	50,000	50,000	50,000	325,000
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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 support City utilities.

94830

MS/Licensing Upgrades

Administrative Services Fund	50,000	100,000	100,000	100,000	100,000	100,000	550,000
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The Microsoft Licensing project will upgrade versions of several core business applications including Microsoft Office, Microsoft Exchange and SQL Database. These upgrades will provide advanced functionality and provide a stable platform for operations over the next five to six years.

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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94857

Accela Permitting & Code Enforcement Upgrade

Administrative Services Fund		250,000	250,000	50,000	50,000	50,000	25,000	675,000
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This project provides funding to keep the Accela System up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services.

94873

Citywide Cameras System

Administrative Services Fund		100,000	100,000	100,000	100,000	100,000	100,000	600,000
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A Citywide Camera System is an enterprise video management system to manage the diverse needs of City departments. The system needs to be open platform and able to be customized to provide video storage, delivery and integration.

94874

City Enterprise Time Keeping System

Administrative Services Fund		25,000	50,000	25,000	25,000	25,000	25,000	175,000
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This project provides funding for the upgrade and replacement of time clocks and software licensing (Kronos).

94880

Granicus Agenda Management System

Administrative Services Fund		25,000	150,000	50,000	50,000	50,000	50,000	375,000
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This project will integrate the City's current video streaming services and meeting minutes production with a paperless agenda management system. The project will address decreased support services provided by current agenda management program and limited Information Technology staff resources. Video streaming services are currently provided by Granicus.

94883

Business Process Review & Implementation

Administrative Services Fund		150,000	150,000	150,000	150,000	150,000	150,000	900,000
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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 priorities require.

C2007

Citywide Audio/Video Solutions

Admin Services Fund		100,000	100,000	100,000	100,000	100,000	100,000	600,000
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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.

Capital Improvement Program

2023/24 - 2028/29

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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L1906 & M2202

Telecommunication Upgrade

Administrative Services Fund	100,000	100,000	100,000	100,000	100,000	50,000	50,000	500,000
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This project will provide funding for the upgrade of telecommunications equipment including Nortel switches, handsets and software. Funding will cover licensing for software and hardware for a new internet protocol (IP) based unified communications solution.

L1907 & M1911

IT Disaster Recovery

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

This project will establish an off-site business operations center for mission critical systems necessary to maintain City operations (i.e., Finance, Customer Service, Asset Management, GIS, payroll, etc.). The project will include the purchase of backup equipment to store data and run systems from a remote location, and establish necessary connectivity.

L1908 & M1912

Network Infrastructure & Server R & R

Lease Purchase Proceeds	350,000	300,000	300,000	250,000	250,000	250,000	250,000	1,700,000
Administrative Services Fund	75,000	100,000	100,000	100,000	100,000	100,000	100,000	575,000

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.

M2007

City EOC Maintenance

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 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.

Total Other Gen Govt.	22,363,700	22,258,890	16,028,580	16,289,000	16,576,460	17,007,280	110,523,910
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Capital Improvement Program

2023/24 - 2028/29

POLICE PROTECTION

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

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



High Performing Government

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

POLICE PROTECTION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
94238								
Police Vehicles								
Infrastructure Sales Tax/Penny		200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

The project provides for the replacement of police vehicles and such equipment necessary to outfit the vehicle for its official use or equipment that has a life expectancy of at least five years.

P1802

Police Equipment

General Fund	130,000	120,000	120,000	110,000	110,000	110,000	700,000
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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, etc.). As the equipment reaches its life expectancy with the department, we need to replace those items with newer more effective equipment.

P1902

Police Information Systems

General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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Funds associated with the initial purchase and upgrade of Police Department maintained technology, including digital evidence management and storage, computer aided dispatch systems, record management systems and other needed technology in support of the department's law enforcement mission and practices.

Capital Improvement Program

2023/24 - 2028/29

POLICE PROTECTION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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C26xx

PD K9 Facility

General Fund	—	—	1,626,050	—	—	—	1,626,050
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This project provides the funding for construction of a housing and training facility for our K9 Unit. The current facility has been in place since early 1980 and has shown significant signs of wear and tear. The current facility in its current status allows for an infestation of pest and insects that cause issues for the k9 dogs.

C28xx

PD District 1 Renovation

General Fund	—	—	—	—	1,926,050	—	1,926,050
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This project provides the funding for the renovation of District 1 Police Substation. The current structure was built in 1979 and is in need of modernization.

Total Police Protection:	355,000	345,000	1,971,050	335,000	2,261,050	335,000	5,602,100
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Capital Improvement Program

2023/24 - 2028/29

FIRE PROTECTION

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

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



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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
91218								
Fire Engine Replacement								
	Infrastructure Sales Tax/ Penny	694,030	742,610	—	—	924,350	998,300	3,359,290
	County Fire Reimbursements	85,780	91,730	—	—	117,410	126,800	421,720

This project provides for the replacement of one of the eight front line fire engines each year, on average, as they reach the end of their service life as front-line units. Engines removed from front-line service may move to their 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. At this current time, several Fire Truck Manufacturers are working on Eco Friendly units in the form of Engines. As manufacturers continue to validate larger profile vehicles in an Eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the County at the annual projected amount as per the Fire Agreement. Current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

91260

Thermal Imaging Cameras (TIC)

General Fund	26,220	26,980	27,800	28,660	29,530	30,400	169,590
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This project will continue to provide funding for the replacement, repair, acquisition of thermal imaging cameras. The department uses these units for various fire ground tasks. The most common of these tasks are search and rescue, and firefighting. The current units are used daily and have proven to be a valuable tool 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.

Capital Improvement Program

2023/24 - 2028/29

FIRE PROTECTION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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91261

Personal Protective Equipment

General Fund	150,000	175,000	200,000	250,000	275,000	300,000	1,350,000
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This project provides funding for the complete outfitting of all personnel with the new Personal Protective Equipment (PPE). This project also provides for the National Fire Protection Association (NFPA) 1852 compliance and generates a revolving replacement schedule for the replacement of PPE that has reached its 5-year life expectancy. The Department has 210 sets of PPE gear and would replace 40-50 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

Fire Hose Replacement

General Fund	20,000	20,600	21,220	21,860	22,950	24,100	130,730
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This project provides funding to purchase replacement fire hoses. NFPA requires an annual hose test in which these funds replace those sections that fail. Funding is reimbursed by the County at the annual projected amount as per the Fire Agreement. Current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

C2401

Ladder Truck Replacement

Infrastructure Sales Tax/ Penny	—	—	—	—	—	700,000	700,000
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This project will provide funding for the purchase and equipping of a replacement aerial unit for one of the existing 2006 vehicles in FY 2029/30. The last 2006 ladder truck fulfills the need as a reserve unit. Future funding will be need for this projects item as the current frontline units reach the scheduled replacement timelines. At this current time, there are no Fire Truck Manufacturers that make an Eco-Friendly unit in the form of a ladder truck. As manufacturers continue to validate larger profile vehicles in an Eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the County at the annual projected amount as per the Fire Agreement. Current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

C25FD1

Fire Command Bus Replacement

General Fund	—	808,240	—	—	—	808,240
County Fire Reimbursements	—	99,860	—	—	—	99,860

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. At this current time, there are no Fire Truck Manufacturers that make a Eco Friendly unit in the form of a Command Vehicle. As manufacturers continue to validate larger profile vehicles in an Eco-friendly package, this funding will need to be adjusted to facilitate this. Funding is reimbursed by the County at the annual projected amount as per the Fire Agreement. Current funding reimbursement is based on the 88.73% incorporated and 11.27% unincorporated split.

Capital Improvement Program

2023/24 - 2028/29

FIRE PROTECTION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C27FD2								
Fire Squad Unit Replacement								
	General Fund	—	—	—	1,664,970	—	—	1,664,970
	County Fire Reimbursements	—	—	—	205,780	—	—	205,780

Funding for the Purchasing of a Heavy-Duty Unit (SQUAD) replacing Squad 51 which will meet life-cycle expectancy in 2025. The Squad is a Basic Life Support unit used primarily for vehicle extrication, support of marine operations, technical rescues and fire ground support (rapid intervention team, breathing air refill stations, safety lighting for night operations). This project will also provide funding for the purchase of the equipment package necessary for operations. We will continue to monitor manufacturers as they validate larger profile vehicles in an eco-friendly package. Funding is reimbursed by the County at the annual projected amount as per the agreement to fund unincorporated coverage.

M2005

Fire Training Tower								
	General Fund	30,000	35,000	35,000	40,000	40,000	45,000	225,000

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

Total Fire Protection:	1,006,030	2,000,020	284,020	2,211,270	1,409,240	2,224,600	9,135,180
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Capital Improvement Program

2023/24 - 2028/29

FIRE RESCUE SERVICES

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

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



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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
91229								
Replace & Upgrade Air Packs								
	General Fund	150,000	150,000	150,000	150,000	150,000	200,000	950,000

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

91236

Rescue Vehicle

County Fire Reimbursement	302,000	—	—	330,000	—	363,000	995,000
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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. At this current time, several Manufacturers are working on Eco Friendly units in the form of Ambulances/ Rescues. As manufacturers continue to validate larger profile vehicles in an Eco-friendly package, this funding will need to be adjusted to facilitate this.

91257

Auto External Defibrillator Program

Central Insurance Fund	25,000	26,520	27,320	28,920	29,780	33,000	170,540
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The department oversees over 60 biphasic Lifepak AED devices currently in key City facilities such as City Hall, MSB, Libraries, Police, Fire department facilities, and on vehicles and apparatus. This piece of equipment is a critical link in the 'chain of survival' for a person experiencing a cardiac event.

Capital Improvement Program

2023/24 - 2028/29

FIRE RESCUE SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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91263

Extrication Tools

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

ENGF190002

Beach Guard Towers

Parking Fund	66,000	67,980	70,000	72,000	74,300	76,000	426,280
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This project provides funding for repair and replacement of equipment including the guard towers and structures on Clearwater Beach. There are currently 7 towers used by the Beach Guards to provide staffing 365 days a year.

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.6.6.3 The City shall continue to work with the Clearwater Beach Chamber of Commerce, Clearwater Regional Chamber of Commerce, and the Tourist Development Council

ENGF200002

Beach Guard Adm Bldg

Parking Fund	50,000	60,000	50,000	50,000	30,000	30,000	270,000
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This project provides for the repair, replacement, and maintenance of the Beach Guard Administration Building. This building is the administration building for all the Beach Lifeguard operations to include daily briefings, training, and equipment storage.

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.6.6.3 The City shall continue to work with the Clearwater Beach Chamber of Commerce, Clearwater Regional Chamber of Commerce, and the Tourist Development Council

Total Fire Rescue Services:	593,000	304,500	377,320	630,920	284,080	750,000	2,939,820
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Capital Improvement Program

2023/24 - 2028/29

GAS UTILITY SERVICES

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

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



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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
96365								
Line Relocation Pinellas - Maintenance								
	Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This is a continuing project to fund the removal of abandoned gas lines/offsets and maintenance of existing capitalized lines. Provides funding for road construction projects and maintains accessibility to mains. Continues to provide reliable service to existing customers and reduces methane leaks by limiting 3rd party line hit/damages.

96367								
Gas Meter Changeout - Pinellas Capitalized								
	Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

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

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

This is a continuing project to relocate gas mains for road construction and upgrades to the mains in Pinellas County. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

96376								
Line Relocation Pasco - Maintenance								
	Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This is a continuing project to fund the removal of abandoned gas lines/offsets and maintenance of existing capitalized lines. Maintains our accessibility to our mains. Continues to provide reliable service to existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

Capital Improvement Program

2023/24 - 2028/29

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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96377

Pinellas New Mains & Service Lines

Gas Fund	5,900,000	3,100,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	17,000,000
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This project will provide funding for the extension of new gas mains and service lines, as well as replacement gas mains/ services, within Pinellas County. It will also funds two (2) sub-aqueous gas crossing to Clearwater Beach, upgrade low pressure to high-pressure on North Clearwater Beach, and replace aging steel gas mains. Increases the gas supply capacity and reliability of CGS distribution piping system.

96378

Pasco New Mains & Service Lines

Gas Fund	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
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This project will provide for 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 the gas supply capacity and reliability of CGS distribution piping system.

96379

Gas Meter Change Out - Pasco Capitalized

Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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This project provides funding for the purchase of meters, regulators and parts for meter change outs in Pasco County to continually maintaining accurate gas meters to maximize gas revenues. This project fulfills the 10 year meter change out per our strategic plan. Change outs reduce methane leaks and preserve the sustainability of the system.

96381

Line Relocation Pasco - Capitalized

Gas Fund	300,000	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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This is a continuing project to relocate gas mains for road construction and upgrades to the mains in Pasco County. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

96382

Gas Inventory - Work Management System

Gas Fund	750,000	750,000	—	—	—	—	—	1,500,000
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This project provides funding for the replacement of the current asset management program used for work orders, field automation and inventory management. A new system will make overall operations transparent and provide additional efficiencies in the workflow process.

96386

Expanded Energy Conservation

Gas Fund	1,250,000	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.

Capital Improvement Program

2023/24 - 2028/29

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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96387

Natural Gas Vehicle

Gas Fund	200,000	—	—	—	—	—	—	200,000
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This project provides funding for a Natural Gas Vehicle (NGV) program to include upgrades to natural gas filling stations, the conversion of vehicles to natural gas fuel, and any other capital NGV marketing programs. Provides for a reliable station for the City's fleet. Reduces gasoline and diesel usage replacing with cleaner natural gas.

96389

Future IMS Software and Hardware

Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This project provides funding for the purchase, configuration and utilization of mobile technology to enhance our field processes, specifically for employees to interface with existing City software applications and computer databases while working in the field. Funding for this project will come from available gas system revenues.

96391

Gas System - Pasco Building

Gas 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 funding for the purchase of property and construction of a training facility within the CGS distribution territory. It will also allow for the purchase of property and construction of a remote warehouse within Pasco County. Funding for this project will come from available Gas system revenues. This facility will allow CGS to standardize technician training, as it will be performed in one locations vs. having to train at different job site locations. In addition, CGS needs to have a remote warehouse in Pasco County that is close to our customer growth.

M1904

Pinellas Building: Equipment Replacement and Repair

Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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This project provides funding to make necessary repairs and or replacement of building infrastructure / equipment at the Gas System's main facility located at 777 Maple Street, Clearwater. Provides funding for routine and emergency repairs to the Gas complex to keep in proper operating condition.

Total Gas Utility System:	12,725,000	9,725,000	7,875,000	7,875,000	7,875,000	7,875,000	53,950,000
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Capital Improvement Program

2023/24 - 2028/29

SOLID WASTE CONTROL SERVICES

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

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



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Environmental Stewardship

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

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C2005								
Underground Refuse Program								
	Solid Waste Fund	250,000	250,000	250,000	250,000	250,000	—	1,250,000

This project funds 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. This 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.

C2302

Rebuild Solid Waste Admin Complex

Solid Waste Fund	6,750,000	6,750,000	—	—	—	—	13,500,000
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This project funds construction costs to replace the aging buildings and infrastructure at the solid waste complex. This includes the replacement of administrative offices, the recycling transfer facility, a new truck wash facility, and upgrades to the fuel site which includes electric charging infrastructure. Design and planning for the complex renovation will include sustainability and resiliency elements which link to the City's Greenprint Plan.

Capital Improvement Program

2023/24 - 2028/29

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
M2301								
Solid Waste Facility R&R								
	Solid Waste Fund	200,000	200,000	200,000	200,000	200,000	—	1,000,000

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.

Total Solid Waste Control Services		7,200,000	7,200,000	450,000	450,000	450,000	—	15,750,000
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Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

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

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



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Environmental Stewardship

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

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
96212								
Sanitary Sewer Upgrades/Improvements								
	Sewer Revenue	1,200,000	4,302,530	4,125,000	3,125,000	1,375,000	1,125,000	15,252,530
	Utility R&R	1,625,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	11,000,000

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

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
96213								
Marshall Street Upgrade/Improvements								
	Sewer Revenue	1,800,000	1,836,500	100,000	500,000	237,500	—	4,474,000

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								
	Sewer Revenue	1,000,000	1,500,000	550,000	450,000	25,000	—	3,525,000

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	500,000	400,000	66,670	400,000	712,500	—	2,079,170

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	—	—	250,000	800,000	3,000,000	—	4,050,000

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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
96526								
Utilities Admin Building Upgrades/Improvements								
	Water Revenue	—	—	50,000	50,000	—	—	100,000
	Sewer Revenue	—	—	50,000	50,000	—	—	100,000

This project provides funding for the building and equipment upgrades for the Public Utilities Complex to include the Public Utilities Administration Building, Motor Shop, Meter Shop and Supervisors Building.

96630								
Sanitary Sewer Extensions								
	Sewer Impact Fees	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Sewer Revenue	87,540	87,540	87,540	87,540	87,540	87,540	525,240

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

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations. (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.

96654								
Facilities Upgrade & Improvement								
	Sewer Revenue	250,000	100,000	575,000	350,000	850,000	350,000	2,475,000

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. (This project is used when the value associated with each facility in a project cannot be determined).

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advanced wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (E.P.A.) requirements.

96664								
Water Pollution Control R & R								
	Sewer Revenue	500,000	2,121,300	1,500,000	1,500,000	2,000,000	2,050,000	9,671,300
	Utility R&R	2,000,000	—	500,000	500,000	490,000	710,000	4,200,000

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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
96665								
Sanitary Sewer R & R								
	Sewer Revenue	7,386,150	8,569,680	11,687,500	10,937,500	7,239,920	11,937,500	57,758,250
	Utility R&R	6,808,900	8,055,320	9,575,000	8,687,500	8,288,000	9,575,000	50,989,720

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.

96686

Pump Station Upgrade & Improvement

	Utility R&R	616,000	—	—	—	—	—	616,000
	Sewer Revenue	1,585,090	6,000,000	2,566,000	4,000,000	3,500,000	—	17,651,090

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

	Water Revenue	2,267,030	2,474,120	5,660,000	2,350,000	2,350,000	2,350,000	17,451,150
	Utility R & R	—	—	—	25,000	—	—	25,000

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.

96739

Reclaimed Water Distribution System

	Water Revenue	—	447,790	—	—	—	—	447,790
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This project provides for the continued expansion of the City's Reclaimed Water System based on the Reclaimed Water Master Plan Update.

Comprehensive Plan Objective: (D.5.2) 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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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96742

Line Relocation - Improvements

Water Revenue	3,823,820	500,000	285,000	—	—	—	4,608,820
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This provides funding for upgrades to the potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater. Planned work includes various city initiatives related to Stormwater and Traffic Improvement.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96744

System Expansion

Water Impact Fee	160,000	160,000	160,000	160,000	160,000	—	800,000
Water Revenue	76,000	76,000	76,000	76,000	76,000	—	380,000

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.

96764

R.O. Plant Reservoir # 1 Upgrades & Improvements

Water Revenue	5,227,540	1,000,000	—	900,000	5,500,000	8,577,500	21,205,040
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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 I.

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	543,500	4,685,760	9,418,900	11,000,000	4,500,000	9,920,930	40,069,090
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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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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96782

R.O. Plant at WTP #3

Water Revenue	1,442,260	3,000,000	8,324,150	11,330,190	17,000,000	18,360,040	59,456,640
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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.5.2) 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.

96783

Water System Upgrades/Improvement

Water Revenue	282,500	353,130	553,130	900,000	2,000,000	353,130	4,441,890
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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	—	—	1,331,250	1,300,250	1,331,250	1,331,250	5,294,000
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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.5.5) 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.

96786

Devices & Equipment - Water System

Water Revenue	150,000	—	—	50,000	425,000	—	625,000
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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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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G2206

Portable Generators

Federal Disaster Relief	141,000	—	—	—	—	—	141,000
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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.

GTo 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.

M1905

Marshall Street Plant R&R

Utility R&R	—	—	100,000	520,000	550,000	180,000	1,350,000
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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.

M1906

Northeast Plant R&R

Utility R&R	—	—	1,525,000	1,600,000	630,000	180,000	3,935,000
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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.

M1907

East Plant R&R

Utility R&R	—	—	—	41,000	150,000	180,000	371,000
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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.

M1908

Reverse Osmosis #1 R&R

Utility R&R	—	—	200,000	300,000	—	—	500,000
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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.

Capital Improvement Program

2023/24 - 2028/29

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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M1909

Reverse Osmosis #2 R&R

Utility R&R	—	—	200,000	200,000	200,000	—	600,000
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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	—	—	—	—	300,000	—	300,000
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This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids (TDS) including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

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.

M2103

Utilities Building & Maintenance

Water Revenue	905,000	252,500	1,010,000	375,000	1,695,000	—	4,237,500
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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.

Total Water System Combination Services:	40,427,330	47,847,170	62,451,140	64,489,980	66,597,710	69,192,890	351,006,220
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Capital Improvement Program

2023/24 - 2028/29

FLOOD PROTECTION/STORMWATER MANAGEMENT

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

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



High Performing Government

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

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C1908								
Stormwater Vehicles & Equip								
	Stormwater Fund	800,000	500,000	1,500,010	1,500,000	1,500,000	1,454,000	7,254,010

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.

ENS180001

Stormwater Pipe System Improvement

	Stormwater Fund	230,650	600,000	601,460	1,491,420	136,940	1,614,130	4,674,600
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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

2023/24 - 2028/29

FLOOD PROTECTION/STORMWATER MANAGEMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
ENST180002								
Allen's Creek								
	Stormwater Fund	2,642,990	425,540	190,060	111,890	424,360	437,100	4,231,940

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								
Stormwater System Expansion								
	Stormwater Fund	179,270	—	—	100,000	440,330	440,320	1,159,920

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								
Stevenson Creek								
	Stormwater Fund	1,531,030	954,960	743,400	—	1,035,410	566,470	4,831,270

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 2023/24 - 2028/29

FLOOD PROTECTION/STORMWATER MANAGEMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
ENST180005								
Coastal Basin								
	Stormwater Fund	558,200	58,200	1,591,920	207,160	668,470	2,350,270	5,434,220

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								
Alligator Creek Watershed								
	Stormwater Fund	—	—	—	474,760	956,310	1,171,490	2,602,560

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.

Total Flood Protection/ SW Management:		5,942,140	2,538,700	4,626,850	3,885,230	5,161,820	8,033,780	30,188,520
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Capital Improvement Program

2023/24 - 2028/29

OTHER PHYSICAL ENVIRONMENT

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

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



High Performing Government

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



Environmental Stewardship

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

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
93422								
Dredging of City Waterways								
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

The project provides for periodic dredging of sediments throughout city controlled waterways and city owned submerged lands, as deemed necessary. Operating costs include labor for inspection and planning by marina staff.

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

2023/24 - 2028/29

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C2208								
Coopers Point								
	Grant	—	9,682,560	10,130,000	10,130,000	9,610,000	—	39,552,560
	Stormwater Fund	477,440	—	—	—	—	—	477,440

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. Many aspects of the project will support the Green Print strategy of Greenspace Expansion. Design funding is by Stormwater Fund (Coastal Basin 18005). 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	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 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.

ENGF180011

Environ Assessment & Cleanup

General Fund	70,000	70,000	70,000	70,000	70,000	70,000	70,000	420,000
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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 and supports Green Print Property Revitalization strategy.

Capital Improvement Program

2023/24 - 2028/29

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C2214								
Public Works Complex								
	General Fund	1,115,340	1,631,100	1,409,080	4,068,420	4,598,940	6,869,790	19,692,670
	Infrastructure Sales Tax/Penny	—	4,600,000	—	2,600,000	—	5,100,000	12,300,000
	Stormwater Fund	567,110	638,020	1,413,770	638,030	832,740	1,011,390	5,101,060
	Water Revenue	941,090	4,407,710	3,614,130	5,352,830	2,429,750	2,429,750	19,175,260

This project provides for the redevelopment of the City's Public Works Complex (PWC) located at 1650 No. Arcturas Avenue. Facilities within the complex are dated and are not expected to withstand hurricane force winds. PWC will play a critical role in disaster recovery efforts on behalf of Clearwater citizens. Redevelopment of the PWC includes 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 follow Green Print guidelines and 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	—	250,000

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	150,000	150,000	150,000	100,000	100,000	100,000	100,000	750,000
Central Ins Fund	150,000	150,000	150,000	100,000	100,000	100,000	100,000	750,000

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. This project protects residents and natural resources by removing trees that are hazardous to the public. Use of survey data helps to create policies and procedures in managing the urban green space.

Total Other Physical

Environment: 4,420,980 22,279,390 17,136,980 23,259,280 17,941,430 15,830,930 100,868,990

Capital Improvement Program

2023/24 - 2028/29

ROAD AND STREET FACILITIES

This section outlines the City's major street infrastructure improvements and maintenance projects for streets and sidewalks. These include traffic calming measures, signal installations and renovations, and traffic safety infrastructure. Funding for these projects comes from various sources, including local option fuel tax, multi-modal impact fees, and the City's designated Road Millage. According to Florida statutes, local option fuel tax proceeds can be used for roadway and right-of-way maintenance, as well as bridge maintenance and operations. Multi-modal impact fee revenue must be used for capital improvements and transportation facility expansion. Road millage revenues are a portion of ad valorem taxes designated annually by Council policy for maintaining the City's streets and sidewalks. The goal of the street and sidewalk maintenance program is to protect the road base and prevent street surface deterioration. Road infrastructure projects that require utility relocations include funding from the associated utility fund to cover their portion of construction costs.

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



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Environmental Stewardship

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Emerging Technologies for a Sustainable
and Resilient Community.

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C2102								
Fort Harrison Reconstruction								
	General Fund	807,180	1,376,990	1,376,990	2,083,290	2,083,290	—	7,727,740
	Stormwater Fund	—	2,060,000	693,970	4,641,140	3,277,280	186,130	10,858,520
	Water Revenue	1,925,050	1,462,420	1,980,050	2,835,340	2,372,880	1,128,470	11,704,210
	Utility R&R	2,100,880	1,941,750	2,877,700	3,696,850	3,594,660	1,886,430	16,098,270
	Multi-Modal Impact	1,000,000	—	—	—	—	—	1,000,000

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

2023/24 - 2028/29

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C24xx								
Nash Street								
	General Fund	—	702,520	702,520	—	—	—	1,405,040
	Stormwater Fund	231,030	760,000	1,500,000	—	—	—	2,491,030
	Water Revenue	—	3,986,910	3,986,910	—	—	—	7,973,820
	Utility R&R	—	6,247,930	6,121,090	—	—	—	12,369,020
	Multi-Modal Impact	—	500,000	500,000	—	—	—	1,000,000

This project provides funding for the design and reconstruction of stormwater, roadway reconstruction, expansion and/or replacement of sidewalk infrastructure, sanitary sewer gravity main reconstruction, potable water main reconstruction, reclaimed water main reconstruction and right-of-way restoration. The project encompasses Nash, Marywood, Shelley, Chaucer, Whitman and Fernwood Avenue. This neighborhood has limited sidewalk connectivity. A major component of the City's Greenprint plan is to construct multiple transportation options for pedestrians. This project proposes new sidewalks throughout the entire neighborhood.

Comprehensive Plan Objective: (D.1.3) - Provide and maintain minimum demand of sewer service to all customers within the corporate limits of the City. (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. Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

ENRDxxxx

Osceola Ave Streetscape/Utility Replacement

General Fund	222,020	753,670	711,390	—	—	—	1,687,080
Stormwater Fund	422,020	553,670	711,390	—	—	—	1,687,080
Utility R&R	666,070	2,261,020	2,134,180	—	—	—	5,061,270

Subsurface utility infrastructure replacement/upgrade to accommodate new Imagine Clearwater bluff development properties and significant streetscape changes to better accommodate pedestrian traffic in the area during large events in the adjacent Coachman Park. Requested by City Hall to improve the experience of visitors to Downtown Clearwater and improve pedestrian safety during large events. Utility work was strongly recommended and approved by City Hall to avoid future disruptions to the operations of the downtown core.

Comprehensive Plan Objective: Section 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 (Priority 2); Section I.1.1.5.4. New or expanded facilities that provide the adopted levels of service for new development and redevelopment during the next five fiscal years...(Priority 4); Section I.1.1.5.6. 6. New facilities that exceed the adopted levels of service for growth during the next five fiscal years by either providing excess public facility capacity that is needed by future growth beyond the next five fiscal years or providing higher quality public facilities (Priority 6).

ENRD180002

Bridge Maintenance & Improvements

Fuel Tax	1,196,750	1,197,650	1,196,750	1,196,750	1,196,750	1,196,750	7,181,400
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This project provides a continuous, annual maintenance program to inspect the City's bridges, design and complete appropriate repairs to prevent deterioration, ensure structures remain in a safe condition, and prolong the life of our assets, 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.

Capital Improvement Program

2023/24 - 2028/29

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
ENRD180004								
Streets & Sidewalks								
	Road Millage	4,441,580	4,260,630	4,388,450	4,520,100	4,655,700	4,795,370	27,061,830
	General Fund	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000

This project provides continuous maintenance to prevent deterioration of City streets and sidewalks in the right-of-way. Scope of work includes milling and resurfacing, pavement markings and provides for the maintenance, repair and replacement of existing sidewalks, ADA ramps and curbs, and construction of new sidewalks/ADA upgrades throughout the City on an as needed basis.

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								
	Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	300,000
	Fuel Tax	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funds to improve traffic flow and safety by increasing capacity of roadway corridors, and improving functionality. Intersection improvements may include adjustment to radii, right tun lanes and minor channelization. Intersection improvements result in safer and more efficient multi-modal movement, reducing 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.

ENRD180006								
Traffic Signals								
	Multi-Modal Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000
	Fuel Tax	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

Provides for renovation of substandard signalized intersections, software and communication infrastructure to meet standards set by Federal and State mandates to increase safety and reduce liability; relocating traffic signal equipment due to road widening or intersection improvements; new traffic signals installed at previously unsignalized intersections that meet traffic signal warrants and/or replacement of span wire with mast arms; 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.

Capital Improvement Program

2023/24 - 2028/29

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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ENRD180007

Traffic Safety Infrastructure

Road Millage	44,990	44,990	44,990	44,990	44,990	44,990	44,990	269,940
Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Fuel Tax	30,400	30,400	30,400	30,400	30,400	30,400	30,400	182,400

This project provides for installation, repair and replacement of to 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 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.

Total Road & Street							
Facilities:	14,177,970	29,230,550	30,046,780	20,138,860	18,345,950	10,358,540	122,298,650

Capital Improvement Program

2023/24 - 2028/29

AIRPORTS

The Airports section includes projects that enhance the functionality of Clearwater Airpark. These projects vary from routine repairs and maintenance to significant renovations and upgrades of facilities. As an enterprise fund of the City, these initiatives are primarily financed through Airpark Fund revenue. Additionally, grant revenues from the Florida Department of Transportation (FDOT) and sales tax infrastructure revenues (Penny for Pinellas) may also be utilized when available.

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



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AIRPORTS

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
94817								
Airpark Maintenance & Repair								
	Airpark Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000

This project will provide funding for ongoing maintenance and repairs as needed at the Clearwater Airpark.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

G2307

Aviation Operations Center

Reimbursement Revenue	—	—	—	1,940,000	—	—	1,940,000
FDOT Grant	—	—	—	2,700,000	—	—	2,700,000
Infrastructure Sales Tax/Penny	—	—	—	760,000	—	—	760,000

This project will provide shared funding for the construction of a new operation center, taking the place of the temporary portable building put in place in 2005. This will include all phases of the planning and construction with the assistance of the City Engineering department. New construction will be designed to reduce energy demand, evaluate solar feasibility and utilize recycled materials where appropriate.

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

2023/24 - 2028/29

AIRPORTS

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
G2401								
Airpark Hangars								
	FDOT Grant	1,515,000	—	—	—	—	—	1,515,000
	Reimbursement Revenue	1,515,000	—	—	—	—	—	1,515,000

Design, construct, and permit new commercial hangars at the Airpark located at 1000 N Hercules Ave, as per the Airpark Master Plan. Updated hangars will provide for additional revenue flows for Airpark. As with any new building construction, there will opportunities to use environmentally friendly materials and approaches. Funding from FDOT along with reimbursements from current airpark operator will offset City costs.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

G26xx

Airpark Fencing Replacement								
	FDOT Grant	—	—	2,400,000	—	—	—	2,400,000
	General Fund	—	—	600,000	—	—	—	600,000

This project provides funding to clear away greenery to replace approximately 15,000 feet of security fence surrounding the Airpark at 1000 N Hercules Ave., as per the master plan. FDOT funding will help alleviate City expenditures.

Comprehensive Plan Objective: (B.5.1.3) The City shall program adequate resources from facility users, enterprise funds, and grants to maintain aviation facilities.

Total Airports	3,065,000	35,000	3,035,000	5,435,000	35,000	35,000	11,640,000
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Capital Improvement Program

2023/24 - 2028/29

WATER TRANSPORTATION SYSTEMS

This section pertains to projects classified under the Water Transportation category, as described by the state's expenditure function codes. Included within this section is our waterway maintenance program, which is financed through allocations from the General Fund Revenues.

These projects in the the six-year plan support the City of Clearwater's Vision and the Strategic Priority of "High Performance Government" through the following related strategic objective(s):



High Performing Government

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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
93415								
Waterway Maintenance								
	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. GP: not applicable with waterway maintenance.

Total Water Trans Systems:		150,000	150,000	150,000	150,000	150,000	150,000	900,000
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Capital Improvement Program

2023/24 - 2028/29

PARKING FACILITIES

The Parking Facilities section includes projects for maintaining City-owned parking garages, lots, and on-street spaces. It also includes the construction of new garages and significant technology and system upgrades. All projects in this section are funded by Parking Fund revenues.

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



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Environmental Stewardship

Implement Proactive Solutions and
Emerging Technologies for a Sustainable
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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
ENPK24xxxx Beach Marina Parking Garage	TBD		36,000,000					36,000,000

This project is established to provide for the future construction of a new parking garage at the Clearwater Beach Marina. Renovations planned at the Marina will result in the loss of parking spaces. In addition, this lot was identified in Beach by Design as a potential location for a new parking garage to help handle the increasing demand for public parking. The City is interested in exploring Public/Private Partnerships for a possible funding source. The project design will consider appropriate size for current and future parking demands and include sustainability initiatives to comply with Greenprint 2.0.

Comprehensive Plan Objective: A.6.1.2 Renewal of the beach tourist district shall be encouraged through the establishment of distinct districts within Clearwater Beach, the establishment of a limited density pool of additional hotel rooms to be used in specified geographic areas of Clearwater Beach, enhancement of public rights-of-way, the vacation of public rights-of-way when appropriate, transportation improvements, inter-beach and intra-beach transit, transfer of development rights and the use of design guidelines, pursuant to Beach by Design: A Preliminary Design for Clearwater Beach and Design Guidelines.

ENPK180001 Parking Lot Resurfacing	Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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The project provides for the resurfacing of various City Parking System lots as determined necessary by the Public Works department.

Capital Improvement Program

2023/24 - 2028/29

PARKING FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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ENPK180002

Parking Lot Improvements

Parking Fund	150,000	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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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	379,000	184,000	284,000	184,000	184,000	184,000	1,399,000
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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.

ENPK230001

Downtown Parking Garage

Parking Fund	13,500,000	—	—	—	—	—	—	13,500,000
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This project provides for the construction of a downtown parking garage at Pierce & Osceola to serve Imagine Clearwater/ Coachman Park, the 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.

Capital Improvement Program

2023/24 - 2028/29

PARKING FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
M2102								
Seminole Boat Launch Maintenance								
	Parking Fund	25,000	30,000	40,000	40,000	40,000	40,000	215,000

This is a continuous maintenance program to maintain the City's infrastructure and keep the Seminole Boat launch area in good repair. Funding is also established for future upgrades and replacements.

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.

Total Parking Facilities:	13,909,000	36,609,000	424,000	524,000	424,000	424,000	424,000	52,314,000
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Capital Improvement Program

2023/24 - 2028/29

OTHER TRANSPORTATION

The Public Works department manages various projects under the Other Transportation section. These projects support transportation functions as defined by the state's expenditure codes and are typically funded through General Fund revenues or applicable utility funds.

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



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Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
ENGF180003								
Miscellaneous Engineering								
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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	20,000	20,000	20,000	20,000	20,000	20,000	120,000
	Stormwater Fund	—	—	—	—	—	45,000	45,000

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.

Total Other Transportation:		70,000	70,000	70,000	70,000	70,000	115,000	465,000
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Capital Improvement Program

2023/24 - 2028/29

LIBRARIES

The Libraries section includes projects that support the operation of the City's five library branches. These projects involve purchasing library software and technology maintenance and upgrades, as well as funding for the replacement of furniture, fixtures, and equipment throughout the system. As part of the general government function, these projects are typically funded by revenues from the General Fund.

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



High Performing Government

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

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
93534								
Library FF & E Repair and Replacement Project								
	General Fund	85,000	85,000	85,000	85,000	85,000	85,000	510,000

The funding for this project provides for system-wide library technology upgrades and replacements, including software and hardware, replacement of furniture, fixtures and other equipment, and space modifications. 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	150,000
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The funding for this ongoing CIP project provides for the maintenance and upgrades of Radio Frequency Identification (RFID) technology at all City of Clearwater library locations. This technology allows libraries to perform many repetitive tasks more efficiently. Numerous library materials can be checked in and out with one workflow, and materials sorting machines check in material quickly and 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.

Total Libraries:		110,000	110,000	110,000	110,000	110,000	110,000	660,000
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Capital Improvement Program

2023/24 - 2028/29

PARKS & RECREATION

This section outlines projects supporting the City of Clearwater’s Parks & Recreation functions. These projects aim to maintain our parks and facilities, making Clearwater a great place to live, learn, work, and play. Major renovations to neighborhood and regional park facilities and recreation centers may also be included. Typically funded by General Fund revenues, donations, and grants from local, state, and federal agencies, these projects may also use sales tax infrastructure revenues (Penny for Pinellas) for facility renovations or new construction. The approved Penny for Pinellas project list for 2020-2030 includes funding for capital needs of neighborhood parks.

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



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Environmental Stewardship

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



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
93272								
Bicycle Paths-Bridges								
Infrastructure Sales Tax/Penny		1,250,000	—	—	—	—	—	1,250,000

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. Funding in FY 2024 is for the resurfacing of the Ream Wilson Trail and repairs to the Bayshore trail.

Comprehensive Plan Objective: Address the varying needs of the City’s diverse population when creating and implementing parks and recreation plans, with special attention to the needs of those who may have significantly limited recreational alternatives. G.1.6.1 The City will continue to develop greenways and trails as identified in Shifting Gears-Clearwater's Bicycle and Pedestrian Master Plan.

93602								
Special Events Equipment R & R								
Special Program Fund		—	55,000	55,000	55,000	55,000	60,000	280,000

This project provides for the purchase, repair and replacement of such items as sound equipment, chairs, tables, tents, etc used by the Special Events Division for special events, grand openings, dedications, celebrations, etc. The equipment used by this division wears out from heavy use, and replacement is funded with revenues from special events.

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

2023/24 - 2028/29

PARKS & RECREATION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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93618

Misc Parks & Rec Contract Services

General Fund	55,000	55,000	55,000	55,000	55,000	125,000	400,000
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This is a capital improvement project to provide professional services which include architects, engineers and other professional consultants so that preliminary work can be completed prior to committing additional resources for major capital projects. Without this preliminary work it would be difficult to get accurate estimates for Council approval or for grant applications.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

C2209

Neighborhood Park Renovations

Infrastructure Sales Tax/ Penny	100,000	100,000	100,000	100,000	400,000	350,000	1,150,000
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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, Forest Run Park, Soule Road Park, etc., all have various needs 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.

C27xx

Woodgate Park Renovation

Infrastructure Sales Tax/ Penny	—	—	—	1,800,000	—	—	1,800,000
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This project will provide for the renovation and construction of two lighted multipurpose fields, improved parking and restrooms at Woodgate Park. Multipurpose fields are the number one deficiency that exists in the Clearwater Parks and Recreation delivery system. There is a large open space area that is treeless that has been used as a neighborhood park since 1975. Staff is proposing to regrade this area and install irrigation and sports turf as well as energy efficient lighting to accommodate the demand for multipurpose fields used by sports such as soccer, lacrosse and football. In addition the parking areas at the park will be improved as well as the restroom renovated.

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.

C28xx

McMullen Tennis Renovation

Infrastructure Sales Tax/ Penny	—	—	—	—	700,000	2,100,000	2,800,000
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This project will provide for the construction of a new clubhouse with locker room, showers, meeting room, offices and small merchandise shop. The current clubhouse has been renovated twice since original construction in 1978. By 2027/28 the existing building will have outlived its useful life. In addition to the clubhouse, separately designed pickle ball courts will be installed. The building will be constructed in a manner to meet green energy and building strategies in Greenprint.

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

2023/24 - 2028/29

PARKS & RECREATION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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M2206

Parks & Beatification R&R

General Fund	1,450,000	1,293,750	1,350,000	1,437,500	1,625,000	1,714,000	8,870,250
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This project will provide for the repair, renovation and replacement of various capital items which are found within the entire park system of 110 parks with primary focus on the 25 neighborhood parks. This includes resurfacing of parking lots and bicycle paths; repair and replacement of boardwalks, docks and viewing platforms in various parks and beach access points; repair and replacement of sidewalks and concrete pads; repair and replacement of playgrounds, fitness courts, and various park amenities. Park amenities include items such as identification and rule signage, lighting, park benches, trash receptacles, water fountains, grills, picnic tables, etc.

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.

M2207

Athletic Fields R&R

General Fund	1,250,000	1,052,250	960,000	875,000	942,500	994,000	6,073,750
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This project will provide for the repair, renovation and replacement of various capital items associated with all the outdoor athletic facilities which include tennis courts, handball courts, basketball courts, baseball fields, softball fields, multipurpose fields, etc. These repairs and replacement may include lighting systems, fencing, resurfacing of courts, resodding of fields, scoreboards, dugouts, bleacher systems, basketball, soccer, and football goals, 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.

C24xx

Edgewater Drive Park Improvements

General Fund	50,000	800,000	—	—	—	—	850,000
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This project will provide for park improvements at Edgewater Drive Park including expansion of existing 8 space parking lot to approximately 16 to 20 spaces; construct an observation pier, improve recreational path from 6 foot to 10 foot wide and install new park amenities. While this project is being done all non native species and other plant material will be removed to enhance the health of the mangroves and provide for enhanced views of the intercostal. A Florida Recreation Development Assistance Grant will be applied for to help fund the project. Removal of non-natives will promote the initiatives of Greenprint.

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.

C24xx

Moccasin Lake Nature Park Stormwater Repairs

General Fund	100,000	900,000	—	—	—	—	1,000,000
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This project will provide for a study to address stormwater damage in the park that is being created by channelized water and silt runoff into the lake. The lake is currently being silted over by an extreme volume of silt that is being deposited into the lake from upstream. Once a study has been completed designs and construction will follow to correct the issue if in fact it can be fixed. The lake is an important element of the park as well as the nature and boardwalk trails within the park. Work is currently being done to repair damage to existing boardwalks so the public can use a loop trail system in the park. Currently due to erosion the trail has been closed down and access to the lake restricted.

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

2023/24 - 2028/29

PARKS & RECREATION

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C24xx								
Pour-in-place Playground Safety Program								
	General Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

This project will provide for a multiyear retro fit program to remove fiber mulch and replace with pour in place rubber playground surface material to create a more reliant surface and one which is easier to maintain and a much cleaner surface for children's play. It is getting more difficult to purchase wood fibar product as a safe playground surface and the cost has increased by approximately 50%. Due to these factors a phased program to convert all playground surfaces to artificial surface is being recommended. Pour in place surface will last up to 20 years without having to replace while all 26 of the existing playgrounds need to have new mulch installed twice a year to keep the fall surfaces safe.

Comprehensive Plan Objective: (I, 1, 1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

Total Parks & Rec:	4,455,000	4,456,000	2,720,000	4,522,500	3,977,500	5,543,000	25,674,000
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Capital Improvement Program

2023/24 - 2028/29

CULTURAL SERVICES

The Cultural Services section includes initiatives that support the City’s Cultural Arts program. These projects, overseen by the City Manager’s Office, are financed through General Fund revenues.

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



High Performing Government

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

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
A1901								
Miscellaneous Public Art Fund								
	General Fund	25,000	25,000	25,000	25,000	25,000	—	125,000
This project provides funding for the ongoing maintenance of the public art & design program collection.								

A2201								
Cultural Arts Strategic Plan Implementation								
	General Fund	15,000	15,000	15,000	15,000	15,000	—	75,000
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.								

Total Cultural Services:		40,000	40,000	40,000	40,000	40,000	—	200,000
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Capital Improvement Program

2023/24 - 2028/29

SPECIAL RECREATION FACILITIES

The Special Recreation Facilities section includes projects that support the maintenance, improvement, and renovation of various recreation facilities across the City of Clearwater. This includes sports and athletic facilities, special recreation centers, Pier 60, and Beachwalk which are managed by Parks and Recreation. Major construction projects are also included in this section. As a function of General Government, these projects are typically funded by the General Fund, and where applicable the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction. Funding for capital needs of athletic fields and facilities was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

The City also operates two Marinas, one on Clearwater Beach and the Clearwater Harbor Marina in Downtown Clearwater. Projects in support of these operations include funding for repairs and maintenance needed on an annual basis as well as major construction for the upgrade and improvements of these facilities. As enterprise funds, projects in support of repair and maintenance are funded by revenues from the Marina Fund (Beach Marina) and the Clearwater Harbor Marina Fund, respectively. Any construction or major renovation of facilities, are typically funded the same way or with Penny for Pinellas revenues.

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



High Performance Government

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



Environmental Stewardship

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



Community Well-Being

Ensure Exceptional Communities and
Neighborhoods Where Everyone Can Thrive

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
93410								
Clearwater Harbor Marina Facility Maintenance R&R								
	Clw Harbor Marina Fund	75,000	75,000	75,000	75,000	75,000	75,000	450,000

This project provides funding for the continuous repair and/or replacement of electrical systems, water systems, fire protection equipment and structural components of the Clearwater Harbor Marina, Dock Master's office, and Lift Station 83 infrastructure. Greenprint (GP) provides us an additional frame work to help identify some other best practices. Both City Marinas are certified "Clean Marina" (CM) by the FDEP.

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

2023/24 - 2028/29

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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93420

Fuel System R&R

Marina Fund	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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The project provides for continuous repair and/or replacement of 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. Keeping this regulated facility in compliance in order to avoid potential leaks or discharges into the environment.

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.

93499

Pier 60/Sailing Center Maintenance

General Fund	100,000	500,000	500,000	100,000	100,000	200,000	1,500,000
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This project provides new sanitary sewer service to residents within the City of Clearwater service area. Remaining septic areas will be addressed based upon priority in subsequent years.

Comprehensive Plan Objective: (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) The 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

Penny	11,500,000	—	—	—	—	—	11,500,000
Marina Fund	1,000,000	—	—	—	—	—	1,000,000

This project includes 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. Modern marina design will incorporate GP & CM sustainable materials where we can. Examples may include composite decking materials and solar lighting.

Comprehensive Plan Objective: (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C1906

Clw Hbr Marina Replace & Upgrade

Clw Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Penny	—	—	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000

This project provides funding for the replacement/upgrade of major dock components (piles, wave attenuators, gangway, finger piles and the like) as the marina facility ages beyond the original 10 year warranty period (2010-2020). New Marina technologies will be considered when replacement opportunities present themselves.

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

2023/24 - 2028/29

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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C2001

Athletic Fields & Facility Renovation/Improvements

Penny	250,000	300,000	2,100,000	—	—	—	2,650,000
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This project provides funding for much needed renovations and construction of athletic facilities needed to meet the demands for sports fields and facilities and to accommodate sports tourism. Projects planned for renovations and improvements include: the City's share of an agreement with the Phillies which will include renovations at both Carpenter and Spectrum Field. Additional fields that may be improved include Ross Norton Ball Fields, Frank Tack Park, Countryside Sports Complex, Joe DiMaggio Sports Complex, Sid Lickton Complex and 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.

C2202

Long Center Major Renovations

Penny	3,000,000	—	—	—	—	—	3,000,000
General Fund	—	4,250,000	—	—	—	—	4,250,000

This project will provide funding to upgrade the Long Center Natatorium. Improvements include replacement of the Dectron unit that is currently being utilized to dehumidify the enclosed pool area with appropriately sized HVAC systems; upgraded duct-work and controls for new mechanical system; replacement of entire exterior glazed envelope (Natatorium); repair and reinforce structural frame to support new exterior glazed system, painting, roof replacement; and restroom renovation.

Comprehensive Plan Objective: (I.1.1.5.2) 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 Reno EC Moore

General Fund	—	1,250,000	—	—	—	—	1,250,000
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This project provides for the renovation of the two major soccer fields at EC Moore Complex which have been used by club soccer for over 36 years. Unfortunately when these fields were constructed they were constructed on two levels which does not allow for the most optimal use of the land for soccer play, at times causing the lower field to flood and not be used under current conditions. This project will completely renovate these fields by leveling them off, installing new irrigation, sod, fencing and lighting.

Comprehensive Plan Objective: (I.1.1.5.2) 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

2023/24 - 2028/29

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
C24xx.								
McKay Play Field Improvements								
	Donation Revenue	150,000	—	—	—	—	—	150,000
	General Fund	1,100,000	—	—	—	—	—	1,100,000

This project will provide for a minimum of 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 are 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. In addition the remainder of the park will be renovated with new playground, fitness equipment and landscaping.

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.

C24xx								
Frank Tack Improvements								
	Penny	250,000	300,000	—	—	—	—	550,000
	General Fund	—	200,000	—	—	—	—	200,000

This project will provides for the construction of a new prefab restroom facility and improvements to the parking lot at Frank Tack Fields. Currently the parking lot does not meet city code requirements as it is a dirt parking lot and the restrooms are in need of replacement being approximately 55 years old. The parking lot needs to be brought up to current grass parking lot standards which will help improve the drainage situation in the current parking lot. Using grass parking will reduce stormwater runoff and meet greenprint initiatives.

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.

M1902								
Marine Facility Maint & Dock R & R								
	Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

This project provides for the continuous repair and/or replacement of Beach Marina facilities, including the Beach Marina Building, and deteriorated docks and docking facilities. This will cover the marine services section and equipment to maintain the City-owned marinas in usable condition. This will include the shared maintenance of the marina vessels and those periods of time when vessels are out of the water for major work.

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.

M2204								
Carpenter & Baycare R&R								
	General Fund	2,477,030	1,396,500	972,000	1,012,500	1,625,000	1,500,000	8,983,030

This project provides for the phased repairs and improvements needed at the Baycare Ballpark and Carpenter Field Complex, according to the agreement between the City of Clearwater and the Phillies. This project will allow for both Baycare Ballpark and Carpenter Field Complex to be maintained in a manner consistent to meet major league professional standards. This project (in part) reflects the recommendations of the Capital Improvement (Reserve) Study completed in 2015 for the Ballpark. Improvements over the next six years may include: water proofing, sound system repairs, repair/replacement of the berm, various structural repairs, field regrading and sod, fencing, irrigation, scoreboard replacement, lighting replacement, HVAC replacements, restroom renovations, plumbing system replacements, and painting.

Capital Improvement Program

2023/24 - 2028/29

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
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M2205

Recreation Center R&R

General Fund	1,017,500	667,000	846,000	762,500	1,248,000	1,300,000	5,841,000
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This project will provide for the repairs of infrastructure and replacement of various capital items at the city’s six recreation centers that are not covered by the building and maintenance department. Some of the various repairs and replacements needed may include furnishings; exercise/fitness equipment gymnasium flooring and lighting systems; swimming pool infrastructure, furniture and play equipment; security systems, divider curtains, 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.

M2208

Beach Walk/Pier 60 Park R&R

General Fund	400,000	345,000	360,000	375,000	390,000	800,000	2,670,000
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This project provides for the annual repair and renovations needed to keep Pier 60 Park as well as the entire Beach Walk areas as an attractive inviting beach experience for citizens and visitors to Clearwater Beach. This supports the ongoing effort to keep Clearwater Beach a premier destination for our residents and visitors. Some of the items that are repaired or renovated include seating walls, site furniture, grounds renovations, irrigation repairs, fencing, pressure washing, sealing of concrete, showers, special site amenities, etc. This project also covers repairs to facilities on the beach including Pier 60 Concession Stand restrooms, Barefoot Beach House restrooms, south beach restrooms, and the Mandalay Park restrooms and maintenance building.

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.

M24xx

Amphitheater Repair & Improvements

General Fund	806,000	806,000	806,000	806,000	806,000	806,000	4,836,000
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This project is established to provide a fund for continuous repair and improvements to the City-owned amphitheater (The Sound) at Coachman Park. A portion of this funding is offset by revenues recognized in the General Fund from ticket sales on events held by Ruth Eckerd Hall, the venue manager.

Total Spec Rec Facilities:	22,375,530	10,339,500	6,909,000	4,381,000	5,494,000	5,931,000	55,430,030
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Total By Category

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Other General Government	22,363,700	22,258,890	16,028,580	16,289,000	16,576,460	17,007,280	110,523,910
Police Protection	355,000	345,000	1,971,050	335,000	2,261,050	335,000	5,602,100
Fire Protection	1,006,030	2,000,020	284,020	2,211,270	1,409,240	2,224,600	9,135,180
Fire Rescue Services	593,000	304,500	377,320	630,920	284,080	750,000	2,939,820
Gas Utility Services	12,725,000	9,725,000	7,875,000	7,875,000	7,875,000	7,875,000	53,950,000
Solid Waste Services	7,200,000	7,200,000	450,000	450,000	450,000	—	15,750,000
Water-Sewer Services	40,427,330	47,847,170	62,451,140	64,489,980	66,597,710	69,192,890	351,006,220
Flood Protection/ Stormwater Management	5,942,140	2,538,700	4,626,850	3,885,230	5,161,820	8,033,780	30,188,520
Other Physical Environment	4,420,980	22,279,390	17,136,980	23,259,280	17,941,430	15,830,930	100,868,990
Road and Street Facilities	14,177,970	29,230,550	30,046,780	20,138,860	18,345,950	10,358,540	122,298,650
Airports	3,065,000	35,000	3,035,000	5,435,000	35,000	35,000	11,640,000
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Parking Facilities	13,909,000	36,609,000	424,000	524,000	424,000	424,000	52,314,000
Other Transportation	70,000	70,000	70,000	70,000	70,000	115,000	465,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	4,455,000	4,456,000	2,720,000	4,522,500	3,977,500	5,543,000	25,674,000
Cultural Services	40,000	40,000	40,000	40,000	40,000	—	200,000
Special Recreation Facilities	22,375,530	10,339,500	6,909,000	4,381,000	5,494,000	5,931,000	55,430,030
Total	153,385,680	195,538,720	154,705,720	154,797,040	147,203,240	143,916,020	949,546,420

Summary of General Fund Revenue

Program	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Other General Government	3,285,000	3,390,000	3,270,000	2,840,000	2,895,000	2,870,000	18,550,000
Police Protection	155,000	145,000	1,771,050	135,000	2,061,050	135,000	4,402,100
Fire Protection	226,220	1,065,820	284,020	2,005,490	367,480	399,500	4,348,530
Ambulance & Rescue Svs	150,000	150,000	230,000	150,000	150,000	248,000	1,078,000
Other Physical Environments	1,535,340	2,051,100	1,829,080	4,438,420	4,968,940	7,189,790	22,012,670
Road and Street Facilities	1,729,200	3,533,180	3,490,900	2,783,290	2,783,290	700,000	15,019,860
Airports	—	—	600,000	—	—	—	600,000
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other Transportation	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Libraries	110,000	110,000	110,000	110,000	110,000	110,000	660,000
Parks & Recreation	3,105,000	4,301,000	2,565,000	2,567,500	2,822,500	3,033,000	18,394,000
Cultural Services	40,000	40,000	40,000	40,000	40,000	—	200,000
Special Recreation Facilities	5,900,530	9,414,500	3,484,000	3,056,000	4,169,000	4,606,000	30,630,030
Total General Fund	16,456,290	24,420,600	17,894,050	18,345,700	20,587,260	19,511,290	117,215,190

OTHER GEN GOVERNMENT:	C2004 - Lift Stations	80,000	
	C2006 - ADA Transition Plan	300,000	
	C2106- Greenprint Implementation	20,000	
	M2201 - Studio/Production Equipment R&R	30,000	
	GSBM180001 - Air Cond-City Wide Replace	450,000	
	GSBM180002 - Flooring Facilities	250,000	
	GSBM180003 - Roof Repair and Replacements	325,000	
	GSBM180004 - Painting of Facilities	75,000	
	GSBM180005 - Fencing of Facilities	10,000	
	GSBM180006 - Light Replacement & Repair	75,000	
	GSBM180007 - Elevator Refurb & Modern	100,000	
	GSBM180008 - Building Systems	550,000	
	GSBM180009 - New A/C System Chiller	300,000	
	GSBM180011 - Generator Maintenance	20,000	
	GSBM180012 - Gen Facility Bldg. Reno	700,000	3,285,000
POLICE PROTECTION:	P1802 - Police Equipment	130,000	
	P1902 - Police Information Systems	25,000	155,000
FIRE PROTECTION:	91260 - Thermal Imaging Cameras	26,220	
	91261 - Personal Protective Equipment	150,000	
	91264 - Fire Hose Replacement	20,000	
	M2005 - Fire Training Tower	30,000	226,220
FIRE RESCUE SERVICES:	91229 - Replace & Upgrade Air Packs	150,000	150,000
OTHER PHYSICAL ENVIRON:	93422 - Dredging of City Waters	100,000	
	C2214 - Public Works Complex	1,115,340	
	ENGF180006 - Citywide Docks & Seawall	50,000	
	ENGF180011 - Environ Asses & Clean-up	70,000	
	M2002 - Environ Park Rem & Protect	50,000	
	M2006 - Right of Way Tree Management Program	150,000	1,535,340

Summary of General Fund Revenue

ROAD & STREET FACILITIES	C2102 - Fort Harrison Reconstruction	807,180	
	ENRD180004 - Street & Sidewalks	222,020	
	ENRDxxxx - Osceola Ave Streetscape/Utility Replacement	700,000	1,729,200
WATER TRANSPORTATION SYS:	93415 - Waterway Maintenance	150,000	150,000
OTHER TRANSPORTATION	ENGF180003 - Miscellaneous Engineering	50,000	
	ENGF180004 - Survey Equip Replacement	20,000	70,000
LIBRARIES:	93534 - Library F.F. & E. R&R	85,000	
	94861 - Library Technology	25,000	110,000
PARKS & RECREATION:	93618 - Misc Parks & Rec Contract Svcs	55,000	
	C24xx - Edgewater Drive Park Improvements	50,000	
	C24xx - Moccasin Lake Park Stormwater Repairs	100,000	
	C24xx - Pour-in-place Playground Safety Program	200,000	
	M2206 - Parks & Beautification R&R	1,450,000	
	M24xx Amphitheater Repair & Improvements	1,250,000	
			3,105,000
CULTURAL SERVICES:	A1901 - Misc Public Art Fund	25,000	
	A2201 - Cult Arts Strategic Plan Implementation	15,000	40,000
SPEC REC FACILITIES:	93633 - Pier 60 Park & Beachwalk Repairs and Improvements	100,000	
	C24xx. - McKay Playfield Improvements	1,100,000	
	M2204 - Carpenter & Baycare R&R	2,477,030	
	M2205 - Recreation Center R&R	1,017,500	
	M2208 - Beach Walk/Pier 60 Park R&R	400,000	
	M24xx - Amphitheater Repair & Improvements	806,000	5,900,530

TOTAL GENERAL FUND FY 2023/24: 16,456,290

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
GENERAL SOURCES							
General Fund Revenue							
A1901 - Misc Public Art Fund	25,000	25,000	25,000	25,000	25,000	—	125,000
A2201 - Cultural Arts Plan Imp	15,000	15,000	15,000	15,000	15,000	—	75,000
C2106 - Greenprint Implemnt	20,000	20,000	20,000	20,000	20,000	20,000	120,000
91229 - Replc&Upgrd Air Packs	150,000	150,000	150,000	150,000	150,000	200,000	950,000
91260 - Thermal Image Camera	26,220	26,980	27,800	28,660	29,530	30,400	169,590
91261 - Personal Protective Eqp	150,000	175,000	200,000	250,000	275,000	300,000	1,350,000
91263 - Extrication Tools	—	—	80,000	—	—	48,000	128,000
91264 - Fire Hose Replacement	20,000	20,600	21,220	21,860	22,950	24,100	130,730
C25FD1 - Fire Command Bus	—	808,240	—	—	—	—	808,240
C27FD2 - Fire Squad Unit Replc	—	—	—	1,664,970	—	—	1,664,970
M2005 - Fire Training Tower	30,000	35,000	35,000	40,000	40,000	45,000	225,000
GSBM180001 - A/C Replcmnt	450,000	350,000	350,000	325,000	300,000	300,000	2,075,000
GSBM180002 - Flooring R&R	250,000	200,000	150,000	125,000	125,000	125,000	975,000
GSBM180003 - Roofing R&R	325,000	325,000	350,000	350,000	350,000	350,000	2,050,000
GSBM180004 - Painting R&R	75,000	75,000	75,000	100,000	100,000	100,000	525,000
GSBM180005 - Fencing R&R	10,000	10,000	15,000	15,000	15,000	15,000	80,000
GSBM180006 - Lighting R&R	75,000	75,000	75,000	75,000	75,000	75,000	450,000
GSBM180007 - Elevator R&R	100,000	200,000	200,000	200,000	200,000	200,000	1,100,000
GSBM180008 - Building System	550,000	600,000	700,000	800,000	800,000	800,000	4,250,000
GSBM180009 - New A/C Chiller	300,000	400,000	400,000	400,000	400,000	400,000	2,300,000
GSBM180011 - Generator Maint	20,000	25,000	25,000	50,000	50,000	50,000	220,000
GSBM180012 - Genrl Bld Reno	700,000	700,000	500,000	50,000	50,000	50,000	2,050,000
C2006 - ADA Transition Plan	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
93534 - Library FF&E R&R	85,000	85,000	85,000	85,000	85,000	85,000	510,000
94861 - Library Technology	25,000	25,000	25,000	25,000	25,000	25,000	150,000
93415 - Waterway Maintenance	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93422 - Dredging of Waterways	100,000	100,000	100,000	100,000	100,000	100,000	600,000
G26xx Airpark Fencing Repl	—	—	600,000	—	—	—	600,000
M2201 - Studio/Production Equip	30,000	30,000	30,000	30,000	30,000	30,000	180,000
P1802 - Police Equipment	130,000	120,000	120,000	110,000	110,000	110,000	700,000
P1902 - Police Info Systems	25,000	25,000	25,000	25,000	25,000	25,000	150,000
C26xx PD K9 Facility	—	—	1,626,050	—	—	—	1,626,050
C28xx PD District 1 Renovation	—	—	—	—	1,926,050	—	1,926,050
93499 - Pier 60/Sailing Cntr	100,000	500,000	500,000	100,000	100,000	200,000	1,500,000
93618 - Misc. P&R Contracts	55,000	55,000	55,000	55,000	55,000	125,000	400,000
C2202 - Long Center Reno	—	4,250,000	—	—	—	—	4,250,000
C2204 - Soccer Reno ECM	—	1,250,000	—	—	—	—	1,250,000
C24xx - Frank Tack Impv	—	200,000	—	—	—	—	200,000
C24xx - McKay Playfield	1,100,000	—	—	—	—	—	1,100,000
C24xx - Edg Water Dr Park Impv	50,000	800,000	—	—	—	—	850,000
C24xx - Mocc Lake Pk SW Rep	100,000	900,000	—	—	—	—	1,000,000
C24xx - Playground Pour Prgrm	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
M2002 - Environ Park Remediate	50,000	50,000	50,000	50,000	50,000	—	250,000
M2006 - ROW Tree Mgmt	150,000	150,000	150,000	100,000	100,000	100,000	750,000
M2204 - Carpenter/Baycare R&R	2,477,030	1,396,500	972,000	1,012,500	1,625,000	1,500,000	8,983,030
M2205 - Recreation Center R&R	1,017,500	667,000	846,000	762,500	1,248,000	1,300,000	5,841,000

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
General Fund Revenue (continued)							
M2206 - Parks & Beaut R&R	1,450,000	1,293,750	1,350,000	1,437,500	1,625,000	1,714,000	8,870,250
M2207 - Athletic Fields R&R	1,250,000	1,052,250	960,000	875,000	942,500	994,000	6,073,750
M2208 - BchWlk/Pier R&R	400,000	345,000	360,000	375,000	390,000	800,000	2,670,000
M24xx Amphitheater R&R	806,000	806,000	806,000	806,000	806,000	806,000	4,836,000
C2004 - Lift Stations	80,000	80,000	80,000	—	80,000	55,000	375,000
C2102 - Ft Harrison Construction	807,180	1,376,990	1,376,990	2,083,290	2,083,290	—	7,727,740
C24xx - Nash Street	—	702,520	702,520	—	—	—	1,405,040
ENGF180003 - Misc Engineering	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENGF180004 - Survey Equip	20,000	20,000	20,000	20,000	20,000	20,000	120,000
ENGF180006 - Docks/Seawalls	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENGF180011 - Environ Assess	70,000	70,000	70,000	70,000	70,000	70,000	420,000
C2214 - Public Works Complex	1,115,340	1,631,100	1,409,080	4,068,420	4,598,940	6,869,790	19,692,670
ENRD180004 - Streets & Sdwks	700,000	700,000	700,000	700,000	700,000	700,000	4,200,000
ENRD24xx - Osceola Streetscape	222,020	753,670	711,390	—	—	—	1,687,080
Subtotal General Revenue	16,456,290	24,420,600	17,894,050	18,345,700	20,587,260	19,511,290	117,215,190
Infrastructure Sales Tax/Penny							
C2214 - Public Works Complex	—	4,600,000	—	2,600,000	—	5,100,000	12,300,000
ENGF220001 - New City Hall	7,000,000	6,300,000	—	—	—	—	13,300,000
91218 - Fire Engine Replacement	694,030	742,610	—	—	924,350	998,300	3,359,290
C2401 - Ladder Truck Replc	—	—	—	—	—	700,000	700,000
C1905 - Beach Marina Upgrade	11,500,000	—	—	—	—	—	11,500,000
C1906 - Clw Hrbr Marina Rplc	—	—	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
G2307 - Aviation Oper Center	—	—	—	760,000	—	—	760,000
94238 - Police Vehicles	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
93272 - Bicycle Paths-Bridges	1,250,000	—	—	—	—	—	1,250,000
C2001 - Athletic Fields R&I	250,000	300,000	2,100,000	—	—	—	2,650,000
C2202 - Long Center Maj Reno	3,000,000	—	—	—	—	—	3,000,000
C2209 - Neighborhood Pk Reno	100,000	100,000	100,000	100,000	400,000	350,000	1,150,000
C24xx - Frank Tack Impv	250,000	300,000	—	—	—	—	550,000
C27xx - Woodgate Park Reno	—	—	—	1,800,000	—	—	1,800,000
C28xx - McMullen Tennis Reno	—	—	—	—	700,000	2,100,000	2,800,000
M2002 - Environ Park Remediate	750,000	750,000	—	—	—	—	1,500,000
Subtotal Infrastructure Sales Tax/Penny	24,994,030	13,292,610	3,400,000	6,460,000	3,224,350	10,448,300	61,819,290
Multi-Modal Impact Fees							
ENRD180005 - City Intersection	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180006 - Traffic Signals	40,000	40,000	40,000	40,000	40,000	40,000	240,000
ENRD180007 - Traffic Safety	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C2102 - Ft Harrison Construction	1,000,000	—	—	—	—	—	1,000,000
C24xx - Nash Street	—	500,000	500,000	—	—	—	1,000,000
Subtotal Multi-Modal Impact Fees	1,140,000	640,000	640,000	140,000	140,000	140,000	2,840,000

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Road Millage							
ENRD180004 - Streets & Sidwlc	4,441,580	4,260,630	4,388,450	4,520,100	4,655,700	4,795,370	27,061,830
ENRD180005 - City Intersection	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180007 - Traffic Safety	44,990	44,990	44,990	44,990	44,990	44,990	269,940
Subtotal Road Millage	4,536,570	4,355,620	4,483,440	4,615,090	4,750,690	4,890,360	27,631,770
Local Option Fuel Tax							
ENRD180002 - Bridge Maint	1,196,750	1,197,650	1,196,750	1,196,750	1,196,750	1,196,750	7,181,400
ENRD180006 - Traffic Signals	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
ENRD180007 - Traffic Safety	30,400	30,400	30,400	30,400	30,400	30,400	182,400
Subtotal Local Option Fuel Tax	1,427,150	1,428,050	1,427,150	1,427,150	1,427,150	1,427,150	8,563,800
Special Program Fund							
93602 - Special Events Equip	—	55,000	55,000	55,000	55,000	60,000	280,000
Subtotal Special Program	—	55,000	55,000	55,000	55,000	60,000	280,000
Grants - Other Agencies							
G2307 - Aviation Oper Center	—	—	—	2,700,000	—	—	2,700,000
G2401 - Airpark Hangars	1,515,000	—	—	—	—	—	1,515,000
G26xx - Airpark Fencing Replc	—	—	2,400,000	—	—	—	2,400,000
G2206 - Portable Generators	141,000	—	—	—	—	—	141,000
C2208 - Coopers Point	—	9,682,560	10,130,000	10,130,000	9,610,000	—	39,552,560
Subtotal Grants - Other Agencies	1,656,000	9,682,560	12,530,000	12,830,000	9,610,000	—	46,308,560
County Fire Reimbursements							
91218 - Fire Engine Replace	85,780	91,730	—	—	117,410	126,800	421,720
91236 - Rescue Vehicle	302,000	—	—	330,000	—	363,000	995,000
C25FD1 - Fire Command Bus	—	99,860	—	—	—	—	99,860
C27FD2 - Fire Squad Unit Replc	—	—	—	205,780	—	—	205,780
Subtotal Other Governmental	387,780	191,590	—	535,780	117,410	489,800	1,722,360
Donations							
C23PR1 - McKay Play Field	150,000	—	—	—	—	—	150,000
Subtotal Donation Revenue	150,000	—	—	—	—	—	150,000
Reimbursement Revenue							
G2401 - Airpark Hangars	1,515,000	—	—	—	—	—	1,515,000
G2307 - Aviation Oper Center	—	—	—	1,940,000	—	—	1,940,000
Subtotal Reimbursement Revenue	1,515,000	—	—	1,940,000	—	—	3,455,000
TBD							
ENPK24xx - Beach Pkng Garage	—	36,000,000	—	—	—	—	36,000,000
Subtotal TBD Revenue	—	36,000,000	—	—	—	—	36,000,000
Total General Sources	52,262,820	90,066,030	40,429,640	46,348,720	39,911,860	36,966,900	305,985,970

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
<u>SELF-SUPPORTING FUNDS</u>							
Marina Revenue							
93420 - Fuel System R & R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C1905 - Beach Marina Upgrade	1,000,000	—	—	—	—	—	1,000,000
M1902 - Maint & Dock R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Marina Revenue	1,150,000	150,000	150,000	150,000	150,000	150,000	1,900,000
Clearwater Harbor Marina Revenue							
93410 - Clw Hrbr Marina Maint	75,000	75,000	75,000	75,000	75,000	75,000	450,000
C1906 - Clw Hrbr Marina Rplc	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Clw Harbor Revenue	175,000	175,000	175,000	175,000	175,000	175,000	1,050,000
Airpark Revenue							
94817 - Airpark Maint & Repair	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Subtotal Airpark Revenue	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Parking Revenue							
ENPK180001 - Prk Lot Resurfc	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180002 - Prk Lot Improve	150,000	150,000	150,000	150,000	150,000	150,000	900,000
ENPK180003 - Parking Garages	184,000	379,000	184,000	284,000	184,000	184,000	1,399,000
ENPK230001 - Dwntwn Garage	13,500,000	—	—	—	—	—	13,500,000
ENGF190002 - Bch Grd Towers	66,000	67,980	70,000	72,000	74,300	76,000	426,280
ENGF200002 - Bch Grd Admin	50,000	60,000	50,000	50,000	30,000	30,000	270,000
M2102- Seminole Launch Maint	25,000	30,000	40,000	40,000	40,000	40,000	215,000
Subtotal Parking Revenue	14,025,000	736,980	544,000	646,000	528,300	530,000	17,010,280
Water Revenue							
96526 - Utilities Adm Bld R&R	—	—	50,000	50,000	—	—	100,000
96721 - Wtr System R&R Maint	2,267,030	2,474,120	5,660,000	2,350,000	2,350,000	2,350,000	17,451,150
96739 - Reclaimed Water System	—	447,790	—	—	—	—	447,790
96742 - Line Relocations Imprv	3,823,820	500,000	285,000	—	—	—	4,608,820
96744 - System Expansion	76,000	76,000	76,000	76,000	76,000	—	380,000
96764 - R.O. Plant Res #1 Upgrd	5,227,540	1,000,000	—	900,000	5,500,000	8,577,500	21,205,040
96767 - R.O. Plant @ Res #2	543,500	4,685,760	9,418,900	11,000,000	4,500,000	9,920,930	40,069,090
96782 - R.O. Plant at WTP #3	1,442,260	3,000,000	8,324,150	11,330,190	17,000,000	18,360,040	59,456,640
96783 - Water Syst Upgrd/Imprv	282,500	353,130	553,130	900,000	2,000,000	353,130	4,441,890
96786 - Devices/Equip Water	150,000	—	—	50,000	425,000	—	625,000
C24xx - Nash Street	—	3,986,910	3,986,910	—	—	—	7,973,820
C2214 - Public Works Complex	941,090	4,407,710	3,614,130	5,352,830	2,429,750	2,429,750	19,175,260
C2102 - Ft Harrison Construction	1,925,050	1,462,420	1,980,050	2,835,340	2,372,880	1,128,470	11,704,210
M2103 - Utilities Build & Maint	905,000	252,500	1,010,000	375,000	1,695,000	—	4,237,500
Subtotal Water Revenue	17,583,790	22,646,340	34,958,270	35,219,360	38,348,630	43,119,820	191,876,210
Sewer Revenue							
96212 - Sewer Upgrd/Imprv	1,200,000	4,302,530	4,125,000	3,125,000	1,375,000	1,125,000	15,252,530
96213 - Marshall Upgrd/Imprv	1,800,000	1,836,500	100,000	500,000	237,500	—	4,474,000

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Sewer Revenue (continued)							
96214 - East Plant Upgrd/Imprv	1,000,000	1,500,000	550,000	450,000	25,000	—	3,525,000
96215 - NE Plant Upgrd/Imprv	500,000	400,000	66,670	400,000	712,500	—	2,079,170
96526 - Utilities Adm Bld R&R	—	—	50,000	50,000	—	—	100,000
96630 - Sewer Extensions	87,540	87,540	87,540	87,540	87,540	87,540	525,240
96654 - Facilities Upgrd/Imprv	250,000	100,000	575,000	350,000	850,000	350,000	2,475,000
96664 - Water Pollution Control	500,000	2,121,300	1,500,000	1,500,000	2,000,000	2,050,000	9,671,300
96665 - Sanitary Sewer R&R	7,386,150	8,569,680	11,687,500	10,937,500	7,239,920	11,937,500	57,758,250
96686 - Pump Station Upgrd	1,585,090	6,000,000	2,566,000	4,000,000	3,500,000	—	17,651,090
Subtotal Sewer Revenue	14,308,780	24,917,550	21,307,710	21,400,040	16,027,460	15,550,040	113,511,580
Water Impact Fees							
96744 - System Expansion	160,000	160,000	160,000	160,000	160,000	—	800,000
Subtotal Water Impact Fees	160,000	160,000	160,000	160,000	160,000	—	800,000
Sewer Impact Fees							
96630 - Sewer Extensions	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal Sewer Impact Fees	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Utility R&R							
96212 - Sewer Upgrd/Imprv	1,625,000	1,875,000	1,875,000	1,875,000	1,875,000	1,875,000	11,000,000
96217 - Pump Station R & R	—	—	250,000	800,000	3,000,000	—	4,050,000
96664 - Water Pollution Control	2,000,000	—	500,000	500,000	490,000	710,000	4,200,000
96665 - Sanitary Sewer R&R	6,808,900	8,055,320	9,575,000	8,687,500	8,288,000	9,575,000	50,989,720
96686 - Pump Station Upgrd	616,000	—	—	—	—	—	616,000
96721 - Wtr System R&R Maint	—	—	—	25,000	—	—	25,000
96784 - Reclaimed System R&R	—	—	1,331,250	1,300,250	1,331,250	1,331,250	5,294,000
96785 - Feasibility Studies Water	—	—	—	—	—	—	—
C2102 - Ft Harrison Construction	2,100,880	1,941,750	2,877,700	3,696,850	3,594,660	1,886,430	16,098,270
C24xx - Nash Street	—	6,247,930	6,121,090	—	—	—	12,369,020
M1905 - Marshall Plant R&R	—	—	100,000	520,000	550,000	180,000	1,350,000
M1906 - Northeast Plant R&R	—	—	1,525,000	1,600,000	630,000	180,000	3,935,000
M1907 - East Plant R&R	—	—	—	41,000	150,000	180,000	371,000
M1908 - R.O. Plant #1 R&R	—	—	200,000	300,000	—	—	500,000
M1909 - R.O. Plant #2 R&R	—	—	200,000	200,000	200,000	—	600,000
M1910 - Water Plant #3 R&R	—	—	—	—	300,000	—	300,000
ENRD24xx - Osceola Streetscape	666,070	2,261,020	2,134,180	—	—	—	5,061,270
Subtotal Utility R&R	13,816,850	20,381,020	26,689,220	19,545,600	20,408,910	15,917,680	116,759,280
Stormwater Utility Revenue							
C2102 - Ft Harrison Construction	—	2,060,000	693,970	4,641,140	3,277,280	186,130	10,858,520
C24xx - Nash Street	231,030	760,000	1,500,000	—	—	—	2,491,030
ENST180001 - Storm Syst Imprv	230,650	600,000	601,460	1,491,420	136,940	1,614,130	4,674,600
ENST180002 - Allens Creek	2,642,990	425,540	190,060	111,890	424,360	437,100	4,231,940
ENST180003 - Storm Syst Expns	179,270	—	—	100,000	440,330	440,320	1,159,920
ENST180004 - Stevenson Creek	1,531,030	954,960	743,400	—	1,035,410	566,470	4,831,270
ENST180005 - Coastal Basins	558,200	58,200	1,591,920	207,160	668,470	2,350,270	5,434,220
ENST180006 - Alligator Creek	—	—	—	474,760	956,310	1,171,490	2,602,560
C1908 - Storm Vehicle & Equip	800,000	500,000	1,500,010	1,500,000	1,500,000	1,454,000	7,254,010

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Stormwater Utility Revenue (continued)							
ENRD24xx - Osceola Streetscape	422,020	553,670	711,390	—	—	—	1,687,080
ENGF180004 - Survey Equip	—	—	—	—	—	45,000	45,000
C2208 - Coopers Point	477,440	—	—	—	—	—	477,440
C2214 - Public Works Complex	567,110	638,020	1,413,770	638,030	832,740	1,011,390	5,101,060
Subtotal Stormwater Utility Revenue	7,639,740	6,550,390	8,945,980	9,164,400	9,271,840	9,276,300	50,848,650
Gas Revenue							
96365 - Line Relo Pinellas-Maint	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96367 - Meter Change Pinellas	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
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	5,900,000	3,100,000	2,000,000	2,000,000	2,000,000	2,000,000	17,000,000
96378 - Pasco New Mains/Srvc	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	18,000,000
96379 - Meter Change Pasco	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
96381 - Line Relo Pasco Cap	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96382 - Invntry/Work Mgmt Sys	750,000	750,000	—	—	—	—	1,500,000
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
96389 - IMS Software/Hardware	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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
Subtotal Gas Revenue	12,725,000	9,725,000	7,875,000	7,875,000	7,875,000	7,875,000	53,950,000
Solid Waste Revenue							
C2302 - Rebuild SW Complex	6,750,000	6,750,000	—	—	—	—	13,500,000
C2005 - Underground Refuse	250,000	250,000	250,000	250,000	250,000	—	1,250,000
M2301 - SW Facility R&R	200,000	200,000	200,000	200,000	200,000	—	1,000,000
Subtotal Solid Waste Revenue	7,200,000	7,200,000	450,000	450,000	450,000	—	15,750,000
Total Self-Supporting Funds	88,869,160	92,727,280	101,340,180	94,870,400	93,480,140	92,678,840	563,966,000
INTERNAL SERVICE FUNDS							
General Services Fund Revenue							
GSBM180010 - Gen Svcs R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal General Services Revenue	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Garage Fund Revenue							
94233 - Motorized Rplc-Cash	179,500	188,480	197,900	207,790	218,180	229,090	1,220,940
GSFL180001 - Fleet Bld R&R	250,000	50,000	75,000	325,000	50,000	—	750,000
Subtotal Garage Revenue	429,500	238,480	272,900	532,790	268,180	229,090	1,970,940

Summary of Funding Sources

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	Total
Administrative Services Revenue							
94729 - Citywide Connectivity	200,000	150,000	200,000	150,000	200,000	150,000	1,050,000
94736 - Geographic Info System	150,000	150,000	50,000	50,000	50,000	50,000	500,000
94828 - Financial System Upgrd	50,000	100,000	100,000	100,000	100,000	75,000	525,000
94829 - CIS Upgrades	75,000	50,000	50,000	50,000	50,000	50,000	325,000
94830 - MS/Licensing Upgrades	50,000	100,000	100,000	100,000	100,000	100,000	550,000
94857 - Permit/Code Syst Upgrd	250,000	250,000	50,000	50,000	50,000	25,000	675,000
94873 - Citywide Camera System	100,000	100,000	100,000	100,000	100,000	100,000	600,000
94874 - City Time Keeping Syst	25,000	50,000	25,000	25,000	25,000	25,000	175,000
94880 - Agenda Mgmt Syst	25,000	150,000	50,000	50,000	50,000	50,000	375,000
94883 - Business Process Project	150,000	150,000	150,000	150,000	150,000	150,000	900,000
C2007 - Citywide A/V Solutions	100,000	100,000	100,000	100,000	100,000	100,000	600,000
M2202 - Telecom Upgrade	100,000	100,000	100,000	100,000	50,000	50,000	500,000
M1911 - IT Disaster Recovery	100,000	150,000	150,000	150,000	100,000	100,000	750,000
M1912 - Network Infrastrct R&R	75,000	100,000	100,000	100,000	100,000	100,000	575,000
M2007 - City EOC Maintenance	25,000	25,000	50,000	50,000	50,000	50,000	250,000
Subtotal Administrative Services Revenue	1,475,000	1,725,000	1,375,000	1,325,000	1,275,000	1,175,000	8,350,000
Central Insurance Fund Revenue							
91257 - AED Program	25,000	26,520	27,320	28,920	29,780	33,000	170,540
M2006 - ROW Tree Mgmt	150,000	150,000	150,000	100,000	100,000	100,000	750,000
Subtotal Central Insurance Revenue	175,000	176,520	177,320	128,920	129,780	133,000	920,540
Total Internal Service Funds	2,179,500	2,240,000	1,925,220	2,086,710	1,772,960	1,637,090	11,841,480
<u>BORROWING INTERNAL SERVICE FUNDS</u>							
Lease Purchase - Garage							
L1910 - Motorized Equip Replc	7,215,000	7,575,750	7,954,540	8,352,260	8,759,880	9,208,370	49,065,800
L2301 - Motorized Equip Prch	2,409,200	2,529,660	2,656,140	2,788,950	2,928,400	3,074,820	16,387,170
Subtotal Lease Purchase - Garage	9,624,200	10,105,410	10,610,680	11,141,210	11,688,280	12,283,190	65,452,970
<u>Lease Purchase - Administrative Services</u>							
L1907 - IT Disaster Recovery	100,000	100,000	100,000	100,000	100,000	100,000	600,000
L1908 - Network Infrastrct R&R	350,000	300,000	300,000	250,000	250,000	250,000	1,700,000
Subtotal Lease Purchase - Admin. Services	450,000	400,000	400,000	350,000	350,000	350,000	2,300,000
Subtotal Borrowing/Internal Service Funds	10,074,200	10,505,410	11,010,680	11,491,210	12,038,280	12,633,190	67,752,970
TOTAL:							
ALL FUNDING SOURCES	153,385,680	195,538,720	154,705,720	154,797,040	147,203,240	143,916,020	949,546,420