# ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET CITY OF CLEARWATER

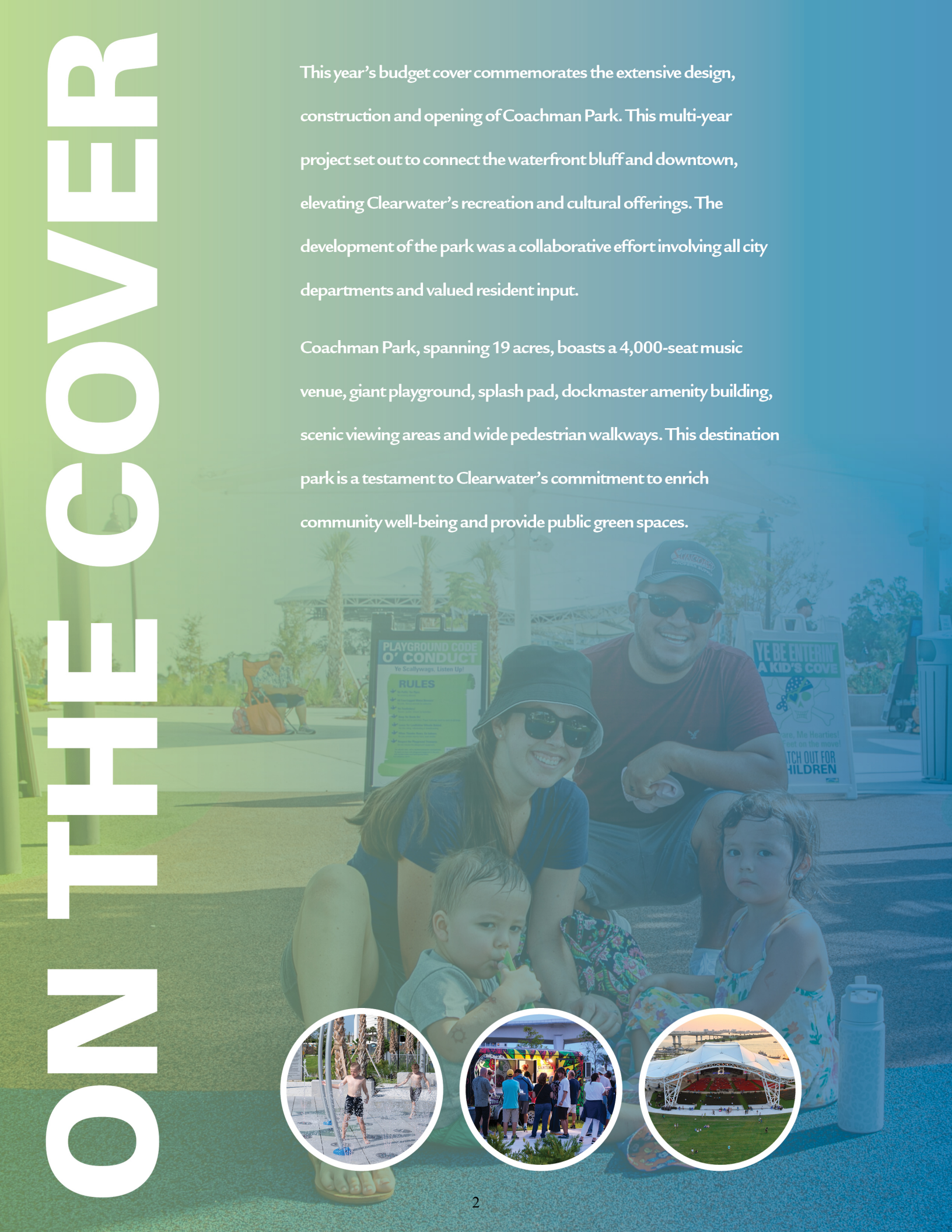
# 2023/2024



# ON THE COVER

This year's budget cover commemorates the extensive design, construction and opening of Coachman Park. This multi-year project set out to connect the waterfront bluff and downtown, elevating Clearwater's recreation and cultural offerings. The development of the park was a collaborative effort involving all city departments and valued resident input.

Coachman Park, spanning 19 acres, boasts a 4,000-seat music venue, giant playground, splash pad, dockmaster amenity building, scenic viewing areas and wide pedestrian walkways. This destination park is a testament to Clearwater's commitment to enrich community well-being and provide public green spaces.



# CITY OF CLEARWATER, FLORIDA

2023 – 2024 Annual Operating
and Capital Improvement Budget

BRIAN J. AUNGST SR.
Mayor

MARK BUNKER
Councilmember

DAVID ALLBRITTON
Councilmember

LINA TEIXEIRA
Councilmember

KATHLEEN BECKMAN
Councilmember

JENNIFER POIRRIER
City Manager


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

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CITY MANAGER

November 1, 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 $23.9 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, a decrease of 1% from the 2022/23 final amended budget of $200,937,042. A millage rate of 5.8850 mills was approved 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 adopted budget reflects continued attention to 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 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 additions to both our staffing and operating costs. As a result of our strategy session,

this budget provides a focus on maintaining and, where appropriate, replacing aging buildings and infrastructure, such as a new city hall, a 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 in 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 of 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 create 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 that may require an amendment to the fiscal year 2023/24 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 the projected total. Similarly, all vacant positions were budgeted at 95% of the 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.

## National, State and Local Economic News

The last year has proven to be one of recovery and growth for much of the nation. Despite the challenges created by the post-pandemic recession as well as the more recent unusually high levels of inflation, many of America's cities were able to rebound and remain financially resilient, allowing these municipalities to continue providing essential services to their citizens. As outlined in the 2023 National League of Cities ***City Fiscal Conditions*** report, this recovery is largely due to the federal assistance provided through the American Rescue Plan Act (ARPA), in addition to increased tax revenues created by a surge in economic activity, higher property values, and lower unemployment figures. These outcomes are certainly evident in the local Tampa Bay area, where strong growth is reflected in higher property values and lower unemployment figures in comparison to the national average. However, while the increase in property values has helped cities maintain economic growth, the prospect of home ownership and maintenance has become less affordable for many. In order to provide help to qualified households, the city of Clearwater has allocated $3.3 million of ARPA funding for down payment assistance, rehabilitation programs, and efficiency improvements.

Florida's tourism industry continued its total growth over the first two quarters year-over-year, with approximately 70.8 million visitors, according to estimates from the annual Visit Florida visitor study. Additionally, the most recent quarterly Visitor Profile Study conducted by Future Partners for Visit St. Pete/Clearwater shows consistent growth in the number of visitors, albeit slightly lower than the pre-pandemic benchmark of 2019. Due to high inflation levels, direct spending volume is almost nine percent lower than 2022, although still higher than 2019 levels. With many economists updating their forecasts of a hard recession to more of a "soft landing," there is optimism that tourism numbers will remain strong owing to our pleasant weather, local attractions, and world famous beaches.

Although there are many reasons for optimism going forward, many municipal governments will take a cautious approach when preparing their budgets. Various factors creating uncertainty include the rising costs of employee wages, replacement of aging infrastructure, and the economic impacts of the ongoing conflicts in Ukraine and the Middle East. This will require that governments stay vigilant in order to remain fiscally resilient in the future.

## Future Plans and Priorities

With the hiring of a new City Manager at the beginning of the year, management and staff have been hard at work moving toward reaching the various goals of our organization. One such goal includes the implementation of the recently adopted strategic plan to ensure alignment with the council's approved strategic direction and budget priorities going forward. This will lead to the improvement of both operations and the efficiency of services, as well as identification of any organizational structure changes that may be needed. Another of these goals in the upcoming fiscal year is the implementation of a new salary structure and pay plan, the creation of new positions, and the restructuring of existing positions. This will allow the city to be more competitive in the marketplace in order to attract and retain top talent.

Local elections will be held in March 2024, with the mayor and two council member seats on the ballot. This will result in a major change to the council's structure, which will impact important future decisions. These decisions include major infrastructure projects such as the construction of a new city hall and improvements to the Public Works Complex. There are also ongoing negotiations for the Bluffs redevelopment, which will greatly impact the final outcome of the downtown waterfront revitalization project. Another important negotiation that will come before the new council is the renewal of the Philadelphia Phillies spring training contract. Clearwater has been the spring training home of the Phillies for more than 76 years and continues to generate a positive economic impact on the city as well as the surrounding area.

Looking ahead to fiscal year 2023/24, the city will focus on its goals of implementing the strategic direction, adopting a new salary structure and pay plan to remain competitive in the marketplace, completing major infrastructure projects, and identifying improvements to operational efficiency. In reaching these goals, the city can continue its mission of providing services and programs that improve the quality of life of our residents and visitors while fostering a healthy economic environment to allow our community to thrive from Bay to Beach.

## 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.

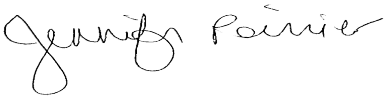
## Public Process

The proposed budget was 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 set the tentative millage rate. A special budget work session was held on August 7, 2023, which provided 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 was held on September 21 2023, at 6:00 p.m. The second and final public hearing to adopt the millage rate and budget was held on October 2, 2023, at 6:00 p.m. The budget agenda and all pertinent documents was available to citizens in advance of these meetings 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 that 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 that will guide decision-making for operations and capital projects over the next few years. It is our goal to build on this momentum in 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,



Jennifer Poirrier
City Manager

# Executive Summary

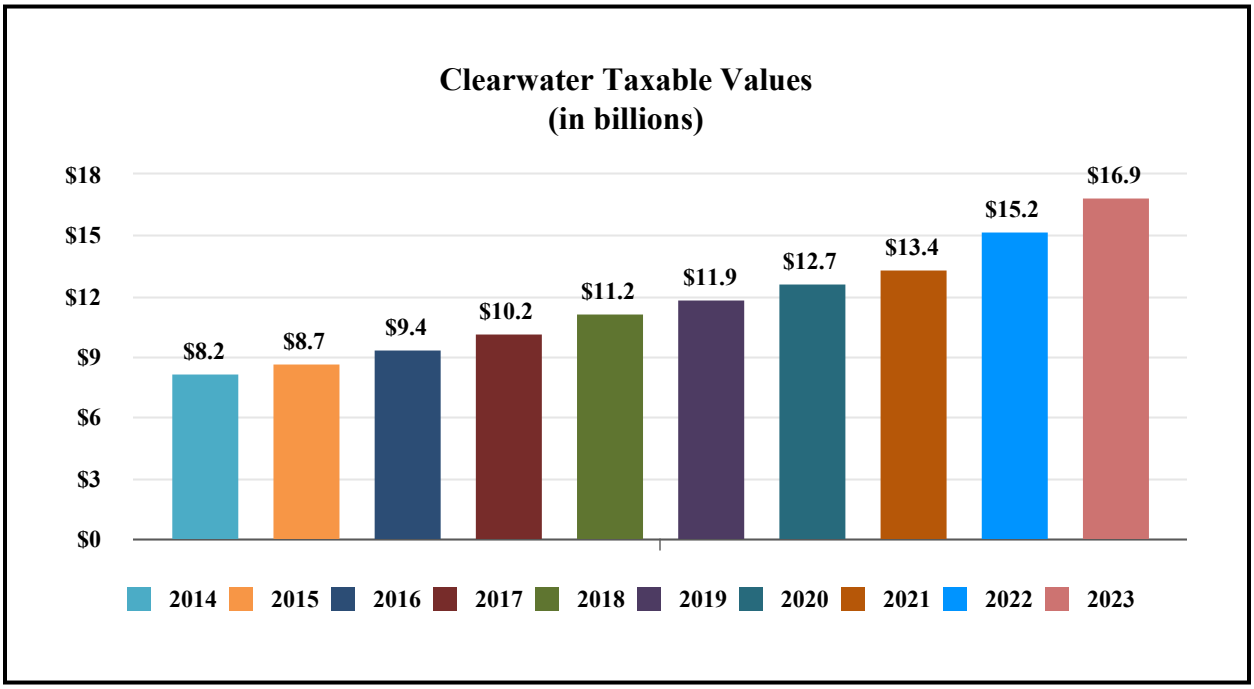
The following provides a summary of major budget components, including information on each of the City's enterprise and internal service operations, as well as the Capital Improvement Program budget.

**Taxable Values**

Taxable property values for 2023 have increased by approximately 11.1%, from $15.2 billion to $16.8 billion, including new construction. The bulk of this increase ($1.7 billion) is related to increases in current values, while the value of new construction and annexations totals $107.8 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.

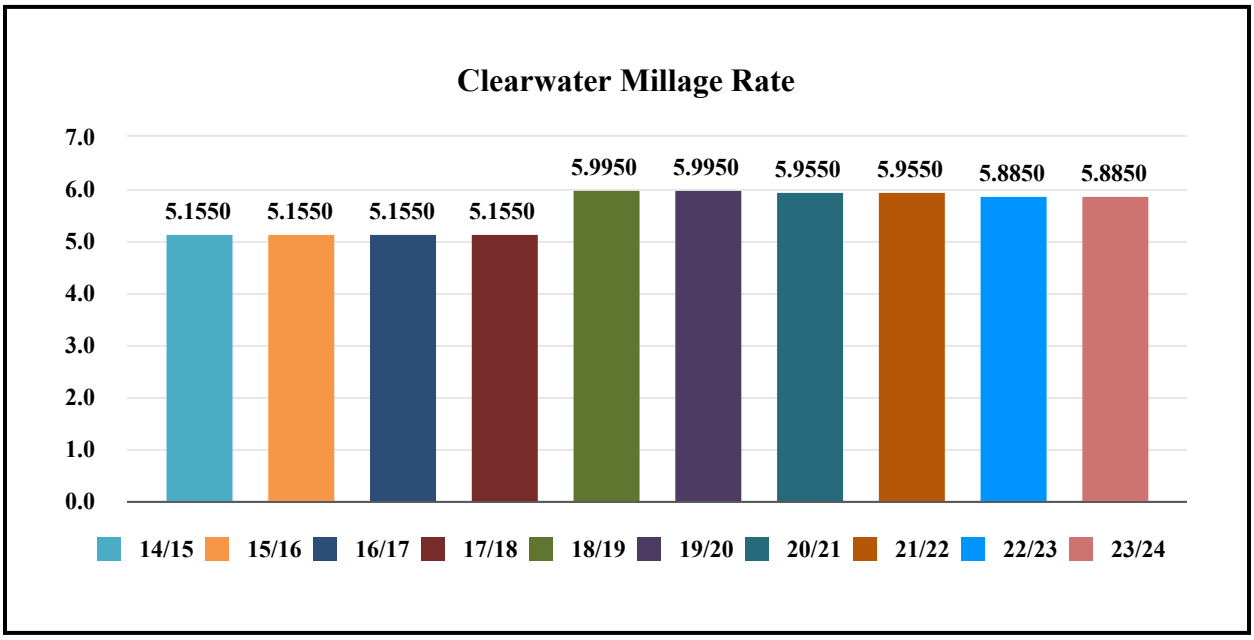
**City of Clearwater**
**Taxable Values**

| | | | |
|---|---|---|---|
| 2023 Taxable Value | $ | 16,846,742,592 | |
| 2022 Taxable Value | | 15,172,390,626 | |
| **Net Increase** | **$** | **1,674,351,966** | **11.0%** |
| | | | |
| Analysis of Taxable Value Increase: | | | |
| Increase in Current Values | $ | 1,566,555,564 | |
| New Construction and Annexations | | 107,796,402 | |
| Total Increase in Taxable Value | $ | 1,674,351,966 | |



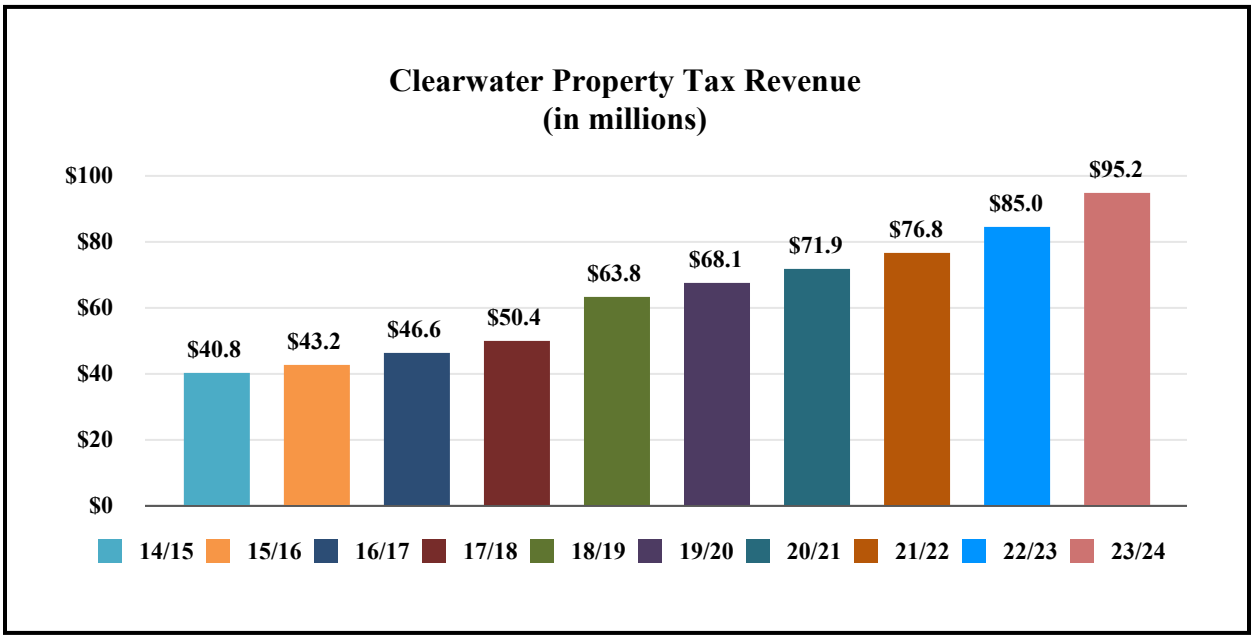
**City Millage Rate**

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 $8.6 million, or 13%, 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 $431,750.



## Change in Full-time Equivalents (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 approved 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 approved 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 will be approved by City Council in November 2023. This contract included 8% merit pay increase effective retroactively to October 1, 2023 with a wager re-opener for the following two years of the contract which will expire September 30, 2026.

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 by the release of this budget, general wage increases of 7% were budgeted for fiscal year 2023/24. This rate was 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 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 final amended fiscal year 2022/23 General Fund budget, the City will maintain a General Fund unassigned reserve balance estimated at $47.7 million, which is 23.9% of the fiscal year 2023/24 approved operating budget. The ending unassigned reserve balance, in excess of the reserve requirement, is estimated to be approximately $30.6 million, or 15.4% of the 2023/24 budget.

# General Fund Expenditures

General Fund expenditures for the fiscal year 2023/24 budget are estimated at $199,458,520; a decrease of approximately 1% from the 2022/23 amended budget.

Personnel costs reflect a net increase of 8% 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.

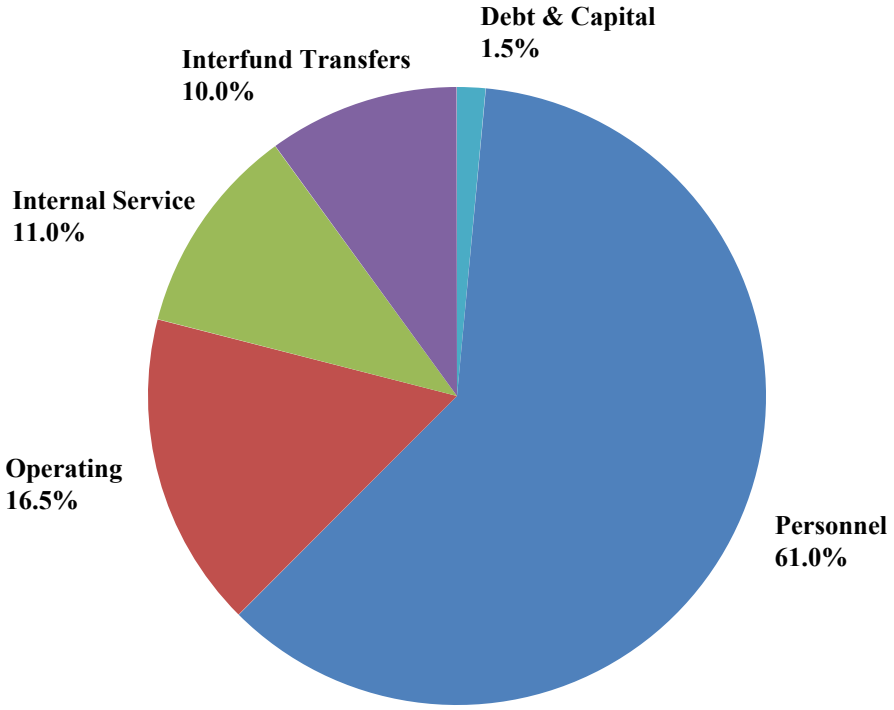
Interfund transfers in the General Fund are budgeted at $20.3 million for fiscal year 2023/24. This represents a decrease of 42% from the fiscal year 2022/23 amended budget due to a large one time capital transfer. Of this total, transfers to fund planned capital projects are budgeted at $16.5 million, 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 6% decrease 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.

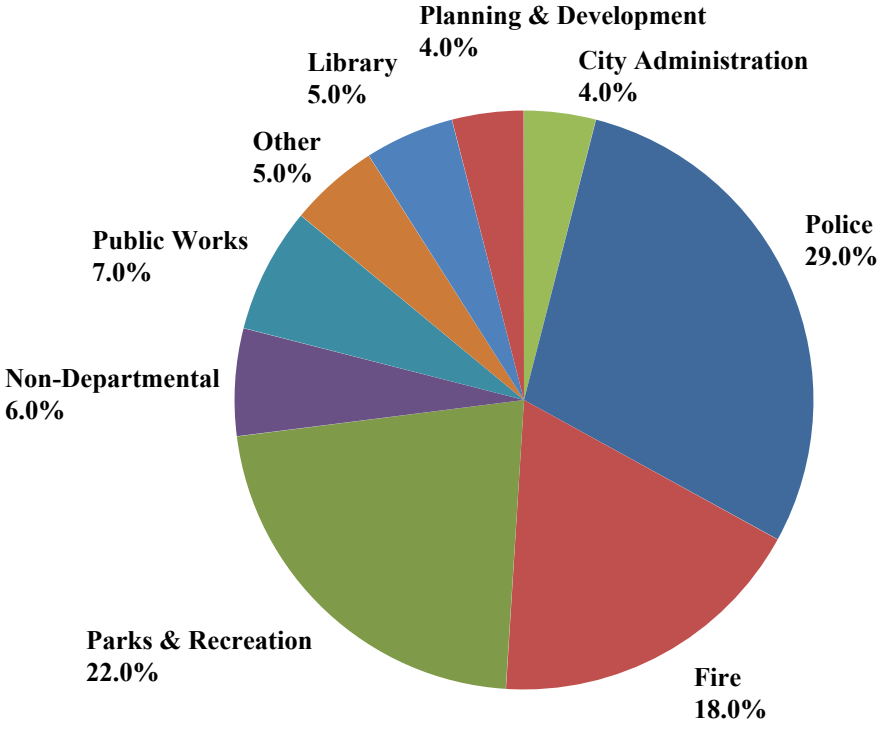
The tables and graphics provided on the following pages provide insight as to budget impacts by department and by major General Fund category.

## General Fund Expenditures by Category




| Category | Amended 2020/21 | Amended 2021/22 | Amended 2022/23 | Approved 2023/24 | % Change |
|---|---|---|---|---|---|
| Personnel | $98,391,031 | $103,985,500 | $111,590,136 | $120,756,374 | 8% |
| Operating | 23,267,462 | 26,224,666 | 29,114,215 | 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 | 34,823,925 | 20,281,780 | (42)% |
| Debt Service | 861,910 | 851,931 | 2,311,584 | 2,505,477 | 8% |
| Capital | 1,748,110 | 780,405 | 863,770 | 812,380 | (6)% |
| **Total Operating Budget** | **$154,415,831** | **$203,617,178** | **$200,937,042** | **$199,458,520** | **(1%)** |

## General Fund Expenditures by Department




| Department | Amended 2020/21 | Amended 2021/22 | Amended 2022/23 | Approved 2023/24 | % Change |
|---|---|---|---|---|---|
| Police | $47,290,564 | $50,254,919 | $53,755,687 | $56,780,344 | 6% |
| Fire | 30,480,437 | 31,687,566 | 34,570,967 | 35,243,722 | 2% |
| Parks and Recreation | 31,311,192 | 37,206,825 | 39,337,937 | 44,790,781 | 14% |
| Non-Departmental | 9,600,248 | 45,649,351 | 27,843,536 | 12,725,240 | (54)% |
| 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 | 7,457,274 | 7,994,963 | 7% |
| Finance (2) | 2,637,861 | 2,800,310 | 2,938,832 | 3,142,043 | 7% |
| Economic Development (2) | 1,829,014 | 2,042,554 | 1,982,010 | 2,146,301 | 8% |
| 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** | **$200,937,042** | **$199,458,520** | **(1)%** |

(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 $82.0 million received in fiscal year 2022/23. This increase will provide an additional $8.6 million to the General Fund, which is approximately an 11% 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. This is a 3% decrease from the 2022/23 final amended budget due to receipt of higher than projected revenues in the prior year. 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 1% increase 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 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 7% 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 1% decrease 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.

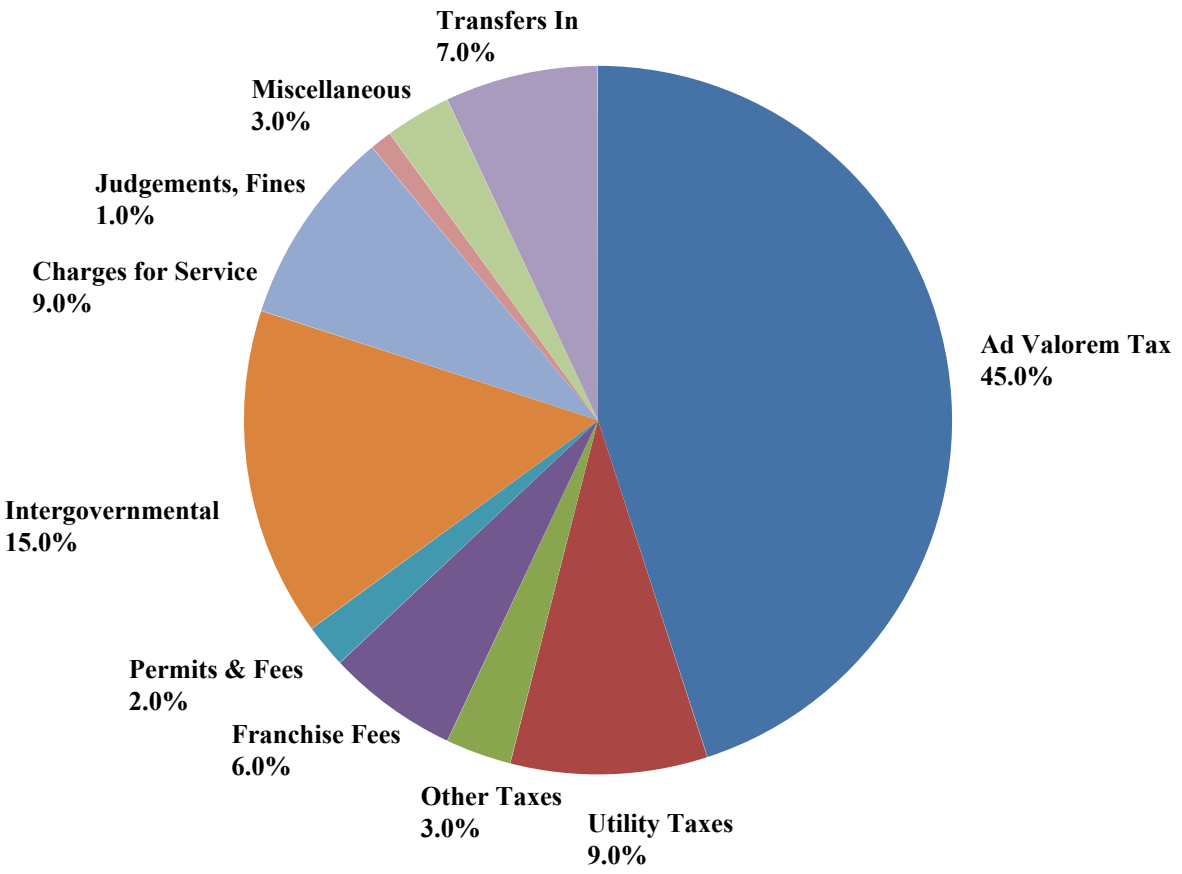
The category of revenue recognized as Charges for City Services accounts for approximately $17.4 million and represents 9% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning 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 2% decrease 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 5% 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 | Approved 2023/24 | % Change |
|---|---|---|---|---|---|
| Ad Valorem Taxes | $69,606,903 | $73,183,836 | $82,044,210 | $90,683,430 | 11% |
| Utility Taxes | 17,380,000 | 17,750,000 | 19,180,090 | 18,655,000 | (3)% |
| Local Opt, Fuel & Other Taxes | 6,080,000 | 6,155,000 | 6,230,000 | 6,300,000 | 1% |
| Franchise Fees | 10,264,770 | 11,270,000 | 11,806,100 | 11,220,000 | (5)% |
| Other Permits & Fees | 3,734,000 | 4,278,500 | 3,663,500 | 3,934,500 | 7% |
| Intergovernmental | 25,162,103 | 28,399,234 | 30,289,583 | 29,859,340 | (1)% |
| Charges for Service | 15,410,380 | 16,199,810 | 17,643,270 | 17,368,355 | (2)% |
| Judgments, Fines, & Forfeits | 1,624,000 | 1,429,000 | 1,439,000 | 1,384,000 | (4)% |
| Miscellaneous | 2,793,956 | 4,474,726 | 5,713,482 | 6,718,020 | 18% |
| Transfers In | 12,265,809 | 33,609,036 | 12,652,501 | 13,335,875 | 5% |
| Total Annual Revenue | $164,321,921 | $196,749,142 | $190,661,736 | $199,458,520 | 5% |
| Transfer (to) from surplus | (9,906,090) | 6,868,036 | 10,275,306 | — | |
| **Total Revenues** | **$154,415,831** | **$203,617,178** | **$200,937,042** | **$199,458,520** | **(1)%** |

# Utility Funds

| Fund | Amended 2020/21 | Amended 2021/22 | Amended 2022/23 | Approved 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 | Approved 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 | 19,000,395 | 22,486,780 | 18% |
| **Total** | **$13,193,163** | **$16,670,112** | **$27,816,635** | **$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 18% 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 | Approved 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**

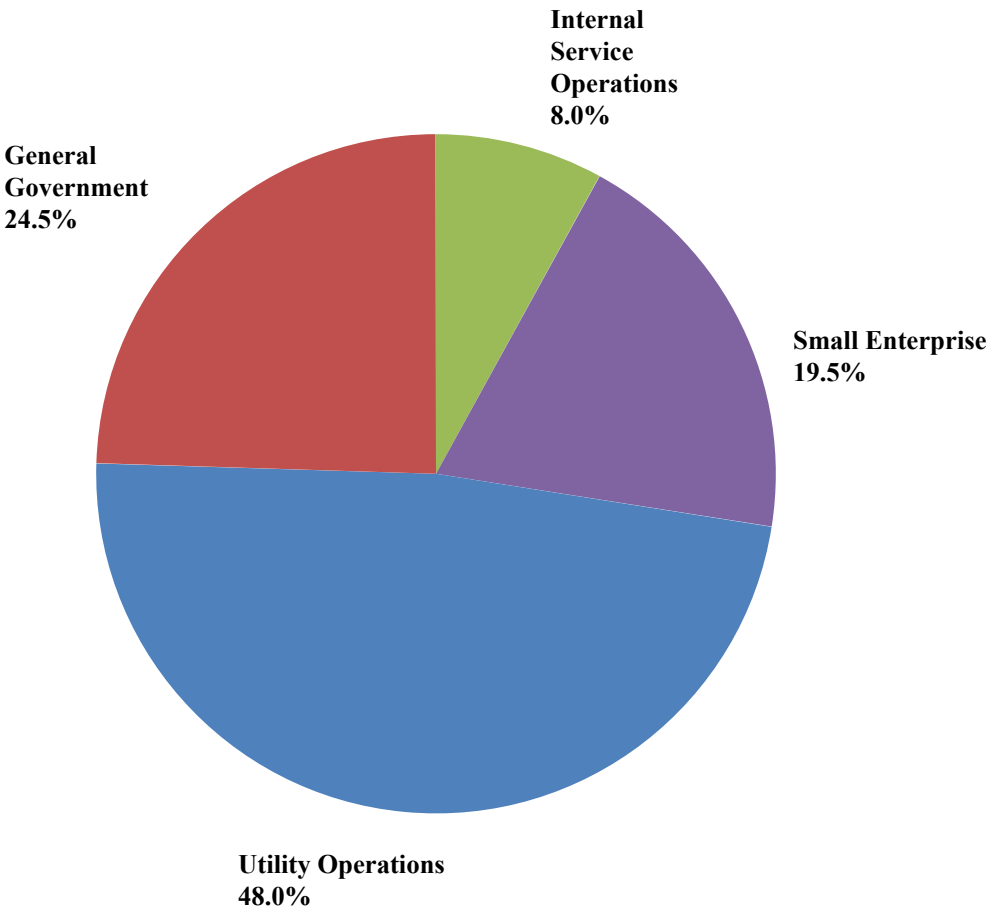
The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately $38.5 million in fiscal year 2023/24, an increase of 8% from the 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 | Approved 2023/24 | % Change |
|---|---|---|---|---|---|
| Utility Operations | 54,867,387 | 67,922,769 | 58,077,107 | 73,625,160 | 27% |
| General Government | 107,360,371 | 53,898,350 | 50,118,988 | 37,591,820 | (25%) |
| 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** | **147,849,588** | **153,385,680** | **4%** |

The capital improvement program budget for fiscal year 2023/24 is $153.4 million This represents an increase of 4% 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 25% decrease from the 2022/23 budget due to increased one-time project funding included in the final amended budget.

**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

**Approved 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 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.

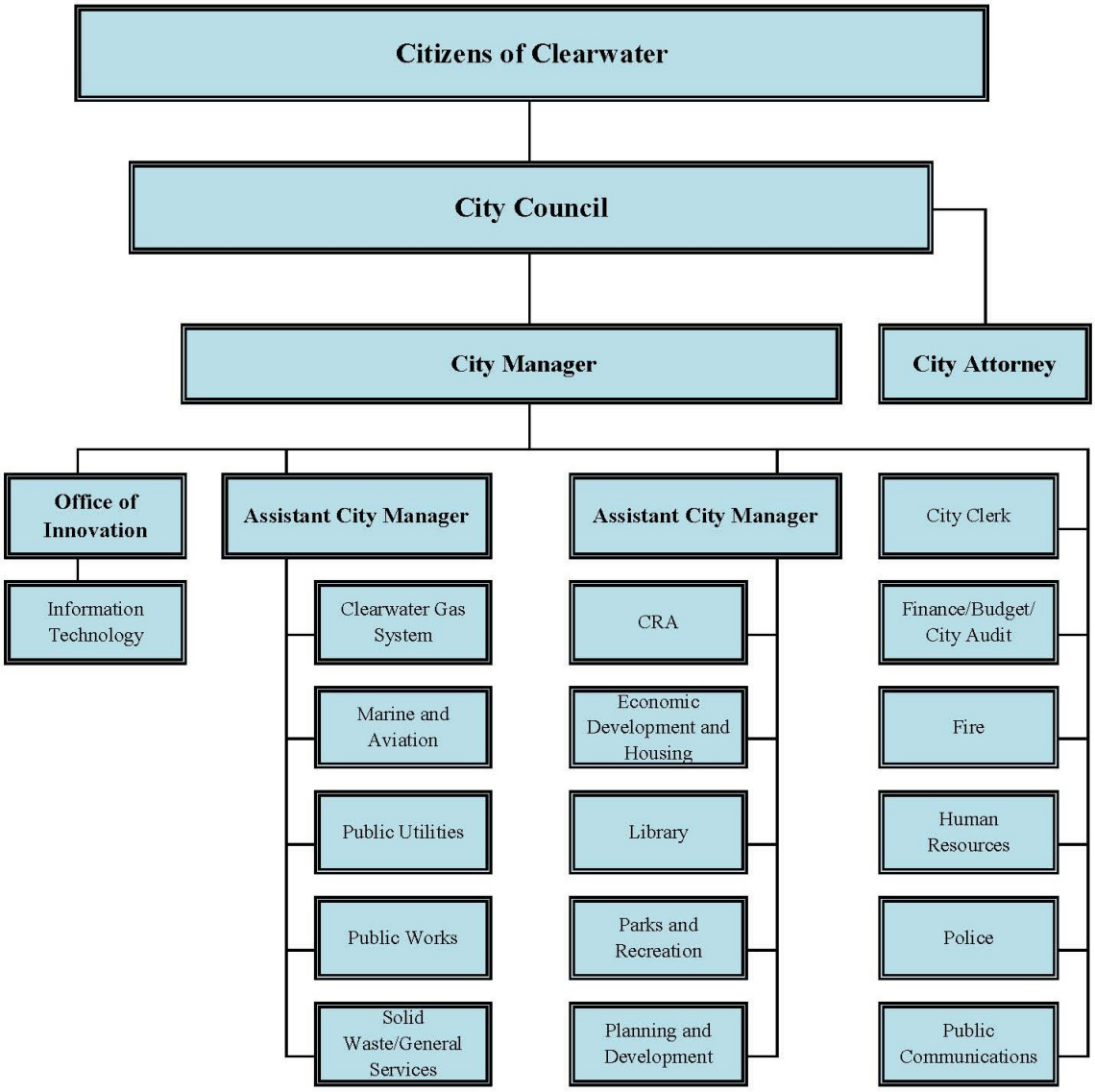
| Department | Additions and (Deletions) | Transfers Within Departments | Strategic Priority | Position Description |
|---|---|---|---|---|
| **General Fund** | | | | |
| CRA Administration | 2.0 | | Community Well-Being | In February 2023, the City approved the establishment of a new Community Redevelopment 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 CRA Manager and CRA Specialist are requested to support CRA operations of both the downtown and north greenwood. |
| Economic Development & Housing | 1.0 | | Economic & Housing Opportunity | Housing Specialist - 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. |
| Fire Department | 3.0 | | High Performing Government | Fire Medic (3) - to better provide for shift coverage in response to contractual leave accruals for time off. |
| Parks and Recreation | 0.4 | | High Performing Government | Senior Staff Assistant (0.4) - 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 |
|---|---|---|---|---|
| Parks and Recreation | (4.5) | | High Performing Government | A total of 4.5 FTEs (10 part-time positions) are eliminated due to long term vacancy. |
| Planning and Development | 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 Business Systems Analyst, Sr. Planner (Long Range) and Floodplain Administrator are requested. |
| Police | 7.0 | | High Performing Government | Police Officer (7) - 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 Parking Facility and Security Aides are being transferred to the General Fund to provide after-hour security necessary to patrol Coachman Park. |
| Public Communications | 1.0 | | Community Well-Being | Public Information Coordinator - 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** | | | | |
| Solid Waste and Recycling | | 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** | | | | |
| Airpark Fund | | (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. |
| Clearwater Harbor Marina Fund | 0.5 | 0.8 | High Performing Government | Marine Facility Operator (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. |
| Marine Fund | 0.5 | (0.2) | High Performing Government | Marine Facility Operator (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. |
| **Total Enterprise Funds** | **1.0** | **(2.0)** | | |
| **Internal Service Funds** | | | | |
| General Services Fund | 3.0 | 0.7 | High Performing Government | An Administrative Support Manager is added to provide additional administrative oversight due to department reorganization. A Licensed Electrician and Plumber 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. |
| Garage Fund | | (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 |
|---|---|---|---|---|
| Administrative Services Fund | (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** | | | | |
| Special Program Fund | (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.***


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## HISTORY

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

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

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

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

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

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

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

*Source: Myclearwater.com*

## CITY OVERVIEW

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

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

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

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

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

In January 2012, the City of Clearwater became one of fourteen cities in the United States to officially be designated a "Coast Guard City" and the only city in Florida to hold the title. To date, 29 cities have been designated by Congress as Coast Guard Cities. The designation recognizes the outstanding support the community provides to Coast Guard personnel and their families.

## Clearwater Beach

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

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

The Clearwater Beach Marina is a 198-slip facility on the intercoastal waterway of Clearwater Harbor. The Marina receives over 900 transient boaters' reservations each year, provides fuel for thousands more, and is home to about 51 commercial tenants on a long-term basis. Centrally located at the entrance to Clearwater Beach, the Marina is a hub for water sports activities, entertainment, and attractions that serve over 1.2 million visitors to Clearwater annually. Also available at the Marina are a bait house, multiple shops and restaurants, and a free fishing pier. The Marina houses the largest fishing fleet on the west coast of Florida.

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

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

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

Clearwater is the home of The Clearwater Marine Aquarium. The Aquarium is a non-profit Aquarium dedicated to public education, animal-assisted therapy, marine research, and the rescue, rehabilitation, and release of sick or injured whales, dolphins, otters and sea turtles. The aquarium is the official home of Winter the Dolphin, the star of the movie, "Dolphin Tale" and its sequel, "Dolphin Tale 2". Winter was rescued from the Florida east coast, after her tail was destroyed by a crab trap line. She was transported to the Clearwater Marine Aquarium where the expertise of a dedicated marine biologist, the ingenuity of a brilliant prosthetics doctor and staff performed a groundbreaking miracle. They developed a prosthetic tail which has allowed Winter to swim and survive. Sadly, on November 11, 2021, Winter The Dolphin passed away due to an intestinal abnormality.

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

## Downtown

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

Clearwater's waterfront downtown is one of its most attractive and unique assets, sitting atop a 30-foot bluff overlooking Clearwater Harbor. The newly renovated downtown waterfront Coachman Park opened to the public on June 28th, 2023, after being under construction for 3 years. It includes a new 4,000-seat covered amphitheater known as the Sound, a must-see destination point in the Tampa Bay area. Designed to connect the waterfront and the Downtown Clearwater community, Coach Park includes an expansive park and recreational spaces, a gateway plaza and bluff walk that connect the park to downtown, a bay walk promenade overlooking the Intracoastal Waterway, a lake area with picnic shelters, and an ocean-themed play area with an interactive pop-jet water feature. The additions to Coachman Park also include the amphitheater, which will accommodate a year-round performance schedule that promises to continue the city of Clearwater's reputation as a premier location for diverse live entertainment.

Clearwater Harbor Marina, a 126-slip public Marina located on the downtown waterfront, has created a dynamic waterfront offering a destination for visitors cruising the Florida coastline and for locals out for a day of fun. The Clearwater Harbor Marina provides over 1,000 feet of overnight "side-tie" mooring for visitors and over 600 feet of

free “side-tie” mooring for daytime visitors and special events.

The historic Capitol Theater is located on downtown Clearwater's beautiful Cleveland Street. The old Capitol Theatre, built in 1921, was renovated by the city in partnership with Ruth Eckerd Hall. Re-opening in 2013, this 747-seat theatre was transformed into a mid-size performing arts venue at which Ruth Eckerd Hall presents all genres of live entertainment, including jazz, classical artists, pop music acts, dance, and other diverse national, regional, and local acts.

## Sports & Culture

Clearwater maintains a commitment to high-quality recreation, parks, and cultural programs, earning various awards over the years. These awards confirm what many who live here have known for years: Clearwater maintains some of the best award winning sports facilities in the nation providing programs for nearly every sporting interest, skill level, and age. This includes facilities and programs for everything from soccer and lacrosse to lawn bowling and horseshoes. Because of Clearwater’s year-round temperate climate, many visitors take advantage of golfing on the nearly 40 public and semi-private courses in the area. Also, visitors can enjoy playing tennis, basketball, pickleball, and racquetball throughout numerous beautiful parks. If active recreation is not your cup of tea, you can always just take a stroll in one of Clearwater's many park sites, which have trails, picnic tables, shelters, playgrounds, and beaches. Visit Moccasin Lake Nature Park, which provides environmental experiences, and programs for all ages and includes Birds of Prey, Exhibits Shelter, playground, Garden Lodge, outdoor experiences, and nature trails.

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

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

With six regional recreation centers, a nature center, and five libraries, residents have a multitude of options for keeping their hearts, minds, and bodies healthy and happy. Each library branch focuses on the specific needs of the community it serves, providing a rich and varied experience. This includes a joint-use library on the Clearwater campus of St. Petersburg College, which is a state-of-the-art, two-story, 40,000-square-foot building serving both the residents of Clearwater and the students at St. Petersburg College.

To connect all leisure and recreation options, Clearwater has been steadily building a regional trail system that not only links points within the city, but also ties into a larger system that spans all of Pinellas County, and now across Tampa Bay to Hillsborough County. Bicyclists, joggers, walkers, and inline skaters can travel from Clearwater Beach to Tampa on dedicated off-street trails, as well as north and south from Tarpon Springs to St Petersburg.

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

Clearwater has a rich history of both professional and community-based arts programs, led by the award-winning Ruth Eckerd Hall. Ruth Eckerd, known for its 2,180-seat acoustically perfect auditorium, hosts artists from America

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

Clearwater and the surrounding Tampa Bay area have a variety of sporting competitions for spectators. This area is home to many nationally known teams, including the National Football League Tampa Bay Buccaneers (2003 and 2021 Super Bowl Champions), the National Hockey League Tampa Bay Lightning (2021, 2020, and 2004 Stanley Cup Champions, 2014 Eastern Conference Champions, 2018 and 2019 Atlantic Division titles, and winning the President's Trophy in 2019.), and the Major League Baseball Tampa Bay Rays (2008 and 2020 American League Champions).

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

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

## CLEARWATER AT A GLANCE

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

**Demographics:**

| | |
|---|---|
| Population Estimates: | |
| 2014 | 109,340 |
| 2015 | 110,679 |
| 2016 | 112,387 |
| 2017 | 113,723 |
| 2018 | 115,589 |
| 2019 | 116,585 |
| 2020 | 118,017 |
| 2021 | 117,800 |
| 2022 | 119,208 |
| 2023 (est.) | 118,764 |
| Pinellas County (2023): | 964,496 |
| Median Age (2023): | 48.0 |
| Total Housing Units: | 63.63 |
| Owner Occupied: | 50.14% |
| Renter Occupied: | 33.94% |
| Vacant: | 16% |
| Per Capita Income: | |
| 2023 | $48,941 |
| Average Household Income: | |
| 2023 | $106,951 |
| Racial Distribution (2023): | |
| White | 67.5% |
| Black | 10.3% |
| American Indian | 0.7% |
| Asian | 3.1% |
| Pacific Islander | 0.1% |
| Other Races | 7.2% |
| Multiracial | 11% |

**Climate:**

| | |
|---|---|
| Average Annual Rain Fall: (inches): | 51.3 |
| Six-month avg. high/low temperatures: | |
| January | 71/52 |
| July | 90/76 |
| Average annual days of sunshine | 240 |

**Land Use:**

| | |
|---|---|
| Incorporated Land Mass: (square miles) | 26.7 |
| Land Use: | |
| Residential | 69% |
| Commercial | 23% |
| Recreation/Open Space | 1% |
| Industrial | 6% |
| Other | 1% |

**Education:**

| | |
|---|---|
| Number of Public Schools (excluding Charters) (For School Year 2022 - 2023) | |
| Elementary | 12 |
| Middle | 3 |
| High School | 3 |
| Other | 4 |
| 2022/2023 Enrollment | 11,735 |
| Public/Private Colleges | 2 |

**Economics:**

| | |
|---|---|
| Total Employees by Industry Sector (2023): | |
| Services | 33,069 |
| Wholesale and Retail Trade | 21,352 |
| Finance, Insurance and Real Estate | 7,041 |
| Government | 4,773 |
| Manufacturing | 2,521 |
| Construction | 2,225 |
| Transportation, Communication, Utility | 2,439 |
| Agriculture, Mining, Unclassified | 657 |
| Total Employees | 73,908 |

| | |
|---|---|
| Principal Employers: (2022 Pinellas County Data) | |
| Baycare(includes all hospitals and subsidiaries | 14,300 |
| Pinellas County School Board | 14,000 |
| Publix | 7,300 |
| Raymond James Financial | 6,000 |
| Pinellas County Government | 5,700 |
| Walmart | 4,000 |
| Bay Pines VA Med Center | 3,700 |
| City of St. Petersburg | 3,500 |
| All Children's Hospital | 3,300 |
| St. Petersburg College | 2,500 |

**Economics (continued):**

| Principal Taxpayers: (2021 Pinellas County Prop Appraiser) | % of Total Assessed Value |
|---|---|
| Bellwether Prop FLA | 1.05% |
| Wyndham Vac Resort INC. | 0.97% |
| B W C W Hospitality LLC | 0.76% |
| John S Taylor Prop LLC(1) | 0.7% |
| US HWY 19N FL Partners LLC | 0.69% |
| P E P F Solaris Key LLC | 0.6% |
| Bayside Arbors XII LLC | 0.59% |
| K&P Clearwater Estate LLC | 0.57% |
| GRFP LLC | 0.53% |
| CL Clearwater LP | 0.53% |

| | |
|---|---|
| 2023 Taxable Value: | $16,846,742,592 |
| FY22/23 Property Tax Millage Rate: | 5.8850 |
| Assessed Property Value Distribution: | |
| Residential | 69.13% |
| Commercial | 16.15% |
| Govt & Institutional | 7.91% |
| Other | 6.81% |

| | |
|---|---|
| FY2023/24 Adopted Budget (expenditure): | |
| Operating Funds: | $535,566,080 |
| Special Revenue Funds: | $35,232,546 |
| Capital Improvement: | $153,385,680 |

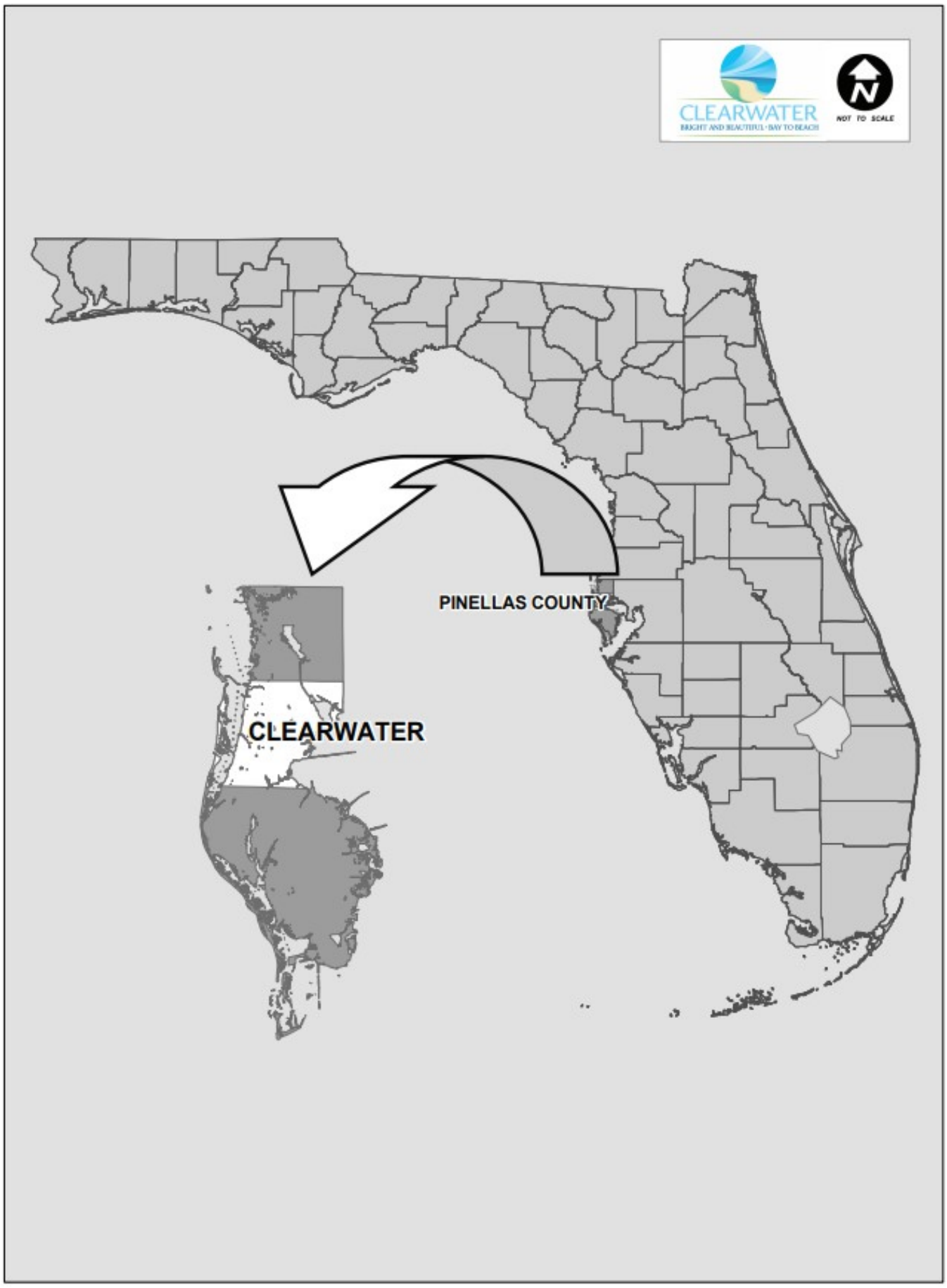
## SERVICE STATISTICS

| Public Safety | |
|---|---|
| Police | |
| Sworn Officers | 255 |
| Police Stations | 6 |
| Fire | |
| Certified Firefighters | 200 |
| Fire Stations | 8 |

| Culture & Recreation | |
|---|---|
| Number of Parks/Facilities | 109 |
| Parks Acreage | 1,771 |
| Recreational Paths (miles) | 19 |
| Tennis Courts | 41 |
| Baseball/Softball Fields | 34 |
| Playgrounds | 27 |
| Basketball Courts | 23 |
| Soccer/Football Fields | 18 |
| Recreation Centers | 8 |
| Swimming Pools | 6 |
| Dog Parks | 2 |
| Golf Courses | 3 |
| Performing Arts Venues | 3 |
| Nature Center | 1 |
| Pickleball Courts | 5 |
| Libraries | 5 |
| Volumes in collection (thousands) | 419,797 |
| Marine - Boat Slips | 335 |
| Aviation - Airpark Spaces | 174 |
| Parking Spaces: (metered and non-metered spaces) | |
| Downtown | 1,832 |
| Clearwater Beach | 1,631 |

| Utilities | |
|---|---|
| Water and Sewer Utility | |
| Water Wells | 44 |
| Water Treatment Plants | 3 |
| Water Storage Tanks | 6 |
| Water Mains (miles) | 597 |
| Water Service Accounts* | 38,350 |
| Water Demand (million gallon/day-MGD) | 11.40 |
| Sanitary Sewer Mains (miles) | 408 |
| Sewer Service Connections* | 34,716 |
| Lift Stations | 78 |
| Water Reclamation Facilities | 3 |
| Wastewater Treatment Capacity (MGD) | 28.5 |
| Reclaimed Water Mains (miles) | 142 |
| Reclaimed Water Storage Tanks | 3 |
| Reclaimed Water Pump Stations | 6 |
| Reclaimed Service Accounts* | 7,894 |
| Certified Lab Tests** | 29,961 |
| **(National Environmental Laboratory Accreditation Program Certified) | |
| Stormwater Utility | |
| Stormwater Mains (miles) | 157 |
| Stormwater Under-drains (miles) | 117 |
| Equivalent Residential Units* | 105,589 |
| Gas Utility | |
| Gas Mains (miles)* | 1075 |
| Gas Service Accounts* | 30,130 |
| Natural Gas Vehicle Fueling Station | 1 |
| Solid Waste Utility | |
| Solid Waste Service Accounts* | 30,523 |
| Recycling Utility | |
| Recycling Service Accounts* | 29,277 |
| *FY23 Average through June 2023 | |

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


CLEARWATER
BRIGHT AND BEAUTIFUL · BAY TO BEACH!
N
NOT TO SCALE
PINELLAS COUNTY
CLEARWATER


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

# CITY OF CLEARWATER
## STRATEGIC PLAN

## VISION
A community that thrives from Bay to Beach.

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

### HIGH PERFORMING GOVERNMENT

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

**OBJECTIVES**

1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.

1.2 Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts.

1.3 Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service.

1.4 Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services.

1.5 Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers.

### ECONOMIC & HOUSING OPPORTUNITY

**Foster a Prosperous and Enduring Economy That Promotes Opportunity for All**

**OBJECTIVES**

2.1 Strengthen public-private initiatives that attract, develop, and retain diversified business sectors.

2.2 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth.

2.3 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.

2.4 Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater.

2.5 Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities.

### COMMUNITY WELL-BEING

**Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive**

**OBJECTIVES**

3.1 Support neighborhood identity through services and programs that empower community pride and belonging.

3.2 Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization.

3.3 Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.

3.4 Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities.

### ENVIRONMENTAL STEWARDSHIP

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

**OBJECTIVES**

4.1 Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise.

4.2 Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations.

4.3 Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint.

4.4 Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions.

### SUPERIOR PUBLIC SERVICE

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

**OBJECTIVES**

5.1 Attract and retain top-quality personnel through the maintenance of a competitive compensation program.

5.2 Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning.

5.3 Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes.

5.4 Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

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

## Adopted Strategic Plan

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

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

- Clearwater 2045 Comprehensive Plan **(In Progress)**
- North Greenwood Community Redevelopment Area Plan **(In Progress)**
- Public Utilities Master Plans **(Ongoing)**
- Parks and Recreation Master Plan Update **(In Progress)**
- Library Strategic Plan **(Scheduled for 2023)**
- Stevenson Creek Watershed Stormwater Master Plan (2001)
- Alligator Creek Watershed Stormwater Master Plan (2015)
- Allen Creek Watershed Stormwater Master Plan (2017)
- East Gateway Five-Year Vision Plan (2012)
- North Marina Master Plan (2016)
- Comprehensive Boating Plan (2016)
- Imagine Clearwater Master Plan (2017)
- Downtown Clearwater Redevelopment Plan (2018)
- Clearwater Gas System Strategic Plan (2019)
- Clearwater Greenprint 2.0 (2021)
- Cultural Arts Strategic Plan (2021)
- Comprehensive Emergency Management Plan Update (2021)
- Post-Disaster Recovery Plan/COOP (2022)
- US 19 Corridor Redevelopment Plan (2012, amended 2022)

## Community Involvement

As part of the City of Clearwater's continuing commitment to public engagement, the city conducted a representative citizen surveying project between June 2021 and September 2021, to compare municipal performance and community satisfaction of city services with similar communities around the country. In February 2022, the City Council adopted the results of the 2021 National Community Survey, which focused on examining key issues most important to residents through 10 facets of community livability. The National Community Survey has been utilized as a valuable benchmark tool for prior years, including in 2019, 2017, 2014, and 2008.

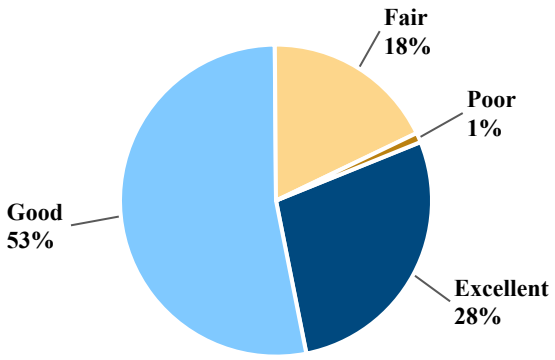
The methodology employed for the National Community Survey includes a sample size of 5,000 randomly selected households, based on 531 responses (0.95 CI, MOE ±6%). Participants were polled on 10 facets of community livability, including:

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

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

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

**2021 National Community Survey**
**Overall Quality of Life in Clearwater**




| 2021 NCS Local Service Area Performance | | | | |
|---|---|---|---|---|
| Functional Area of Community Livability | 2017 | 2019 | 2021 | Benchmark |
| Overall economic health | 64 % | 61 % | 64 % | Similar |
| Overall quality of the transportation system | — | — | 48 % | Similar |
| Overall design or layout of residential and commercial areas | 50 % | 50 % | 58 % | Similar |
| Overall quality of the utility infrastructure | — | — | 65 % | Similar |
| Overall feeling of safety | 71 % | 74 % | 69 % | Similar |
| Overall quality of natural environment | 70 % | 72 % | 71 % | Similar |
| Overall quality of parks and recreation opportunities | — | — | 80 % | Similar |
| Overall health and wellness opportunities | 70 % | 70 % | 75 % | Similar |
| Overall opportunities for education, culture, and the arts | 60 % | 59 % | 58 % | Similar |
| Residents' connection and engagement with their community | — | — | 42 % | Similar |

## Strategic Performance Management Overview

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

## Key Performance Indicators

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

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

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

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

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

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

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **City Clerk** | **Act as Custodian of City Public Records**<br>**Strategic Objective:** 1.3 | **# of Public Records Requests Completed**<br>City Clerk | Output | 965 | 925 | 1,381 | → NP |
| | **Facilitate Timely Noticing and Recordation of Board Meetings**<br>**Strategic Objective:** 1.3 | **# of Public Meetings Held**<br>City Clerk | Output | 167 | 164 | 184 | → NP |
| | **Identify Supplemental Sources of Funding**<br>**Strategic Objective:** 1.3, 2.1, 2.4, 2.5 | **$ of Grant Funding Awarded to City (Number of Grants)**<br>City Clerk | Output | $278,533 (8 Grants) | $413,009* (6 Grants) | $3,326,069 (6 Grants) | ↑ P |
| **Economic Development & Housing** | **Support Marketing of Tourism and Clearwater as a Premier Destination**<br>**Strategic Objective:** 2.3 | **% Average Daily Hotel Room Occupancy Rate**<br>Economic Development | Outcome | - | 71.8% | 71.9 % | ○ NM |
| | **Support Attraction, Retention, Expansion, and Improvement of New and Existing Businesses**<br>**Strategic Objective:** 2.1, 2.2, 2.5 | **Commercial and Industrial (% of Tax Base)**<br>Economic Development | Outcome | 18.7 % | 17.4 % | 16.3 % | ↓ N |
| | | **Median Household Income Ratio (Clearwater/Tampa-St. Petersburg - Clearwater MSA)**<br>Economic Development | Outcome | - | - | 0.81:1 | ○ NM |
| | | **Employee/Residential Population Ratio**<br>Economic Development | Outcome | - | - | 0.62:1 | ○ NM |
| | | **Total Vacancy Rate - Office Space**<br>Economic Development | Outcome | - | - | 7.95 % | ○ NM |
| | | **Total Vacancy Rate - Retail Space**<br>Economic Development | Outcome | - | - | 9.38 % | ○ NM |
| | | **Total Vacancy Rate - Industrial**<br>Economic Development | Outcome | - | - | 3.46 % | ○ NM |
| | | **# of Direct Business & Stakeholder Engagements**<br>Economic Development | Output | - | - | 7,824 | ○ NM |
| | | **# Businesses Receiving Direct Technical Support Services**<br>Economic Development | Output | - | 18 | 15 | ○ NM |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Economic Development & Housing** | **Preserve and Provide Access to Quality Affordable & Workforce Housing**<br>**Strategic Objective:** 2.4, 3.2 | **# of Down Payment Assistance Loans/Grants**<br>Housing | Output | 4 | 8 | 16**† | ↑ P |
| | | **# of Housing Units Rehabilitated**<br>Housing | Output | 2 | 16 | 109**† | ↑ P |
| | | **# of Loans for Acquisition/New Construction of Housing Units**<br>Housing | Output | 2 | 7 | 13**† | ↑ P |
| | **Support Services and Facilities that Promote Household Stability, and Reduce Incidences and Duration of Homelessness**<br>**Strategic Objective:** 1.3, 2.4, 3.1 | **$ Awarded to Grantees Providing Public Facilities & Services**<br>Housing | Output | $1,071,191** | $1,303,388** | $926,115**† | → NP |
| **Department Notes:** **KPI data for number of down payment assistance loans/grants, number of housing unit rehabilitated, number of loans for acquisition/new construction of housing units, and amount awarded to grantees providing public facilities & services includes program offerings by CDBG, HOME, SHIP, PCHTF, General Fund, and/or one-time and limited-duration funding sources including ARPA-LFRF, CDBG-CV, and/or HOME-ARP. †KPI Data for FY2022/2023 is estimated and subject to closeout analysis and other factors. | | | | | | | |
| **Finance** | **Financial Stewardship of Public Resources**<br>**Strategic Objective:** 1.3 | **$ Total Annual Cost of Citywide Claims Paid**<br>Risk Management | Output | $1,239,813 | $1,652,186* | $1,412,693 | → NP |
| | | **$ Total Invoices Paid (Measured in Thousands)**<br>Accounting | Output | $277,407* | $398,337* | $420,235 | ↑ P |
| | | **# of Invoices Paid Citywide**<br>Accounting | Output | 48,112* | 48,633* | 49,313 | ↑ P |
| | | **# of Issued Solicitations**<br>Procurement | Output | 51 | 46* | 51 | → NP |
| **Department Notes:** KPI data reported for total annual cost of citywide claims paid reflects claims of worker's compensation, property, city vehicle, general liability, and automotive liability. KPI data reported for number of competitive solicitations reflect issued invitation to bid (ITB), request for proposal (RFP), request for qualification (RFQ), RFP/RFQ, and intent to sole source (ISS). | | | | | | | |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Fire & Rescue** | **Mitigate Hazards to Community Health and Safety, Preservation of Life & Property**<br>**Strategic Objective:** 1.4 | **Average EMS Call Response Time**<br>Emergency Medical Services | Efficiency | 5:14 | 5:05 | 4:55 | ↑ P |
| | | **Average Fire Call Response Time**<br>Fire Operations | Efficiency | 4:51 | 4:59 | 5:01 | ↓ N |
| | | **# Total EMS Emergency Calls**<br>Emergency Medical Services | Output | 27,749 | 27,029 | 25,469 | ↓ N |
| | | **# Total Fire Emergency Calls**<br>Fire Operations | Output | 3,761 | 3,975 | 3,987 | ↑ P |
| | | **% Completed Annual High-Hazard License Inspections**<br>Fire Prevention Services | Outcome | 100% | 100% | 100% | ↑ P |
| | | **% Completed Non-Hazardous Inspections Within 2.5 Years**<br>Fire Prevention Services | Outcome | 70% | 80% | 100% | ↑ P |
| | | **# Total Lifeguard Actions**<br>Clearwater Beach Patrol | Output | 75,013 | 71,890 | 73,748 | → NP |
| **Gas System** | **Supply Cost Effective and Reliable Gas Energy**<br>**Strategic Objective:** 1.2, 1.3 | **Total Miles of Pinellas Gas Mains**<br>Gas Distribution Operations | Output | 789.65 | 800.92 | 808.07 | ↑ P |
| | | **Total Miles of Pasco Gas Mains**<br>Gas Distribution Operations | Output | 262.04 | 273.37 | 279.21 | ↑ P |
| | | **Liquid Propane Sales by Gallons**<br>Gas Distribution Operations | Output | 404,596 | 407,807 | 401,363 | → NP |
| | | **Natural Gas Sales by Therms**<br>Gas Distribution Operations | Output | 24,619,933 | 24,559,845 | 25,747,790 | → NP |
| | | **NGV Station Sales by GGE**<br>Gas Distribution Operations | Output | 493,493 | 431,419 | 503,530 | → NP |
| | **Develop System Load & Marketability**<br>**Strategic Objective:** 1.3 | **$ Total Annual Retail Sales**<br>Gas Sales & Marketing | Output | $3,367,238 | $3,578,703 | $3,428,797 | → NP |
| | | **# of Natural Gas Customers**<br>Gas Sales & Marketing | Output | 25,392 | 27,024 | 30,984 | ↑ P |
| | | **# of Liquid Propane Customers**<br>Gas Sales & Marketing | Output | 1,982 | 2,014 | 2,043 | ↑ P |
| | | **# of NGV Station Customers**<br>Gas Sales & Marketing | Output | 186 | 190 | 202 | ↑ P |
| **Department Notes:** KPI data reported for total annual retail sales by CGS reflects appliance sales, installation sales, and service & repair sales. | | | | | | | |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Human Resources** | **Attract, Recruit, Retain, and Develop a High-Performing Workforce**<br>**Strategic Objective:** 5.1, 5.2 | **Average Employee Length of Service (Years Worked)**<br>HR Talent Acquisition & Development | Output | 10.88 | 10.83 | 9.4 | ↓ N |
| | | **% of New Hires Employed Six Months from Hire**<br>HR Talent Acquisition & Development | Outcome | 80.72% | 81.30% | 82.67% | ↑ P |
| | | **% Full-Time Staff Turnover**<br>HR Talent Acquisition & Development | Output | 12.21%* | 15.35%* | 15.72% | ↓ N |
| **Information Technology** | **Maintain System Support and Digital Infrastructure**<br>**Strategic Objective:** 1.2, 1.3, 1.5 | **Total Bandwidth Available (Measured by Data Capacity)**<br>Network Architecture | Output | 1600MB | 2600MB | 3600MB | ↑ P |
| | | **Daily Average Peak Bandwidth (Measured by Data Utilization)**<br>Network Architecture | Output | 830MB | 750MB | 860MB | → NP |
| | | **Daily Average Bandwidth Used (Measured by Data Transmitted)**<br>Network Architecture | Output | 2.6TB | 10TB | 3.6TB | → NP |
| | **Create Progressive and Responsive Technology Solutions for Customers**<br>**Strategic Objective:** 1.3, 1.5 | **# of Helpdesk Tickets Resolved**<br>Network Operations | Output | 15,987 | 15,712 | 17,169 | → NP |
| | | **Average Helpdesk Ticket Time to Completion (Measured in Hours)**<br>Network Operations/Solutions & Programming | Efficiency | 6.2 | 6.0 | 6.3 | → NP |
| | **Provide Secure Public Communications**<br>**Strategic Objective:** 1.2 | **# of Emails Scanned**<br>Network Architecture | Output | 13,000,000 | 8,000,000 | 12,800,000 | → NP |
| | | **# of Emails Blocked**<br>Network Architecture | Output | 2,400,000 | 1,900,000 | 3,000,000 | → NP |
| | | **# of Emails Identified Malicious**<br>Network Architecture | Output | 2,000,000 | 1,300,000 | 2,100,000 | → NP |
| **Library** | **Provide Lasting Learning Opportunities through Information Programs & Technology**<br>**Strategic Objective:** 1.3 | **# of Hours Worked by Volunteers**<br>Public Library Services | Output | 3,844 | 4,303 | 3,261 | → NP |
| | | **# of Registered Users to Pinellas Public Library Cooperative**<br>Public Library Services | Output | 79,317* | 65,934 | 62,718 | ↓ N |
| | | **# of Library Materials Circulated**<br>Public Library Services | Output | 559,925* | 516,631 | 655,910 | → NP |
| | | **# of Library Computer Sessions**<br>Public Library Services | Output | 45,685 | 59,973 | 58,490 | → NP |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Marine & Aviation** | **Provide Quality Service for Tenants & Customers**<br>**Strategic Objective:** 1.3 | **% of Dock Slips Occupied (Clearwater Beach Marina)**<br>Marina Operations | Output | 88% | 92% | 81% | → NP |
| | | **% of Dock Slips Occupied (Clearwater Harbor Marina)**<br>Marina Operations | Output | 93% | 90% | 90% | → NP |
| | | **Total Gasoline Fuel Sales (Measured in Gallons)**<br>Marina Operations | Output | 480,187 | 468,875* | 475,291 | → NP |
| | | **Total Diesel Fuel Sales (Measured in Gallons)**<br>Marina Operations | Output | 501,711 | 505,740* | 436,550 | → NP |
| **Planning & Development** | **Streamline Development Review Processes**<br>**Strategic Objective:** 1.5 | **# of Total Building Permits Issued**<br>Development Services | Output | 11,371 | 11,692 | 11,159 | → NP |
| | | **% of Permits Issued Online**<br>Development Services | Output | 81% | 85% | 91% | ↑ P |
| | **Strengthen City Profile as a Livable Community**<br>**Strategic Objective:** 1.3 | **$ Total Permit Revenue**<br>Development Services | Output | $3,867,990 | $4,359,739 | $4,117,900 | → NP |
| | | **$ Total Value of New Construction**<br>Construction Services | Output | $397,587,234 | $489,351,153 | $453,927,009 | → NP |
| | **Preserve Community Development Standards**<br>**Strategic Objective:** 3.2 | **# of Total Building Inspections**<br>Construction Services | Output | 30,814 | 32,498 | 30,107 | → NP |
| | | **# of Total Code Cases Initiated**<br>Code Compliance | Output | 5,183 | 3,828 | 4,018 | → NP |
| **Department Notes:** KPI data reported for number of issued building permits reflects repair, roofing, new construction, signage, pool and other permits. KPI data reported for number of building inspections reflects building, electrical, plumbing, gas, mechanical, and other inspections. KPI data reported for number of initiated code cases reflects CDC cases, public nuisance cases, business code cases, and water violation cases. | | | | | | | |
| **Parks & Recreation** | **Provide Diverse Cultural & Recreational Activities**<br>**Strategic Objective:** 1.3 | **# of Recreation Facility Visitors**<br>Recreation Programming | Output | 307,880 | 478,881* | 508,677 | ↑ P |
| | | **# of Registered Recreation Passholders**<br>Recreation Programming | Output | 11,960 | 11,154 | 14,086 | → NP |
| | **Offer Dynamic Events**<br>**Strategic Objective:** 2.3 | **# of Citywide Special Events**<br>Special Events | Output | 79 | 111 | 118 | ↑ P |
| | **Improve Safe Pedestrian Access & Transportation**<br>**Strategic Objective:** 1.2 | **# of Sidewalks Repaired/Replaced (Measured in Sq. Ft)**<br>Parks Beautification & Maintenance | Output | 18,568 | 20,843 | - | → NP |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Police** | **Provide Effective Public Safety through Tactful and Proactive Policing**<br>**Strategic Objective:** 1.4 | **% Clearance Rate of Violent Crimes**<br>Criminal Investigations | Outcome | 54.8% | 52.2%* | 61.7%† | → NP |
| | | **% Clearance Rate of Property Crimes**<br>Criminal Investigations | Outcome | 23.1% | 19.5%* | 19.9%† | → NP |
| | | **Average Police Response Time (Measured in Minutes)**<br>Patrol | Efficiency | 6:20 | 6:30 | 6:47 | ↓ N |
| | **Optimize Performance and Officer Resources**<br>**Strategic Objective:** 5.2 | **Average Officer Training Hours**<br>Support Services | Output | 110.47 | 177.7 | 132.42 | → NP |
| **Department Notes:** †KPI data reported for clearance rate of violent crimes and clearance rate of property crimes reflects 10 months of data through July, 2022 (FY2022/23). | | | | | | | |
| **Public Communications** | **Promote High-Quality Public Engagement through Timely, Creative, and Engaging Content**<br>**Strategic Objective:** 3.3 | **# of Website Visitors**<br>Public Communications | Output | 1,875,880 | 2,090,405 | 2,199,473 | ↑ P |
| | | **# of City Webpages Viewed**<br>Public Communications | Output | 2,204,103 | 2,497,196 | 2,633,870 | ↑ P |
| | | **# of Social Media Followers Across All Platforms/Pages**<br>Public Communications | Output | 193,342 | 215,613 | 278,467 | ↑ P |
| | | **# of Gov Delivery E-Newsletters Sent**<br>Public Communications | Output | - | - | 582 | ○ NM |
| | | **# of Gov Delivery E-Newsletter Subscribers**<br>Public Communications | Output | - | - | 62,828 | ○ NM |
| | **Empower Citizen Communications**<br>**Strategic Objective:** 3.3 | **# of Clearwater Connect Inquiries**<br>Public Communications | Output | 4,366 | 3,949 | 4,231 | → NP |
| **Department Notes:** KPI data reported for number of social media followers across all platforms/pages includes the city of Clearwater's Facebook, Instagram, Twitter, and Nextdoor accounts for departments including citywide, Police, Fire, and Parks & Recreation. | | | | | | | |
| **Public Utilities** | **Supply Reliable Water Production, Treatment, and Maintain Essential Infrastructure**<br>**Strategic Objective:** 1.2, 1.3 | **Daily Water Consumption (Average, Measured in GPCD)**<br>Water Production & Distribution | Output | 72 | 78 | 76 | → NP |
| | | **% of Potable Water Produced**<br>Water Production & Distribution | Output | 58% | 56% | 57% | → NP |
| | | **% of Potable Water Purchased**<br>Water Production & Distribution | Output | 42% | 44% | 43% | → NP |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Public Works** | **Maintain Public Right-of-Ways and Infrastructure**<br>**Strategic Objective:** 1.2, 1.3, 4.4 | **# Miles of City Streets Swept**<br>Stormwater Maintenance | Output | 35,194 | 35,444 | 31,811 | → NP |
| | | **# Storm Drain Structures Inspected & Maintained**<br>Stormwater Maintenance | Output | 4,801 | 4,883 | 4,291 | → NP |
| | | **# Miles of Storm Pipes Inspected & Maintained**<br>Stormwater Maintenance | Output | 19.4 | 19.4 | 10.1 | ↓ N |
| | | **# of Sidewalks Repaired/Replaced (Measured in Linear Feet)**<br>Stormwater Engineering | Output | - | 28,948 | 17,009 | ↓ N |
| | | **# Miles of City Streets Repaved**<br>Stormwater Engineering | Output | 11.4 | 8.9 | 10.8 | → NP |
| **Department Notes:** KPI data reported as number of sidewalks repaired/replaced reflects projects by contractors. Effective FY2022/23, the Public Works Department will track all KPI data related to sidewalk repair or replacement as part of citywide reorganization efforts. | | | | | | | |
| **Solid Waste & General Services** | **Deliver Consistent and Efficient Solid Waste & Recycling Services**<br>**Strategic Objective:** 1.2, 1.3, 4.2 | **Total Refuse Collected (Measured in Tons)**<br>Solid Waste Operations | Output | 124,172 | 122,566 | 115,977 | ↓ N |
| | | **Total Single Stream Recycling Collected (Measured in Tons)**<br>Solid Waste Operations | Output | 7,635* | 7,340* | 7,726 | → NP |
| | | **Total Electronic Recycling Collected (Measured in Tons)**<br>Solid Waste Operations | Output | 15 | 21 | - | → NP |
| | | **Total Cardboard Collected (Measured in Tons)**<br>Solid Waste Operations | Output | 2,411* | 2,424* | 2,081 | → NP |
| | | **# of Missed Collection Callbacks**<br>Solid Waste Operations | Output | 704 | 687 | 301 | ↑ P |
| | | **% of Residential Service Orders Resolved in 3 Days or Less**<br>Solid Waste Operations | Outcome | 90% | 90% | 92.5% | ↑ P |
| | **Effectively Manage Maintenance Projects**<br>**Strategic Objective:** 1.3, 1.5 | **# Total Maintenance Work Orders**<br>Building & Maintenance | Output | 5,379 | 5,502 | 5,774 | ↑ P |
| | | **Average Work Order Time to Completion (Measured in Hours)**<br>Building & Maintenance | Efficiency | 4.95 | 5.48 | 4.79 | → NP |
| **Department Notes:** *KPI data previously reported for single stream recycling collected updated to reflect content processed by third-party vendors and Waste-to-Energy facility. Effective FY 2022/23, KPI data reported for electronic recycling collected removed, per discontinuation of service by the city of Clearwater. | | | | | | | |

| Department | Departmental Objective | Key Performance Indicator | Measure Category | Fiscal Year | | | 3 Year Trend |
|---|---|---|---|---|---|---|---|
| | | | | FY2020/21 | FY2021/22 | FY2022/23 | |
| **Utility Customer Service** | **Provide Courteous and Direct Customer Service**<br>**Strategic Objective:** 1.3 | **# of Customer Calls Received**<br>Customer Care | Output | 116,525 | 98,557 | 95,747 | ↓ N |
| | | **% of Customer Calls Answered Within Target Time (<60 Seconds)**<br>Customer Care | Outcome | 61% | 44% | 25.34% | ↓ N |
| | | **Average Customer Call Time To Answer (Measured in Seconds)**<br>Customer Care | Efficiency | - | - | 68 | ○ NM |
| | **Accurately Manage Utility Account Billing Relations and Exposure**<br>**Strategic Objective:** 1.3 | **# of Utility Accounts Billed**<br>Billing & Collections | Output | 700,063 | 724,926 | 738,658 | ↑ P |
| | | **% of Utility Accounts Billed within 3 Days of Schedule**<br>Billing & Collections | Outcome | 99.52% | 99.50% | 99.62% | → NP |
| | | **$ Total Utility Billing Revenue**<br>Billing & Collections | Output | $188,020,650 | $200,355,992 | $206,609,138 | ↑ P |
| | | **# of Courtesy Customer Termination Notifications**<br>Billing & Collections | Output | 25,118 | 28,295 | 20,906 | → NP |
| | | **% of Utility Account Termination Resolution (post-Notification)**<br>Billing & Collections | Outcome | 80% | 80% | 77% | ↓ N |
| | | **% of Utility Accounts Delinquent**<br>Billing & Collections | Output | 2.76% | 1.56% | 2.03% | → NP |
| | **Prompt Measurement of Utility Account Usage**<br>**Strategic Objective:** 1.3 | **# of Utility Meters Read**<br>Meter Reading | Output | 915,301 | 938,297 | 958,047 | ↑ P |
| | | **% of Meters Read Accurately**<br>Meter Reading | Outcome | 99.93% | 99.96% | 99.97% | ↑ P |


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

**2-1** **Accounting Procedures.** It is a policy of the City Council to establish and maintain a standard of accounting practices on a basis consistent with Generally Accepted Accounting Procedures (GAAP), and the Governmental Accounting Standards Board (GASB), and the standard practices of the Government Finance Officers Association of the United States and Canada (GFOA).

The City will also comply with the rules of the Auditor General and the Uniform Accounting System as required by the State of Florida.

**2-2** **Auditor Selection Committee.** It is a policy of the City Council to have an Auditor Selection Committee for the selection of a Certified Public Accounting firm for the annual financial audit, in compliance with Section 218.391, Florida Statutes. The Auditor Selection Committee will be appointed by the City Council and shall be comprised of one council member, who shall act as chair and at least two members to be chosen by City Council, who are not officers or employees of the City. The Auditor Selection Committee may include the City Auditor and the City Finance Director to serve in non-voting advisory capacity only in accordance with the requirements of Section 218.391, Florida Statutes. The Auditor Selection Committee will be responsible to assist City Council in selecting an external auditor to conduct the annual financial audit and serve other audit oversight purposes in accordance with the requirements of Section 218.391, Florida Statutes. The Auditor Selection Committee may also manage the audit process as appropriate.

**2-3** **Balanced Budget**. It is a policy of the City Council to adopt a balanced budget for all funds. The City will avoid budget and accounting practices that balance the budget at the expense of future budgets. The City will also avoid budgeting any unrealized investment gains due to the City's practice of holding investments until maturity

**2-4** **Budget Review Process.** It is a policy of the City Council to be provided with a quarterly budget report and an annual operating budget comparing actual versus budgeted revenue and expense activity.

**2-5** **Budgetary Position Control.** It is a policy of the City Council that the total number of permanent full-time and part-time positions (full-time equivalents) approved in the annual operating budget may not be exceeded without prior approval of the City Council.

**2-6** **CRA Contribution to General Fund.** It is the City's policy that services provided for administrative support to the Community Redevelopment Agency (CRA) by City employees shall be reimbursed to the General Fund. Such reimbursement shall be approximate actual costs incurred by the department, together with any associated costs.

**2-7** **Capital Improvement Budget and Capital Improvement Plan.** It is a policy of the City Council to adopt a six-year Capital Improvement Plan and Budget which summarizes the project scope, estimated cost estimates by project, method of financing, and anticipated operating costs of each project.

**2-8** **Central Insurance Reserve Policy.** It is a policy of the City Council to maintain a Central Insurance Fund reserve to guard against unforeseen or uninsured costs or increases in property, workers' compensation, health or liability insurance. The target minimum balance for this reserve is equal to 75% of the actuarially calculated self-insurance reserve liability. If reserves are drawn down below the above target minimum balance, the City will develop a plan to replenish the reserves, generally within five (5) years.

**2-9** **Clearwater Gas System Supply Hedging Policy:** It is a policy of the City Council to limit the financial risk to Clearwater Gas System (CGS) of natural gas purchases by Hedging a portion of its gas supply needs with the intention of reducing price volatility for the residential, commercial, and industrial customers of CGS. Hedging amounts for a specified period of time will NOT exceed the expected average natural gas energy usage over that time period.

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

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

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

In above policy, these terms are defined as:
2-1 City Representative" means a representative of the City of Clearwater, Florida, who can authorize a Directive with respect to Financial Products, which term shall include, without limitation, any person designated as a "member representative" or "project participant representative" under an agreement between FGU and the City of Clearwater, Florida.
2-2 "Directive" means an instrument, in writing, executed and delivered by a City Representative that gives directions to FGU, or otherwise authorizes actions by FGU, with respect to Financial Products and the related Financial Instruments.
2-3 "Financial Instruments" means one or more agreements entered into with respect to Financial Products by and among the parties thereto, which may include FGU, CGS, or both, or any other third party or counterparty thereto, and such term shall expressly include, without limitation, any assignment or termination agreement related to Financial Products by FGU, CGS, or both.
2-4 "Financial Products" means swaps, options, caps, collars, floors, forwards, futures contracts, and any other Hedging transactions, and any combination of the foregoing, whether executed "over-the-counter" pursuant to private agreement of "exchange-traded" on one or more regulated contract markets.
2-5 "Hedge" means to minimize or protect against loss by counterbalancing one transaction against another or otherwise mitigating economic risk. The term "Hedging" shall be construed accordingly.
2-6 "Speculation" means using Financial Products in a manner not reasonably expected to reduce the risk associated with CGS business activities.

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

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

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

C. The useful life of the asset or project generally must exceed the payout schedule of any debt the City assumes.
D. The City will analyze funding alternatives to minimize the cost impact of debt structures on the taxpayers or ratepayers.
E. The outstanding debt will be reexamined periodically to determine whether an economical advantage exits for refinancing the outstanding debt given changes in the interest rate and bond market. As a general rule, the present value savings of a particular refunding should exceed 5% while maintaining a similar maturity schedule to the original debt.

2. Type and Structure of Debt:
   A. Any legally allowable debt may be used for financing capital improvements; this includes, but is not limited to, short-term and long-term debt, general obligation and revenue debt, fixed and variable rate debt, lease-backed debt, conduit issues, and taxable debt. The use of zero-coupon bonds, capital appreciation bonds, deep discount bonds, and premium bonds may be considered.
   B. The City may consider the use of credit enhancements (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancements proves cost-effective.
   C. When fiscally advisable and when consistent with contractual obligations, the City shall lease purchase capital equipment. Generally, equipment will have a monetary value $25,000 or more and a minimum life expectancy of three years. The debt service on the lease purchase items shall be paid by the user department.

3. Issuance of Obligations
   A. Selecting Service Providers:
      1. The City may retain an independent financial advisor for advice on debt structuring, the rating review process, marketing debt issuances, sale and post-sale services and to prepare and/or review the official statement.
      2. The City may also retain independent bond counsel and disclosure counsel for legal and procedural advice on all debt issuances.
      3. As necessary, the City may retain other service advisors, such as trustees, underwriters, and pricing advisors.
      4. Any process utilized to select professional service providers in connection with the City's debt program shall be in conformance with City purchasing policies, procedures and requirements.

      The objectives of the process will be to:
      a. Promote competition
      b. Be as objective as possible
      c. Incorporate clear and rational selection criteria
      d. Be independent of political influence
      e. Be perceived as fair by the respondents
      f. Result in a cost-effective transaction
      g. Result in the selection of the most qualified firm
      h. Eliminate conflict of interest
   B. Method of Sale
      1. Competitive Sale. The City will generally seek to issue its bond obligations in a competitive sale. Other methods may be used if it is determined that such a sale method will not produce the best results for the City.
      2. Negotiated Sale. The City may elect to sell its bond obligations through a negotiated sale. This method will usually be considered when the bond issue is refunding a prior issue or there is a unique or unusual component to the bond issue.
      3. Private Placement. When determined appropriate, the City may elect to sell its debt obligations through a private placement or limited public offering.
   C. Maturity of the Debt
      1. Bonds will generally not have more than a thirty-year duration.
      2. Lease Purchase debt will generally not have more than a five-year duration.

4. Post-Issuance Compliance
   A. In order to comply with federal tax laws and maintain the tax-exempt status of certain municipal debt issues, Post-Issuance Compliance monitoring is required at regular intervals as follows:
      1. Identification of debt-financed facilities and ongoing tax requirements - at time of issue, including a review of tax certificate executed at closing
      2. Qualified use of bond proceeds – ongoing
      3. Qualified use of facilities financed with debt proceeds - ongoing by monitoring discussions at staff meetings
      4. Arbitrage yield restriction and rebate – annually as soon as bank statements containing the last day of the bond year are available
      5. Maintenance of bona fide debt service fund – recalculate sinking fund deposit requirements semi-annually after each interest payment date
      6. Continuing Disclosure documents other than Significant Events and Notices to Bondholders – annually by due dates through EMMA Dataport
      7. Significant Events – upon occurrence through EMMA Dataport
      8. Notices to Bondholders – upon occurrence of an event requiring notice

   B. Procedures for Ensuring Timely Compliance
      1. The Finance Director (or designee) will review project invoices presented for payment from bond proceeds and authorize payment if use of proceeds is proper.
      2. The Finance Director (or designee) will participate in staff meetings where discussions are held regarding use of debt-financed facilities.
      3. The Finance Director (or designee) will calendar all bond year-ends and coordinate transmission of bank statements and other arbitrage-related documents with the outside arbitrage consultant within one month of the bond year-end.
      4. The Finance Director (or designee) will re-calculate monthly sinking fund deposit requirements semi-annually after each interest payment, and annually after each principal payment.
      5. The Finance Director (or designee) will consult with the City's Disclosure Counsel, as needed, regarding disclosure of Significant Events.

   C. Procedures Reasonably Expected to Timely Identify Noncompliance
      1. The Finance Director (or designee) will review the Continuing Disclosure Checklist for upcoming due dates at the beginning of each calendar quarter.
      2. The Finance Director (or designee) will send required continuing disclosure documents to the City's Disclosure Counsel for review and approval before filing through the EMMA Dataport.
      3. Continuing disclosure due dates will be calendared by the Finance Director and by the designee, as a backup reminder.
      4. The annual financial statement audit will include review by external auditors of use of debt proceeds, debt service accounts and payments, and review of minutes of official meetings.

   D. Procedures for Ensuring Timely Correction of Noncompliance
      1. When noncompliance has been identified, the Finance Director will promptly provide required documents or consult with Disclosure Counsel, Bond Counsel or other outside specialists as needed. If a possible violation of the tax rules is identified, the Finance Director will consult with counsel to determine if a "remedial action" should be taken under the Treasury Regulations or if a closing agreement request should be submitted to the Internal Revenue Service under the Voluntary Closing Agreement Program. The City Manager and Council will be notified to take additional steps, if necessary, to timely correct.

      2. Upon receipt of any correspondence from, or opening of an examination of any type with respect to tax-exempt debt issued for the benefit of the City, the Finance Director will promptly notify the City Manager and consult with outside counsel as necessary to respond to the IRS.

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

Records required to be maintained include:

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

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

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

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

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

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

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

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

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

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

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

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

**2-16 Investment Policy.**

1. Scope

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

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

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

2. Investment Objectives

   A. Safety of principal is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided.

   B. The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To accomplish this the portfolio will be "laddered" with monthly

maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible, the City will match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than 15 years from the date of purchase. Also, unless specifically matched against a debt or obligation not more than 15% of the portfolio will have a maturity greater than 10 years.

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

3. Performance Measurement

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

| Average Treasury Rates | Percentage Distribution |
|---|---|
| Overnight rate | 15% |
| 3 month Treasury Bill rate | 15% |
| 6 month Treasury Bill rate | 15% |
| 1 year Treasury Bill rate | 15% |
| 3 year Treasury Note rate | 15% |
| 5 year Treasury Note rate | 15% |
| 10 year Treasury Note rate | 10% |
| Total | 100% |
| Weighted average maturity of benchmark | 2.46 years |

4. Prudence and Ethical Standards

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

5. Authorized Investments

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

A. Direct Federal Government obligations. Investments in this category would include but not be limited to the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Small Business Administration, Government National Mortgage Association (Ginnie Mae), Veterans Administration, and Federal Housing Administration.

B. Federal Agencies and instrumentalities. Investments in this category would include but not be limited to the following: obligations of the Federal Home Loan Banks System (FHLB) or its distinct banks, Financing Corporation (FICO), the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation and Federal Agriculture Mortgage Corporation (Farmer Mac).

C. U.S. Securities and Exchange Council registered money market funds with the highest credit quality rating from a nationally recognized rating agency.

D. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.
E. Debt issued by the State of Florida or any political subdivision thereof including pools.
F. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.
G. Repurchase Agreements and reverse repurchase agreements collateralized by securities otherwise authorized in this policy.
H. The Local Government Surplus Funds Trust Fund or any intergovernmental investing pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s. 163.01 Florida Statutes.
I. Commercial paper of prime quality of the highest letter and numerical rating as provided for by at least one nationally recognized rating service.

6. Maturity and Liquidity Requirements

A. The City will maintain a forecast of expected cash outflows and inflows by major categories. For months that the outflows exceed inflows the City will have investments maturing that month in excess of the forecasted deficits.

B. The City's intention is to keep the weighted average maturity to three years or less. Due to market conditions and cash needs the average maturity may temporarily be greater than three years but no greater than five years.

7. Portfolio Composition, Risk and Diversification

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

| | | | |
|---|---|---|---|
| Maturity date | 10% | Specific instrument | 8% |
| Specific issuer | 40% | Specific dealer/broker | 33% |
| Commercial paper | 25% | Collaterized Mortgage Obligations and Real Estate Mortgage Investment Conduits | 33% |

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

8. Authorized Investment Institutions and Dealers

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

9. Third-Party Custodial Agreements

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

10. Master Repurchase Agreement

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

11. Bid Requirements

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

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

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

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

12. Internal Controls

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

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

13. Reporting

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

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

14. Continuing Education

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

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

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

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

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

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

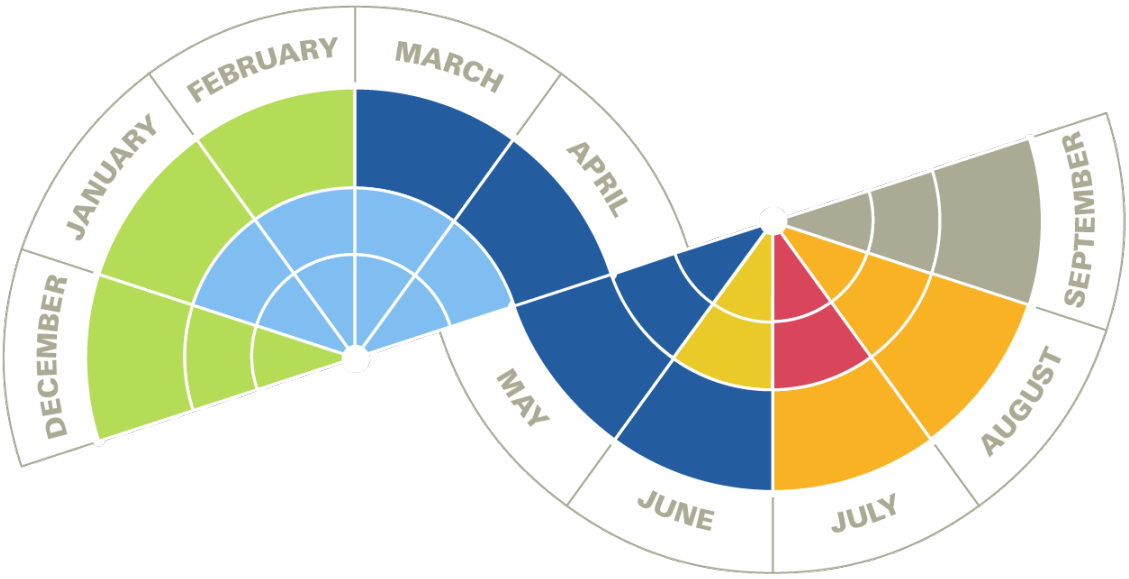
**2–21** **Special Events Fee.** The Special Events Committee will review applications for use of City beaches, sidewalks, outdoor recreation open space and rights-of-way. Sponsoring organizations will be responsible for the costs of all City services needed in conjunction with the events unless they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

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

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

# Budget Process Calendar

Each year, extensive planning takes place to identify the fiscal needs for the following year's budget. This process begins early in the fiscal year, and is guided by The State of Florida's Truth in Millage (TRIM) process to ensure compliance with state statute. This process informs taxpayers and the public about the legislative process by which local taxing authorities determine ad valorem (property) taxes.




### Preparation of Capital Improvement Budgets

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

### Strategic Direction/Planning Session(s)

The City Council convened a budget strategy meeting to examine departmental work plans and projects for the upcoming fiscal year, review financial forecast of major operating funds, and finalize strategic priorities and objectives on March 20, 2023.

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

### Preparation of Operating Budgets

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

### Receipt of Preliminary Taxable Values

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

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

### Preliminary Budget Presentation

On June 30, 2023, The City Manager released the FY24 Preliminary Operating and Capital Budget. The purpose of this meeting is to review revenue projections, anticipated expenses, and discuss key assumptions that underlie the recommended budget.

*The City Council set the preliminary millage rate on July 20, 2023 and provided that rate to the Pinellas County Property Appraiser on July 21, 2023 (due by August 1st annually).*

### Special Budget Work Session

On August 7, 2023, The City Council held a special work session to discuss potential revisions to the preliminary budget as initially presented.

### Public Hearings on the Preliminary Budget and Penny for Pinellas Projects

The initial public hearing for the FY24 Operating and Capital Improvement Budget, and Penny for Pinellas Project List was held on September 21, 2023.

On September 27, 2023, the notice of proposed tax increase and budget summary was advertised in the Tampa Bay Times as required by Truth in Millage. The final public hearing for the FY24 Operating and Capital Improvement Budget was held on October 2, 2023.

The final publication of the Fiscal Year 2023/2024 Annual Operating and Capital Improvement Budget will be released by November 1, 2023.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## GOVERNMENTAL ORGANIZATION

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

This budget document includes all funds that are appropriated budgets for the fiscal year beginning October 1, 2023. The City of Clearwater provides a full range of services normally associated with a municipality, including police and fire protection, public works operations, code enforcement activities, permitting and building services, economic development services, parks, libraries and other recreational services. In addition, the City provides its citizens with water, reclaimed water, sewer, stormwater, gas, solid waste, recycling utilities, and operates a full service marina, airpark, a public fishing pier, and maintains boat slips in the downtown area.

## BUDGET PROCEDURES

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

**Budget Presentation**

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

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

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

**Capital Improvement Fund**

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

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

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

**Budget Amendments After Adoption**

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

- ***Supplemental appropriations.*** If during the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council, by ordinance, may make supplemental appropriations for the year up to the amount of such excess.

- ***Emergency appropriations.*** To meet a public emergency affecting life, health, property or the public welfare, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.

- ***Reduction of appropriations.*** If at any time during the fiscal year it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, such event shall be reported to the City Council without delay. Such report shall indicate the estimated amount of the deficit, any remedial action taken by the City Manager and recommendation as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit, and for that purpose it shall by ordinance reduce one or more appropriations.

- ***Transfer of appropriations.*** At any time during the fiscal year the City Manager may for reasons of economy or efficiency, transfer part or all of any unencumbered appropriation balance among programs within an operating fund, provided such action does not result in the discontinuance of a program. The City Manager may transfer appropriations within the capital budget provided such transfer does not result in changing the scope of any project or the fund source included in the adopted capital budget. Such operating and capital transfers must be included in the next budget review presented to the City Council. Upon detailed written request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one fund to another.

- ***Limitations; effective date.*** No appropriation for debt service may be reduced or transferred except where such reduction or transfer is surplus and will not jeopardize the specific debt service requirements. No appropriation may be reduced below any amount required by law to be appropriated by more than the unencumbered balance thereof. The supplemental and emergency appropriation and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.

- ***Penny for Pinellas.*** If after adoption of the capital improvement budget and program there is a change proposed for the use of Penny for Pinellas tax, adding or subtracting $500,000 or more from a project approved in the capital improvement budget or adding new projects in excess of $500,000, there shall be an advertised public hearing before the City Council.

**Quarterly Report to Citizens**

The Code of Ordinances also requires that the City Manager prepare a quarterly report addressing the status of the operating and capital improvement budgets. This report provides anticipated quarterly income estimates, actual

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

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

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

**Public Participation**

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

In addition, the two public hearings, required by state law, were held September 21 and October 2, 2023, for the final adoption of the 2023/24 budget ordinances. These mandated public hearings for ordinance adoption completed the process of citizen participation in the 2023/24 budget.

**Truth In Millage (TRIM)**

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

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

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

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

## BUDGETARY BASIS

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

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

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

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

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

## FINANCIAL STRUCTURE

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

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

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

> **General Fund -** The General Fund is the general operating fund of the City. This fund was established to account for the revenues and expenditures involved in operating general governmental functions of a non-proprietary nature. Major revenue sources for this fund include ad-valorem tax, franchise and utility taxes, telecommunications/sales tax, license and permit fees, administrative charges and charges for current services. The major operating activities supported by the General Fund include police and fire services, transportation, economic development, community development servicing housing needs, permitting, occupational licenses, public works, parks and recreation, library, and other general governmental service functions.
>
> **Special Revenue Funds -** The Special Revenue Funds are used to account for particular governmental activities created by receipt of specific taxes, grants and other restricted revenues. Below are the City's special revenue funds.
>
> - **Special Development Fund -** The Special Development Fund is used to account for the appropriation of revenues restricted by statute or ordinance for a specific purpose. Revenues which are accounted for in the Special Development Fund include the "Penny for Pinellas" one-cent sales tax, recreation impact fees, transportation impact fees, local option gas tax and the portion of ad-valorem taxes designated as road millage.

- **Special Program Fund -** The Special Program Fund is used to account for proceeds from grants or donations and specific funding sources such as Law Enforcement Trust proceeds.

- **Other Housing Assistance Funds -** The Housing Assistance Trust Funds are used to account for grant proceeds and program expenditures for the State Housing Initiatives Partnerships (SHIP) Program and the Home Investment Partnership Program (HOME).

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

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

The City of Clearwater operates eight Enterprise funds:

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

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

The City of Clearwater operates four Internal Service Funds:

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

## City of Clearwater
## DEPARTMENT/FUND STRUCTURE

| DEPARTMENTS/PROGRAMS | GENERAL FUND | UTILITY FUNDS | OTHER ENTERPRISE FUNDS | INTERNAL SERVICE FUNDS |
|---|---|---|---|---|
| City Council | X | | | |
| City Manager | X | | | |
| City Attorney's Office | X | | | |
| City Audit | X | | | |
| CRA Administration | X | | | |
| City Clerk | X | | | |
| Economic Development & Housing | X | | | |
| Finance: | | | | |
| Finance | X | | | |
| Office of Management and Budget | X | | | |
| Risk Management | | | | X |
| Utility Customer Service | | | | X |
| Fire: | | | | |
| Administration | X | | | |
| Support Services | X | | | |
| Prevention & Investigations | X | | | |
| Fire Operations | X | | | |
| Emergency Medical Services | X | | | |
| Beach Guard Operations | | | X | |
| Gas System: | | | | |
| Gas Administration & Supply | | X | | |
| Gas Marketing & Sales | | X | | |
| Pinellas Gas Operations | | X | | |
| Pasco Gas Operations | | X | | |
| Human Resources: | | | | |
| Administration, Records & Training | X | | | |
| Talent Acquisition & Diversity | X | | | |
| Employee Relations and Equity | X | | | |
| Employee Benefits | | | | X |
| Employee Health Center | | | | X |
| Information Technology: | | | | |
| Administration | | | | X |
| Network Operations & Support | | | | X |
| Network Security & Architecture | | | | X |
| Solutions & Programming | | | | X |
| Enterprise Systems & Training | | | | X |

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

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

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

| DEPARTMENTS/PROGRAMS | GENERAL FUND | UTILITY FUNDS | OTHER ENTERPRISE FUNDS | INTERNAL SERVICE FUNDS |
|---|---|---|---|---|
| Public Utilities: | | | | |
| Public Utility Administration | | X | | |
| Wastewater Collection | | X | | |
| Infrastructure Maintenance | | X | | |
| WW Environmental Technologies | | X | | |
| Laboratory Operations | | X | | |
| Industrial Pretreatment | | X | | |
| Water Distribution | | X | | |
| Water Supply | | X | | |
| Reclaimed Water | | X | | |
| Maintenance Facility | X | | | |
| Public Works: | | | | |
| Public Works Administration | X | | | |
| Urban Forestry | X | | | |
| Streets & Sidewalks | X | | | |
| Civil Engineering | X | | | |
| Traffic Operations | X | | | |
| Stormwater Management | | X | | |
| Stormwater Maintenance | | X | | |
| Parking System | | | X | |
| Parking Enforcement | | | X | |
| Solid Waste/General Services: | | | | |
| Solid Waste: | | | | |
| Solid Waste Administration | | X | | |
| Solid Waste Collection | | X | | |
| Solid Waste Transfer Station | | X | | |
| Container Maintenance | | X | | |
| Recycling: | | | | |
| Recycling-Residential | | X | | |
| Recycling-Multifamily | | X | | |
| Recycling-Commercial | | X | | |
| General Services: | | | | |
| Administration | | | | X |
| Building & Maintenance | | | | X |
| Fleet Maintenance | | | | X |
| Radio Communications | | | | X |

## COMPARATIVE STATEMENT OF TAXABLE PROPERTY VALUE AND TAX LEVY

| | 2019-20 | 2020-21 | 2021-22 | 2022-23 | 2023-24 |
|---|---|---|---|---|---|
| **ASSESSED PROPERTY VALUE:** | | | | | |
| Taxable Valuation of Existing Structures | 11,822,451,293 | 12,566,888,781 | 13,338,302,198 | 14,927,332,420 | 16,741,767,651 |
| Taxable Valuation of New Construction | 90,101,411 | 151,069,991 | 63,097,520 | 245,058,206 | 104,974,941 |
| **Total, Taxable Valuation:** | **11,912,552,704** | **12,717,958,772** | **13,401,399,718** | **15,172,390,626** | **16,846,742,592** |
| Value of a Mill | 11,912,553 | 12,717,959 | 13,401,400 | 15,172,391 | 16,846,743 |
| Less Estimated Discount | (476,502) | (635,898) | (536,056) | (724,937) | (673,870) |
| **NET VALUE OF ONE MILL:** | **11,436,051** | **12,082,061** | **12,865,344** | **14,447,454** | **16,172,873** |

| | 2019-20 | | 2020-21 | | 2021-22 | | 2022-23 | | 2023-24 | |
|---|---|---|---|---|---|---|---|---|---|---|
| | **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 | 0.7388 | 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 | 4.6463 | 75,143,741 |
| 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 | 0.1948 | 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** | **90,642,816** |
| 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 | 4,534,541 |
| **GRAND TOTAL:** | **5.9550** | **68,101,681** | **5.9550** | **71,948,672** | **5.9550** | **76,613,122** | **5.8850** | **85,023,266** | **5.8850** | **95,177,356** |


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## BUDGET SUMMARY

### CITY OF CLEARWATER - FISCAL YEAR 2023-24

**THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 11.2% MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.**

General Fund **5.8850**

| ESTIMATED REVENUES: | | GENERAL FUNDS | SPECIAL REVENUE FUNDS | UTILITY FUNDS | OTHER ENTERPRISE FUNDS | INTERNAL SERVICE FUNDS | CAPITAL IMPROVEMENT FUNDS | TOTAL ALL FUNDS |
|---|---|---|---|---|---|---|---|---|
| **ESTIMATED REVENUES:** | | | | | | | | |
| Taxes: | **Millage per $1,000** | | | | | | | |
| **Ad Valorem Taxes** | **5.8850** | **90,683,430** | **4,536,570** | | | | | **95,220,000** |
| Utility Taxes | | 18,655,000 | | | | | | **18,655,000** |
| Local Option, Fuel & Other Taxes | | 6,300,000 | 18,013,050 | | | | | **24,313,050** |
| Franchise Fees | | 11,220,000 | | | | | | **11,220,000** |
| Other Permits and Fees | | 3,934,500 | | 1,350 | | | | **3,935,850** |
| Intergovernmental Revenue | | 29,859,340 | 5,602,614 | | | | 2,043,780 | **37,505,734** |
| Charges For Services | | 17,368,355 | 400,000 | 206,762,690 | 16,778,414 | 80,344,750 | | **321,654,209** |
| Fines & Forfeitures | | 1,384,000 | | 551,000 | 1,359,206 | | | **3,294,206** |
| Miscellaneous Revenues | | 6,718,020 | 1,694,171 | 6,552,770 | 1,413,000 | 2,388,000 | 1,665,000 | **20,430,961** |
| Other Financing Sources | | | | | | | 10,074,200 | **10,074,200** |
| **TOTAL SOURCES** | | **186,122,645** | **30,246,405** | **213,867,810** | **19,550,620** | **82,732,750** | **13,782,980** | **546,303,210** |
| Transfers In | | 13,335,875 | 3,710,990 | | 15000 | | 144,438,941 | **161,500,806** |
| Fund Balances/Reserves/Net Assets | | 56,930,220 | 43,129,185 | 212,262,550 | 35,832,449 | 41,725,072 | | **389,879,476** |
| **TOTAL REVENUES, TRANSFERS & BALANCES** | | **256,388,740** | **77,086,580** | **426,130,360** | **55,398,069** | **124,457,822** | **158,221,921** | **1,097,683,492** |
| **EXPENDITURES:** | | | | | | | | |
| General Government Services | | 20,044,180 | 237,380 | | | 71,567,980 | 22,363,700 | **114,213,240** |
| Public Safety | | 97,468,664 | 252,000 | | 1,177,527 | | 1,954,030 | **100,852,221** |
| Physical Environment | | 1,664,170 | | 128,398,592 | | | 70,715,450 | **200,778,212** |
| Transportation | | 10,838,512 | | | 6,518,008 | | 31,371,970 | **48,728,490** |
| Economic Environment | | 3,128,827 | 2,388,573 | | | | 4,546,727 | **10,064,127** |
| Human Services | | | 1,500 | | | 1,730,900 | | **1,732,400** |
| Culture & Recreation | | 43,626,410 | 70,000 | | 6,503,345 | | 26,980,530 | **77,180,285** |
| Debt Service | | 2,505,477 | | 10,745,708 | | 7,163,560 | | **20,414,745** |
| **Total Expenditures** | | **179,276,240** | **2,949,453** | **139,144,300** | **14,198,880** | **80,462,440** | **157,932,407** | **573,963,720** |
| Transfers Out | | 20,182,280 | 38,727,072 | 83,522,660 | 16,599,780 | 2,179,500 | 289,514 | **161,500,806** |
| Fund Balances/Reserves/Net Assets | | 56,930,220 | 35,410,055 | 203,463,400 | 24,599,409 | 41,815,882 | | **362,218,966** |
| **TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES** | | **256,388,740** | **77,086,580** | **426,130,360** | **55,398,069** | **124,457,822** | **158,221,921** | **1,097,683,492** |

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


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## GENERAL FUND

### STATEMENT OF REVENUES AND EXPENDITURES

| | ACTUAL FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **UNASSIGNED FUND BALANCE** | | | | 47,684,904 |
| **REVENUES:** | | | | |
| Ad Valorem Taxes | 73,194,842 | 80,964,710 | 82,044,210 | 90,683,430 |
| Utility Taxes | 18,467,096 | 17,890,000 | 19,180,090 | 18,655,000 |
| Local Option, Fuel & Other Taxes | 6,256,620 | 6,430,000 | 6,230,000 | 6,300,000 |
| Franchise Fees | 10,787,009 | 11,000,000 | 11,806,100 | 11,220,000 |
| Other Permits and Fees | 4,659,192 | 3,908,500 | 3,663,500 | 3,934,500 |
| Intergovernmental Revenues | 29,021,022 | 28,768,720 | 30,289,583 | 29,859,340 |
| Charges for Services | 16,347,143 | 17,218,270 | 17,643,270 | 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 | 5,713,482 | 6,718,020 |
| Transfers In | 33,748,445 | 12,456,960 | 12,652,501 | 13,335,875 |
| Other Financing Sources | | — | — | — |
| **TOTAL BUDGETED REVENUES** | **199,485,941** | **183,629,760** | **190,661,736** | **199,458,520** |
| Transfer (to) from Surplus | | — | **10,275,306** | — |
| **TOTAL REVENUES** | **199,485,941** | **183,629,760** | **200,937,042** | **199,458,520** |
| **EXPENDITURES:** | | | | |
| City Council | 399,904 | 459,136 | 533,486 | 553,197 |
| City Manager's Office | 1,394,480 | 1,032,745 | 1,132,745 | 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 | 1,982,010 | 2,146,301 |
| Finance | 2,385,436 | 2,938,832 | 2,938,832 | 3,142,043 |
| Fire | 32,209,183 | 33,798,143 | 34,570,967 | 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 | 27,843,536 | 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 | 53,755,687 | 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** | **200,937,042** | **199,458,520** |
| Source/(Use) of Fund Equity | | | | — |
| **ENDING FUND BALANCE** | | | | **47,684,904** |

**WATER & SEWER FUND**

**STATEMENT OF REVENUES AND EXPENDITURES**

| | ACTUAL FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **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 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **FUND EQUITY (Unrestricted Net Assets)** | | | | 269,706 |
| **REVENUES:** | | | | |
| Intergovernmental Revenues | — | — | 13,600 | — |
| Charges for Service | 23,604 | 18,000 | 18,000 | — |
| Miscellaneous Revenues | 318,620 | 364,000 | 364,000 | 262,000 |
| Transfers In | 236,807 | — | — | — |
| **TOTAL BUDGETED REVENUES** | **579,031** | **382,000** | **395,600** | **262,000** |
| Use of Fund Equity | — | 24,990 | 378,390 | — |
| **TOTAL REVENUES** | **579,031** | **406,990** | **773,990** | **262,000** |
| **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 | | | | 88,240 |
| **ENDING FUND EQUITY (Unrestricted Net Assets)** | | | | **357,946** |

## CLEARWATER HARBOR MARINA FUND

### STATEMENT OF REVENUES AND EXPENDITURES

| | ACTUAL FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED FY 23/24 |
|---|---|---|---|---|
| **FUND EQUITY (Unrestricted Net Assets)** | | | | 27,363,923 |
| **REVENUES:** | | | | |
| Charges for Service | 9,800,086 | 9,561,080 | 9,686,080 | 9,849,484 |
| Judgments, Fines & Forfeits | 1,162,842 | 990,000 | 990,000 | 1,357,706 |
| Miscellaneous Revenues | 2,637,791 | 200,000 | 208,265 | 518,000 |
| Transfers In | 102,136 | — | — | — |
| **TOTAL BUDGETED REVENUES** | **13,702,855** | **10,751,080** | **10,884,345** | **11,725,190** |
| Use of Fund Equity | — | 8,116,050 | 8,116,050 | 10,761,590 |
| **TOTAL REVENUES** | **13,702,855** | **18,867,130** | **19,000,395** | **22,486,780** |
| **EXPENDITURES:** | | | | |
| Public Works/Parking System | 6,150,083 | 16,472,238 | 16,644,523 | 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 | 1,203,202 | 1,293,527 |
| Marine & Aviation/Seminole Boat Ramp | 263,345 | 153,933 | 153,933 | 158,605 |
| **TOTAL EXPENDITURES** | **8,526,102** | **18,867,130** | **19,000,395** | **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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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

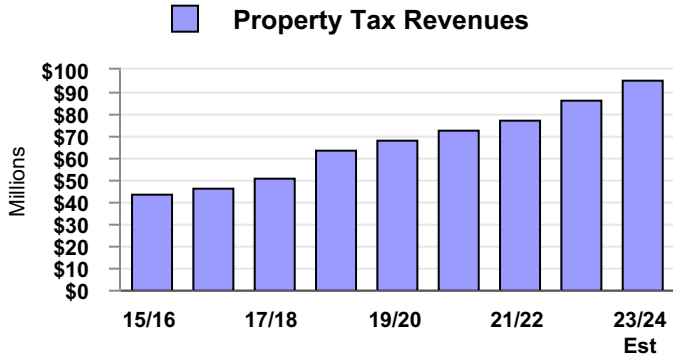
**STATEMENT OF REVENUES AND EXPENDITURES**

| | ACTUAL FY 21/22 | ORIGINAL BUDGET FY 22/23 | THIRD QUARTER AMENDED BUDGET FY 22/23 | APPROVED 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 |

The following revenue sources represent the most significant or major revenue sources supporting the City's General Fund and major enterprise operations. City revenues are analyzed early in the budget process and during the rate study reviews of our utility and enterprise operations. Revenue descriptions and trend analysis is provided for these revenue sources as outlined below with actual revenues through fiscal year 2021/22 and approved budgeted revenues for fiscal years 2022/23 and 2023/24.

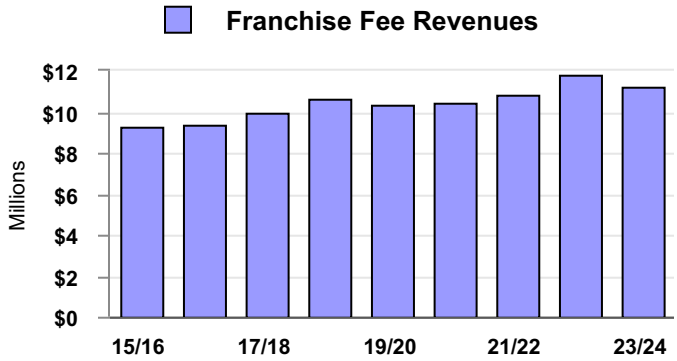
**Property Tax Revenues**

Property taxes, or ad valorem taxes, are derived from the levy of taxes on all real and personal property in the City of Clearwater. Homesteaded property owners are allowed an exemption of up to $50,000 from the value of their taxable property. Furthermore, senior citizens in the City of Clearwater can qualify for up to an additional $25,000 in exemptions. The Pinellas County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed which generates $1 per $1,000 of taxable value. For fiscal year 2023/24, the City's certified taxable values are approximately $16.8 billion, an increase of approximately $1.6 billion, or 11% in the City's tax base from last year. The City anticipates collecting $95.2 million of ad valorem tax in fiscal year 2023/24, $90.7 million to support General Fund operations and $4.5 million set aside by City Council policy to provide funding for City road maintenance projects which is accounted for in the Special Development Fund. Anticipated revenues for 2023/24 reflect an increase of approximately $8.6 million over prior year due to increased property values. Property Tax Revenues represent approximately 45% of total General Fund Revenues, and 14% of Special Development Fund Revenues.



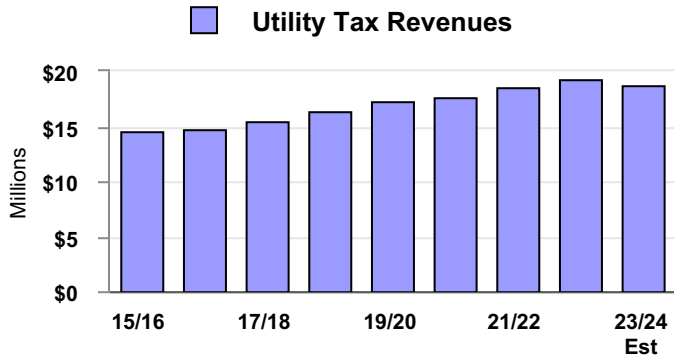
**Franchise Fee Revenues**

The City collects a franchise fee of 6% of gross receipts levied on a business in exchange for the purpose of operating a franchise for an electric power plant (Duke Energy) or a gas system (Clearwater Gas). Revenue estimates are based on rate increase information provided by the respective companies, expected growth and historical trends. Collections from franchise fees are estimated at $11,220,000 for fiscal year 2023/24; which represents Duke Energy revenues estimated at $10,600,000 and Clearwater Gas revenues estimated at $620,000. Franchise Fee revenue represents approximately 6% of total General Fund Revenues.



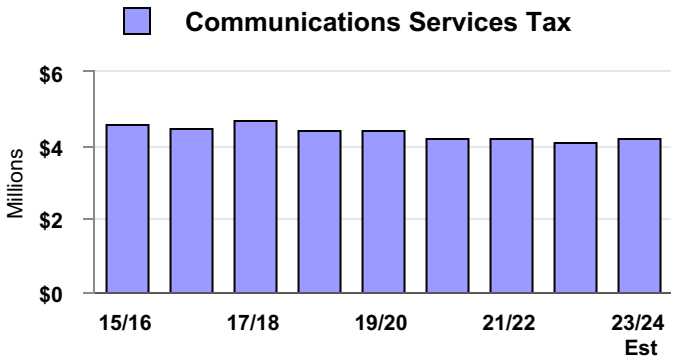

**Utility Tax Revenues**

Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at $18,655,000 for fiscal year 2023/24; which represents $13,350,000 for electricity, $4,500,000 for water, $650,000 for gas, and $155,000 for propane. Utility Tax revenue represents approximately 9% of total General Fund Revenues.



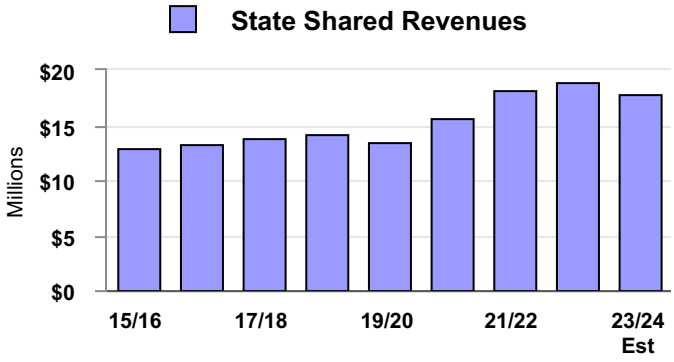
**Communications Services Tax**

The Communication Services Tax is imposed on retail sales of communication services at a rate of 5.12%. Revenue estimates are based on expected growth, and historical trends. Collections from the Communications Service Tax are estimated at $4,200,000 for fiscal year 2023/24, representing approximately 2% of total General Fund Revenues.



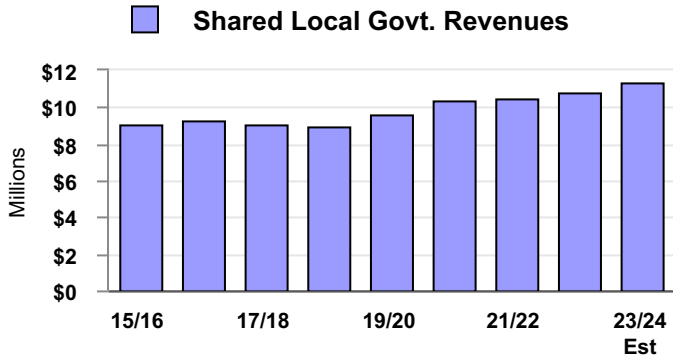

**State Shared Revenues**

The City receives revenues from the State of Florida from the following sources: Revenue Sharing (derived from Sales and Use Taxes, One Cent Municipal Fuel Tax and State Alternative Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; Fire Incentive Reimbursement; and Municipal Motor Vehicle Refund. The State determines the distribution to the local governments based upon tax collections, population, local ability to raise revenue, as well as funds expended for reimbursement. Revenue estimates are based on expected growth and historical trends. Collections from State Shared Revenues are estimated at $17,810,200 for fiscal year 2023/24; this represents $4,820,000 for State Revenue Sharing, $110,000 for Mobile Home Licenses Tax, $135,000 for Alcoholic Beverage License Tax, $10,380,200 for Half-Cent Sales Tax, $2,130,000 for Public Safety Pensions, $110,000 for Fire Incentive Reimbursement, and $125,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 9% of total General Fund Revenues.



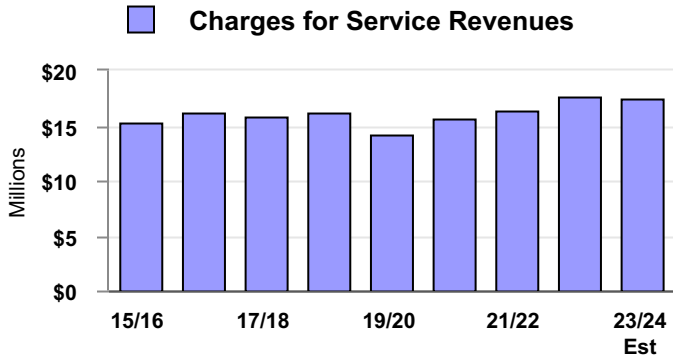
**Shared Revenues from Local Governments**

The City receives revenues from Pinellas County based on inter-local agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the library cooperative, making library services available to any resident of the member library communities and/or unincorporated Pinellas County residents; Pinellas County Traffic Signal Reimbursement which reimburses actual maintenance costs of the City to maintain certain traffic signals in the county; County Fire Protection Tax which reimburses the City for the provision of fire services to the unincorporated areas within the designated Clearwater Fire District; and County Emergency Medical Services (EMS) Tax which reimburses the City for the provision of EMS services within the Clearwater Fire District. Revenues are estimated based on current contracts and agreements. Collections from Other Local Government Shared Revenues are estimated at $11,423,140 for fiscal year 2023/24; this represents $986,790 for Pinellas County Library Cooperative, $236,350 for County Traffic Signal Reimbursement, $2,600,000 for County Fire Protection Tax, and $7,600,000 for County EMS Tax. Shared Revenues from Local Governments represent approximately 6% of total General Fund Revenues.



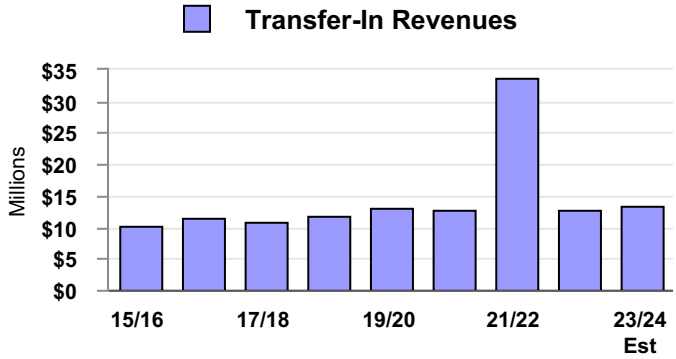
**Charges for Service Revenues**

Charges for Service Revenues represent all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as play passes, sporting league registration fees, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, and concessions and souvenirs. For fiscal year 2023/24, Charges for Service fees are estimated at $6,034,225. Also included in Charges for Service Revenues are various reimbursements to the General Fund from the City's Enterprise Funds. This includes an administrative charge representing an annual allocation distributing the estimated costs for General Fund administrative support departments such as the City Manager's Office, City Attorney, Human Resources, and Finance departments among all departments in the city based proportionately upon the operating department's annual budget. This administrative charge is estimated at $7,704,860 for fiscal year 2023/24. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Public Works, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at $3,629,270 for fiscal year 2023/24. Total Charges for Service Revenues are budgeted at $17,368,355 for fiscal year 2023/24 which represents approximately 9% of General Fund Revenues.



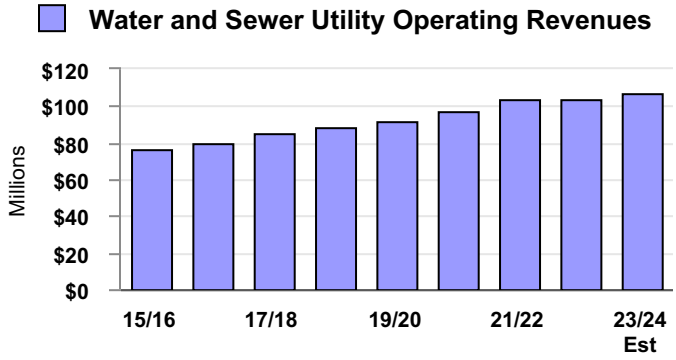
**Transfer-In Revenues**

Transfer-In Revenues represent revenues derived from City Council Policy, which require enterprise funds to pay the General Fund a "Payment in Lieu of Taxes" (PILOT). This is based upon a percentage of prior year gross revenues of the various funds, with the exception of the Gas Utility Fund which pays an annual dividend to the General Fund. The fiscal year 2021/22 total of approximately $33,700,000 is skewed by a one-time ARPA Revenue Reimbursement of $22,483,893. For fiscal year 2023/24, total revenues for PILOT/Gas dividend are estimated at $11,070,280. Transfer-In Revenues also include transfers from other funds including the Community Redevelopment Agency, Parking Fund and the Special Program Fund for agreements reimbursing the General Fund for administrative support. For fiscal year 2023/24 this is estimated at $2,265,595. Total Transfer-In Revenues are budgeted at $13,335,875 for fiscal year 2023/24, which is approximately 7% of General Fund Revenues.



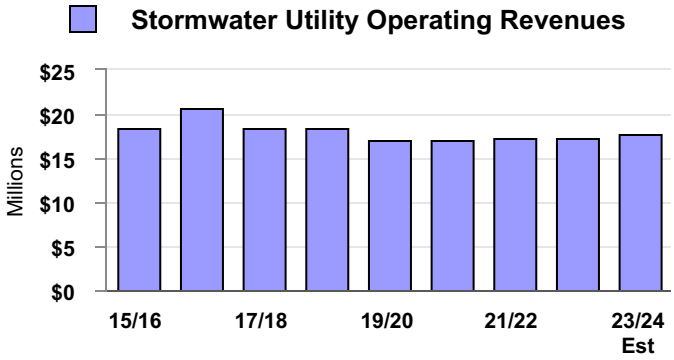

**Water and Sewer Operating Revenues**

The Water and Sewer Utility fund is the City's largest utility operation. By City Council policy, the City obtains an independent rate study on a regular basis. A revenue sufficiency analysis was completed in July 2022 which recommended the approved rate structure of 3.0% increases annually through fiscal year 2027. The analysis supports these planned increases to provide adequate revenue to meet the utility's operating costs, debt service coverage, and reserve requirements through fiscal year 2027. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at $107,302,650 for fiscal year 2023/24, which represent approximately 97% of total Water and Sewer Fund Revenues. The following graph represents operating revenue from the sale of water, reclaimed water, and the collection of sewer.



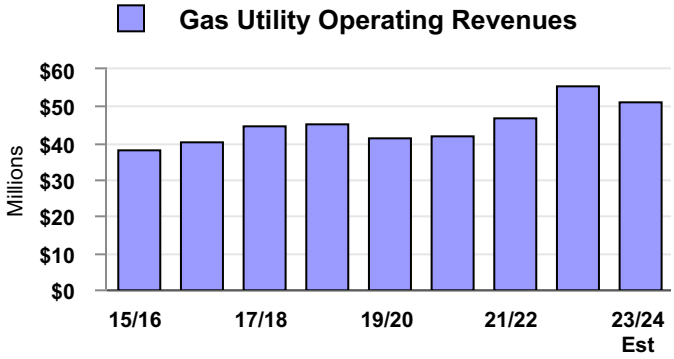
**Stormwater Utility Revenues**

The City's Stormwater Program completed a revenue sufficiency analysis in July 2022. The results of this study, approved by Council in September 2022, recommended an annual increase of 1.75% for five years ending in fiscal year 2027. These increases will provide adequate revenue to meet the utility's operating costs, debt service coverage, and reserve requirements through fiscal year 2027. Stormwater Charges for Service Revenue estimates are based upon the most current rate study. Revenues are budgeted at $17,720,120 for fiscal year 2023/24, which represents 95% of total Stormwater Fund Revenues.



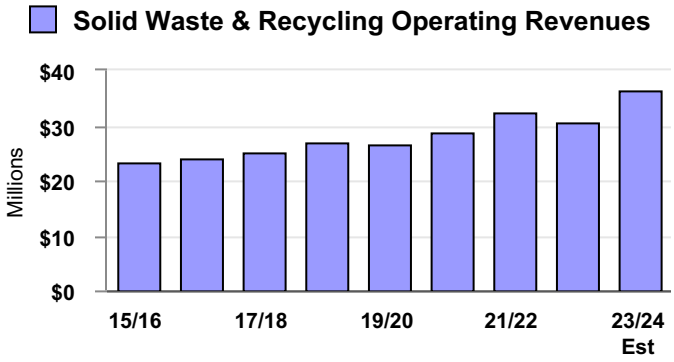

**Gas Utility Operating Revenues**

The City's Gas System operates over 1,000 miles of underground gas main and handles the supply and distribution of both natural and propane (LP) gas throughout portions of Pinellas and Pasco Counties. Gas rates change periodically due to fluctuation in wholesale costs. Long-term gas supply contracts are also negotiated to help normalize future gas prices. Gas System revenues are estimated based on current contracts, market trends, and historical trends. A rate sufficiency analysis was completed and results were presented to Council on February 4, 2021 outlining new rates effective March 1, 2021 through September 30, 2025. For fiscal year 2023/24, Gas System Charges for Service Revenues are budgeted at $51,351,740, which represents 98% of total Gas fund Revenues.



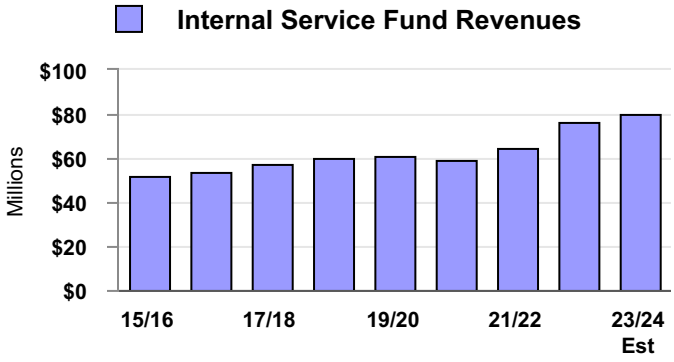
**Solid Waste & Recycling Operating Revenues**

The operating revenue of the Solid Waste and Recycling Fund is derived from services provided for the commercial and residential collection of garbage and yard waste; roll-off collection services; and a residential, multi-family and commercial recycling operation. The most recent rate study was completed in August 2019. This update confirmed the planned annual rate increases of 3.75% for residential and commercial collection in addition to roll-off and recycling through fiscal year 2024. This five-year rate structure was approved by Council in August 2019. Solid Waste and Recycling Charges for Service Revenues are estimated based upon the most current rate study. Revenues are budgeted at $30,388,180 for fiscal year 2023/24, which represents approximately 84% of total Solid Waste and Recycling Fund Revenues.



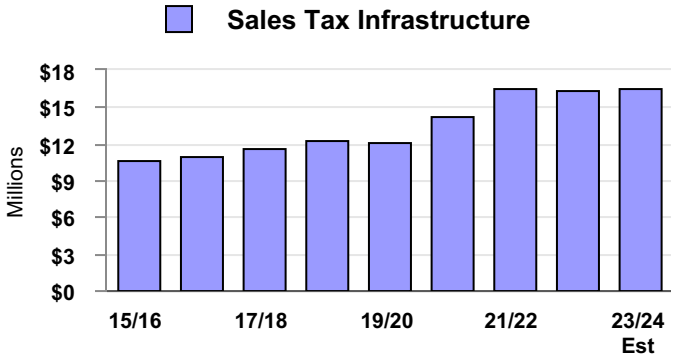

**Internal Service Fund Revenues**

The City operates four internal service funds which include: the Administrative Services Fund responsible for information technology, telephone, customer service, and courier services; the General Services Fund responsible for building maintenance; the Garage Fund responsible for all motorized vehicles and equipment, and radios; and the Central Insurance Fund which accounts for all insurances, the Employee Health Clinic, and administration of all employee benefits programs. Internal Service funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division. Total Charges for Service Revenues for the City's four Internal Service funds for fiscal year 2023/24 are budgeted at $80,344,750, which is 97% of total revenues. This represents $16,982,400 for the Administrative Services Fund; $18,748,510 for the Garage Fund; $6,980,520 for the General Services Fund; and $37,633,320 for the Central Insurance Fund.



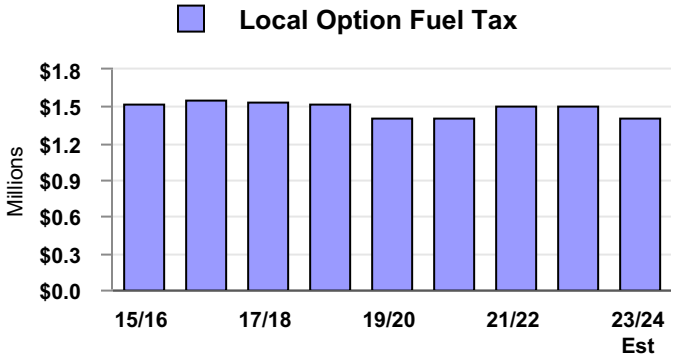
**Penny for Pinellas (Sales Tax Infrastructure)**

Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County, which was approved by voters for a fourth ten-year period beginning in January 2020. Proceeds can be used for capital expenditures for the construction, reconstruction or improvements of public facilities; fire, emergency medical service and police vehicles including the equipment necessary to outfit such vehicles, all of which have a life expectancy of five years or more. Revenue estimates are based on expected growth, historical trends, and calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2023/24, Sales Tax Infrastructure Revenues are budgeted at $16,585,900, which represents 50% of total Special Development Fund Revenues.




**Local Option Fuel Tax**

Pinellas County collects an additional six cents per gallon fuel tax which is remitted to the State and then forwarded back to the County for distribution to local governments. Funds are utilized only for transportation expenditures authorized by Florida Statutes. This includes: public transportation operations and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance of equipment; street lighting, traffic signs, engineering signalization, and pavement markings; and bridge maintenance and operations. During the period from September 2017 through August 2027 the County will distribute 40% of collections to local governments. Revenues are estimated based on expected growth, historical trends, and calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2023/24, Local Option Fuel Tax Revenues are budgeted at $1,427,150, which represents 4% of total Special Development Fund Revenues.



## Debt Administration

The City maintains separate accounting records for all debt principal, interest, and reserve requirements for all general government debt. Separate budgets are not adopted for these debt service funds, however appropriations are included in the operating expenditures of all related operating funds. There was no general obligation debt outstanding as of September 30, 2022, and no general obligation bonds have been issued during this past year.

Per City Charter, the City's indebtedness, including revenue, refunding and improvement bonds, shall not exceed 20% of the current assessed valuation of all real property located in the City. At fiscal year-end 2022, the City's net outstanding debt of approximately $169.4 million represents about 1.0% of the assessed $16.8 billion valuation of all real property, which is well within the resource capacity of the individual pledged sources. This computation includes all outstanding revenue bonds as well as all outstanding financed purchases, net of available reserves set aside for payment.

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

The City has general government non-ad valorem revenue bonds outstanding, which constitute a covenant to budget and appropriate non-ad valorem revenues for debt service. The covenant to budget and appropriate revenues does not constitute a lien upon any property of the City. Additionally, the City has revenue refunding bonds outstanding in the Stormwater, Water and Sewer, and Gas Funds which are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of their respective utility. The pledge of the system's net revenues does not constitute a lien upon any property of the City.

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

| Operating Fund | | FY 2023/24 Financed Purchases | | FY 2023/24 Bonded Debt Service |
|---|---|---|---|---|
| General Fund | | 683,547 | | 1,821,930 |
| Stormwater Fund | | — | | 1,320,890 |
| Water & Sewer Fund | | 292,450 | | 8,817,380 |
| Gas Fund | | 13,030 | | 300,000 |
| Solid Waste and Recycling Fund | | 587,840 | | — |
| Marine Fund | | 5,820 | | — |
| Parking Fund | | 3,230 | | — |
| Administrative Services Fund | | 417,400 | | — |
| General Services Fund | | 14,730 | | — |
| Garage Fund | | 6,746,160 | | — |
| **Total Debt Service** | **$** | **8,764,207** | **$** | **12,260,200** |

## Current Debt Obligations

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

Capitalized equipment subject to financed purchase financing as of September 30, 2023:

| | | Governmental Activities | | Business-type Activities |
|---|---|---|---|---|
| Equipment | $ | 9,868,079 | $ | 836,576 |
| Less: Accumulated Depreciation | | (5,920,847) | | (501,946) |
| **Total** | **$** | **3,947,232** | **$** | **334,630** |

The future minimum payments under financed purchase agreements are as follows as of September 30, 2023:

| Year Ending Sept. 30 | | Governmental Activities | | Business-type Activities |
|---|---|---|---|---|
| 2024 | | 2,099,255 | | 176,966 |
| 2025 | | 1,458,967 | | 146,279 |
| | | 3,558,222 | | 323,245 |
| Deduction of the amount of imputed interest necessary to reduce net minimum lease payments to present value. | | (43,408) | | (4,035) |
| **Total** | **$** | **3,514,814** | **$** | **319,210** |

**Revenue Bonds:**

| | | |
|---|---|---|
| $14,810,000 in Spring Training Facility Revenue Bonds, Series 2002; issued to provide a portion of the costs of the acquisition, construction, rehabilitation and equipping of a spring training facility to be used by the Philadelphia Phillies major league baseball team; serial bonds due in annual installments of $325,000 on March 1, 2024; interest at 5.375%; 5.375% term bonds in the amount of $1,420,000 due March 1, 2027; and 5.375% term bonds in the amount of $1,750,000 due March 1, 2031. | $ | 3,170,000 |
| $30,000,000 Non-Ad Valorem Revenue Bonds (Imagine Clearwater Improvements), Series 2022; issued to finance and/or reimburse a portion of the cost of acquisition, construction and equipping of the Imagine Clearwater Project; serial bonds due in annual installments of $205,000 on October 1, 2023 to $1,165,000 due at October 1, 2042; interest at 4.00% to 5.00%; 4.125% term bonds in the amount of $3,785,000 due October 1, 2045; 4.125% term bonds in the amount of $4,280,000 due October 1, 2048; 4.125% term bonds in the amount of $3,155,000 due October 1, 2050; and 4.125% term bonds in the amount of $3,420,000 due October 1, 2052. | | 30,000,000 |
| Total revenue bonds for governmental activities | | 33,170,000 |

| | |
|---|---|
| $69,270,000 Water and Sewer Revenue Refunding Bonds, Series 2017; issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Bonds, Series 2009A, maturing on and after December 1, 2020; term bonds due in annual installments of $770,000 on December 1, 2023, to $9,265,000 on December 1, 2039; interest at 3.50% to 5.00%. | 67,170,000 |
| $29,080,000 Water and Sewer Revenue Refunding Bond, Series 2017B; a direct placement bank loan issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Refunding Bonds, Series 2011, maturing on and after December 1, 2022; term bonds due in annual installments of $2,340,000 on December 1, 2023, to $2,895,000 on December 1, 2032; interest at 2.40%. | 26,090,000 |
| $20,430,000 Water and Sewer Revenue Refunding Bonds, Series 2020: issued to refund and redeem the outstanding principal of the City's Water and Sewer Revenue Refunding Bond, Series 2014, a direct placement bank loan, maturing on and after December 1, 2020; serial bonds due in annual installments of $1,360,000 on December 1, 2023, to $2,060,000 on December 1, 2032; interest at 5.00%. | 16,920,000 |
| $7,365,000 Gas System Revenue Refunding Bond, Series 2013; a direct placement bank loan issued to current refund the City's callable Gas System Revenue Refunding Bonds, Series 2004, maturing after September 1, 2013; term bonds due in annual installments of $440,000 on September 1, 2024, to $1,520,000 on September 1, 2026; interest at 2.41%. | 3,445,000 |
| $5,405,000 Gas System Revenue Refunding Bond, Series 2014; a direct placement bank loan issued to current refund the City's callable Gas System Revenue Refunding Bonds, Series 2005, maturing after September 1, 2014; term bonds due in annual installments of $305,000 on September 1, 2024, to $2,040,000 on September 1, 2027; interest at 2.67%. | 2,985,000 |
| $19,365,000 Stormwater System Revenue Refunding Bonds, Series 2012, issued to pay and redeem all of the Stormwater Revenue Bonds, Series 2002, currently outstanding; serial bonds due in annual installments of $935,000 on November 1, 2023, to $1,350,000 on November 1, 2032, interest at 3.00% to 5.00%. | 11,355,000 |
| Total revenue bonds and direct placement bank loans for business-type activities | 127,965,000 |
| Total revenue bonds and direct placement bank loans | $ 161,135,000 |

**Restrictive covenants and collateral requirements:**

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

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

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

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

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

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

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

| Year Ending | Governmental Activities | | Business-Type Activities | |
|---|---|---|---|---|
| | Revenue Bonds | | Revenue Bonds | |
| September 30 | Principle | Interest | Principle | Interest |
| 2024 | 530,000 | 1,488,703 | 3,065,000 | 4,074,688 |
| 2025 | 845,000 | 1,453,072 | 3,215,000 | 3,927,538 |
| 2026 | 890,000 | 1,408,366 | 3,360,000 | 3,778,113 |
| 2027 | 935,000 | 1,361,334 | 3,520,000 | 3,621,913 |
| 2028 | 980,000 | 1,311,978 | 3,670,000 | 3,458,363 |
| 2029-2033 | 4,690,000 | 5,781,109 | 21,055,000 | 14,570,406 |
| 2034-2038 | 4,275,000 | 4,722,250 | 39,390,000 | 7,883,725 |
| 2039-2043 | 5,385,000 | 3,602,100 | 18,170,000 | 733,998 |
| 2044-2048 | 6,580,000 | 2,384,588 | — | — |
| 2049-2053 | 8,060,000 | 875,144 | — | — |
| Totals | $ 33,170,000 | $ 24,388,644 | $ 95,445,000 | $ 42,048,744 |

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

| Year Ending | Business-Type Activities | |
|---|---|---|
| | Direct Placement Bank Loans | |
| September 30 | Principle | Interest |
| 2024 | 3,085,000 | 760,804 |
| 2025 | 4,195,000 | 685,237 |
| 2026 | 4,300,000 | 582,838 |
| 2027 | 4,550,000 | 477,948 |
| 2028 | 2,575,000 | 362,460 |
| 2029-2033 | 13,815,000 | 844,619 |
| 2034-2038 | — | — |
| Totals | $ 32,520,000 | $ 3,713,906 |

**Bond Ratings:**

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

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


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## 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 FUND** | | | | | |
| **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 | 5.1 | (0.7) |
| Housing Services | 5.5 | 6.5 | 6.7 | 8.4 | 1.7 |
| **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 | 32.0 | (1.1) |
| Countryside Branch Library | 14.9 | 14.9 | 14.9 | 14.9 | |
| East Branch Library | 15.9 | 15.8 | 15.8 | 15.2 | (0.6) |
| North Greenwood Branch Library | 3.5 | 3.5 | 3.5 | 5.2 | 1.7 |
| 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 Amended FTEs | FY 21/22 Amended FTEs | FY 22/23 Amended FTEs | FY 23/24 Approved FTEs | Inc/(Dec) Over 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 | 7.0 | (1.0) |
| Criminal Investigations | 57.0 | 55.0 | 55.0 | 59.0 | 4.0 |
| Patrol | 207.9 | 209.9 | 221.1 | 228.1 | 7.0 |
| Support Services | 53.5 | 54.5 | 53.5 | 52.3 | (1.2) |
| Communications | 42.6 | 41.6 | 41.6 | 41.8 | 0.2 |
| **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** |
| **UTILITY FUNDS** | | | | | |
| Gas System | | | | | |
| Administration & Supply | 11.8 | 13.8 | 11.0 | 13.0 | 2.0 |
| Pinellas Gas Operations | 54.9 | 55.9 | 49.9 | 48.9 | (1.0) |
| Pasco Gas Operations | 32.0 | 29.0 | 25.0 | 24.0 | (1.0) |
| 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 Amended FTEs | FY 21/22 Amended FTEs | FY 22/23 Amended FTEs | FY 23/24 Approved FTEs | Inc/(Dec) Over 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 | 8.0 | 1.3 |
| Solid Waste Collection | 84.8 | 85.8 | 83.8 | 84.8 | 1.0 |
| Solid Waste Transfer | 11.0 | 11.0 | 11.0 | 11.0 | |
| Container Maintenance | 9.0 | 9.0 | 9.0 | 8.0 | (1.0) |
| 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 | 8.0 | (1.0) |
| **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** |
| **OTHER ENTERPRISE FUNDS** | | | | | |
| Parking | | | | | |
| Public Works | | | | | |
| Parking System | 15.7 | 15.7 | 14.9 | 15.9 | 1.0 |
| Parking Enforcement | 12.0 | 12.0 | 13.0 | 12.0 | (1.0) |
| 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)** |
| **INTERNAL SERVICES FUNDS** | | | | | |
| 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** |
| **SPECIAL PROGRAM FUND** | | | | | |
| Police Outside Duty Clerk | 1.5 | 1.5 | 1.5 | 1.5 | |
| Public Safety Officers - Countryside Christian | 0.0 | 0.0 | 0.8 | 0.8 | |
| 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** | **16.7** | **15.7** | **(1.0)** |
| **TOTAL, ALL FUNDS** | **1,840.0** | **1,848.7** | **1,877.8** | **1,892.7** | **14.9** |

## Purpose

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

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

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

***The City of Clearwater's General Fund projections are based upon current projected levels of service and staffing in the 2023/24 adopted budget, and changes planned which are addressed below.***

## General Fund

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

### Revenue Projections

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

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

Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund representing 45% of the total anticipated General Fund revenues in the 2023/24 adopted budget. The City of Clearwater is basically built-out, with the exception of a few new multi-family developments; the City will not see much increase in taxable values from major new residential development. The City's 2023 taxable values increased by 11% which is reflected in the 2023/24 adopted budget. Although there has been record property value growth the past two years, we don't anticipate this trend to continue. Although local property values/sale prices still remain strong, sales have slowed likely related to increased interest rates. For the purposes of this forecast analysis, we project a more modest value increase of 5% for fiscal year (FY) 2024/25, 4% for FY 2025/26, and increases of 3.5% for the remainder of the forecast period.

Utility Taxes & Franchise Fees

Franchise fees in the City of Clearwater are levied on companies in exchange for the right to operate franchises for the purpose of maintaining and operating an electrical or gas distribution system in the City. Utility taxes, or public service taxes, are fees levied on the purchase of electric, gas, water, oil, or propane within the City. These combined revenue sources account for 15% of total General Fund revenue in fiscal year 2023/24.

Overall, receipts from utility and franchise fees from Duke Energy represent the majority of this revenue category. Although these revenues have shown a slight decline in prior years (most likely due to energy conservation and weather patterns), they have stabilized and are now showing modest increases. Utility tax revenues are forecasted to increase by approximately 5% for fiscal year 2024/25 and 3% for the rest the forecast period. This represents a 5% increase for 2024/25 and 3% future increases on the tax of electric and water utilities, 1% increases on gas, and 3% increases for propane. Franchise Fees revenues are projected to increase by almost 5% for fiscal year 2024/25 and 3% for the rest the forecast period. This represents a 5% increase for 2024/25 and 3% future increases in electricity franchise, and 1% for gas franchise fees.

Local Option, Fuel and Other Taxes

The revenues in this category include communications taxes and local business taxes which account for 3% of total General Fund revenue. The revenue from the communication services tax is estimated to provide $4.2 million in fiscal year 2023/24. This revenue source has been declining for several years but has seemed to stabilize; no increase is projected for the remainder of the forecast period. Local business tax revenue is forecasted to remain constant at $2.1 million for each of the next five years.

Intergovernmental Revenues

Intergovernmental revenues are budgeted at $29.9 million for fiscal year 2023/24, which accounts for approximately 15% of total General Fund revenues. Some of the major revenues included in this category are sales tax, fire tax, and EMS tax, state revenue sharing, and state public safety supplemental pension revenue. Sales tax, the largest revenue in this category, has shown record growth over the last two years. Revenues in this category are projected to increase by approximately 2-3% annually over the forecast period.

Other Revenue Sources

***The four revenue sources detailed above account for approximately 80% of the total General Fund revenues***. All other revenue sources are forecasted individually on a line item basis based upon historical revenue trends.

**Expenditure Projections**

Assumptions for expenditure projections should be consistent with related revenue and program performance assumptions. A review of expenditure projections for individual programs, particularly those with significant unexpected increases or decreases, is critical. Although there are several large construction projects prioritized by our City Council, these are renovation/reconstruction of existing infrastructure. No major change to operating expenses are anticipated at this phase in our project planning.

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

Salary and Benefits

Salary and benefit costs approximate 61% of all General Fund expenditures in fiscal year 2023/24, at $120.8 million. Salary projections are forecasted for approved full-time equivalent positions only, not accounting for additional positions in future years. All projected wage increases reflect contractual obligations under current union contracts. For FY 2024/25, an increase of 8% is included for salaries to account for adjustments that are likely to result from the implementation of a new salary structure and pay plan in January 2024. A 5% increase is included for the remainder of the forecast period.

Medical insurance costs for General Fund employees are approximately $14.6 million of the City's total adopted 2023/24 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 5% per year through the forecast period.

Pension costs for General Fund employees are approximately $11.9 million of the City's total General Fund expenditures. For fiscal year 2023/24, pension costs are budgeted at 7.26% of covered payroll for non-hazardous employees, and 21.89% of covered payroll for hazardous employees. Forecast estimates include an increase of 5% to incorporate the growth in wages.

Operating Expenditures

Operating expenditures include numerous costs including basic operating supplies, travel, training, etc. Significant expenditures in the operating category include utility costs for public facilities such as libraries, recreational facilities, and street lighting; and property and liability insurance for General Fund operations. These costs as a whole represent approximately 16.5% of the total General Fund expenditures in the current year. Operating expenditures are forecasted to increase by 2.0% annually in each of the next five years.

Internal Service Costs

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

Operating Capital

The operating capital category recognizes those capital purchases that are less than $25,000 and not accounted for in the Capital Improvement Fund. These costs represent an insignificant portion of the General Fund total expenditures at approximately $812,380 in fiscal year 2023/24, primarily related to the purchase of books and publications for our libraries. No increase is projected to operating capital costs in the forecast period.

Debt Service Costs

The largest expense in the debt service category is the payment for the Imagine Clearwater bonds (the downtown waterfront redevelopment project) included in Non-Departmental. Debt service costs are projected taking into account all lease purchase contracts anticipated to be outstanding during fiscal year 2023/24 and the debt on planned purchases in the capital improvement plan during the forecast period.

Transfers to the Capital Improvement Fund

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

## Forecast Summary Analysis

This forecast does not factor in the impacts of any unplanned extraordinary issues during the forecast period. Using funding sources and current operations budgeted in fiscal year 2023/24 as a base, future growth is projected as outlined in the prior pages. The current property tax millage rate of 5.8850 mills is used as the basis for taxable values in each year of the projection period.

In summary, the projection of revenues and current service level expenditures presents a revenue deficit of approximately $9.3 million in fiscal year 2024/25, and deficits in each future year of the forecast period. As evident in the next few pages of this analysis, the City's limited revenue sources will be challenging to provide funding to maintain current services. Our City Council's approved strategic priorities focus on maintenance of existing facilities and services, although this alleviates the need to fund new projects and programs, costs continue to escalate.

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

**City of Clearwater**
**Five Year Forecast**

**General Fund Summary Schedule**

| | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Ad Valorem Taxes | 82,044,210 | 90,683,430 | 10.5% | 95,217,600 | 5.0% | 99,026,300 | 4.0% | 102,492,220 | 3.5% | 106,079,450 | 3.5% | 109,792,230 | 3.5% |
| Utility Taxes | 19,180,090 | 18,655,000 | (2.7)% | 19,558,650 | 4.8% | 20,132,290 | 2.9% | 20,722,990 | 2.9% | 21,331,290 | 2.9% | 21,957,690 | 2.9% |
| Local Option, Fuel, & Other Taxes | 6,230,000 | 6,300,000 | 1.7% | 6,300,000 | 0.0% | 6,300,000 | 0.0% | 6,300,000 | 0.0% | 6,300,000 | 0.0% | 6,300,000 | 0.0% |
| Franchise Fees | 11,806,100 | 11,220,000 | (5.0)% | 11,756,200 | 4.8% | 12,096,360 | 2.9% | 12,446,600 | 2.9% | 12,807,220 | 2.9% | 13,178,530 | 2.9% |
| Other Permits & Fees | 3,663,500 | 3,934,500 | 7.4% | 3,492,760 | (11.2)% | 3,527,600 | 1.0% | 3,562,800 | 1.0% | 3,598,340 | 1.0% | 3,634,240 | 1.0% |
| Intergovernmental | 30,289,583 | 29,859,340 | (1.4)% | 30,733,880 | 2.9% | 31,537,930 | 2.6% | 32,255,660 | 2.3% | 32,992,380 | 2.3% | 33,748,630 | 2.3% |
| Charges for Service | 17,643,270 | 17,368,355 | (1.6)% | 17,883,790 | 3.0% | 18,382,490 | 2.8% | 18,908,980 | 2.9% | 19,452,740 | 2.9% | 20,014,330 | 2.9% |
| Judgments, Fines & Forfeits | 1,439,000 | 1,384,000 | (3.8)% | 1,404,350 | 1.5% | 1,423,640 | 1.4% | 1,441,680 | 1.3% | 1,460,020 | 1.3% | 1,478,640 | 1.3% |
| Miscellaneous Revenue | 5,713,482 | 6,718,020 | 17.6% | 7,408,220 | 10.3% | 7,695,610 | 3.9% | 8,068,660 | 4.8% | 8,465,320 | 4.9% | 8,887,430 | 5.0% |
| Interfund Charges/Transfers | 12,652,501 | 13,335,875 | 5.4% | 13,709,400 | 2.8% | 14,095,400 | 2.8% | 14,494,310 | 2.8% | 14,906,580 | 2.8% | 15,332,710 | 2.9% |
| **Subtotal** | **190,661,736** | **199,458,520** | **4.6%** | **207,464,850** | **4.0%** | **214,217,620** | **3.3%** | **220,693,900** | **3.0%** | **227,393,340** | **3.0%** | **234,324,430** | **3.0%** |
| Transfer (to) from Reserves | 10,275,306 | — | | | | | | | | | | | |
| **Total Revenues** | **200,937,042** | **199,458,520** | **(0.7)%** | **207,464,850** | **4.0%** | **214,217,620** | **3.3%** | **220,693,900** | **3.0%** | **227,393,340** | **3.0%** | **234,324,430** | **3.0%** |
| City Council | 533,486 | 553,197 | 3.7% | 575,480 | 4.0% | 596,670 | 3.7% | 618,790 | 3.7% | 641,820 | 3.7% | 665,860 | 3.7% |
| City Manager's Office | 1,132,745 | 1,085,258 | (4.2)% | 1,158,930 | 6.8% | 1,211,480 | 4.5% | 1,266,540 | 4.5% | 1,324,150 | 4.5% | 1,384,530 | 4.6% |
| Economic Development | 1,982,010 | 2,146,301 | 8.3% | 2,266,720 | 5.6% | 2,357,650 | 4.0% | 2,452,650 | 4.0% | 2,551,760 | 4.0% | 2,655,320 | 4.1% |
| Public Communications | 1,573,275 | 1,761,372 | 12.0% | 1,863,260 | 5.8% | 1,939,560 | 4.1% | 2,019,340 | 4.1% | 2,102,600 | 4.1% | 2,189,670 | 4.1% |
| CRA Administration | 691,422 | 982,526 | 42.1% | 1,054,460 | 7.3% | 1,106,320 | 4.9% | 1,160,740 | 4.9% | 1,217,750 | 4.9% | 1,277,590 | 4.9% |
| City Attorney | 2,560,279 | 2,488,743 | (2.8)% | 2,638,040 | 6.0% | 2,749,010 | 4.2% | 2,865,080 | 4.2% | 2,986,320 | 4.2% | 3,113,160 | 4.2% |
| City Clerk | 1,274,878 | 1,420,406 | 11.4% | 1,500,010 | 5.6% | 1,585,080 | 5.7% | 1,649,880 | 4.1% | 1,717,590 | 4.1% | 1,788,190 | 4.1% |
| Finance | 2,938,832 | 3,142,043 | 6.9% | 3,350,380 | 6.6% | 3,501,160 | 4.5% | 3,659,150 | 4.5% | 3,824,290 | 4.5% | 3,997,340 | 4.5% |
| City Audit | 372,930 | 461,573 | 23.8% | 490,450 | 6.3% | 511,760 | 4.3% | 534,060 | 4.4% | 557,360 | 4.4% | 581,750 | 4.4% |
| Human Resources | 2,233,506 | 2,181,218 | (2.3)% | 2,304,900 | 5.7% | 2,399,030 | 4.1% | 2,497,410 | 4.1% | 2,600,030 | 4.1% | 2,707,340 | 4.1% |
| Police | 53,755,687 | 56,780,344 | 5.6% | 59,579,130 | 4.9% | 63,789,860 | 7.1% | 64,863,420 | 1.7% | 69,518,320 | 7.2% | 70,529,930 | 1.5% |
| Fire | 34,570,967 | 35,243,722 | 1.9% | 38,232,390 | 8.5% | 39,115,280 | 2.3% | 42,459,320 | 8.5% | 42,593,830 | 0.3% | 44,580,050 | 4.7% |
| Planning & Development | 7,605,355 | 8,577,878 | 12.8% | 9,069,630 | 5.7% | 9,417,540 | 3.8% | 9,807,440 | 4.1% | 10,213,680 | 4.1% | 10,638,470 | 4.2% |
| Public Works | 11,780,468 | 14,559,025 | 23.6% | 17,581,850 | 20.8% | 17,756,650 | 1.0% | 20,041,170 | 12.9% | 21,129,070 | 5.4% | 21,706,800 | 2.7% |
| Parks & Recreation | 39,337,937 | 44,790,781 | 13.9% | 50,853,250 | 13.5% | 44,459,430 | (12.6)% | 45,363,890 | 2.0% | 48,147,180 | 6.1% | 50,231,300 | 4.3% |
| Library | 9,445,675 | 9,110,053 | (3.6)% | 9,586,300 | 5.2% | 9,962,030 | 3.9% | 10,354,930 | 3.9% | 10,764,650 | 4.0% | 11,193,140 | 4.0% |
| Non-Departmental | 27,843,536 | 12,725,240 | (54.3)% | 13,109,630 | 3.0% | 13,280,580 | 1.3% | 13,153,600 | (1.0)% | 13,408,030 | 1.9% | 13,587,470 | 1.3% |
| Office of Innovation | 891,534 | 1,003,260 | n/a | 1,061,120 | 5.8% | 1,103,760 | 4.0% | 1,148,380 | 4.0% | 1,194,980 | 4.1% | 1,243,730 | 4.1% |
| Public Utilities | 412,520 | 445,580 | 8.0% | 457,770 | 2.7% | 470,300 | 2.7% | 483,180 | 2.7% | 496,430 | 2.7% | 510,050 | 2.7% |
| **Subtotal** | **200,937,042** | **199,458,520** | **(0.7)%** | **216,733,700** | **8.7%** | **217,313,150** | **0.3%** | **226,398,970** | **4.2%** | **236,989,840** | **4.7%** | **244,581,690** | **3.2%** |
| Use of Reserves | | | | | | | | | | | | | |
| **Total Expenditures** | **200,937,042** | **199,458,520** | **(0.7)%** | **216,733,700** | **8.7%** | **217,313,150** | **0.3%** | **226,398,970** | **4.2%** | **236,989,840** | **4.7%** | **244,581,690** | **3.2%** |
| **Annual Budget (Deficit)/Surplus** | | | | **(9,268,850)** | | **(3,095,530)** | | **(5,705,070)** | | **(9,596,500)** | | **(10,257,260)** | |

**City of Clearwater**
**Five Year Forecast**

| Revenue Schedule | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Current Property Taxes | 82,044,210 | 90,683,430 | 10.5% | 95,217,600 | 5.0% | 99,026,300 | 4.0% | 102,492,220 | 3.5% | 106,079,450 | 3.5% | 109,792,230 | 3.5% |
| **Ad Valorem Taxes** | **82,044,210** | **90,683,430** | **10.5%** | **95,217,600** | **4.8%** | **99,026,300** | **3.8%** | **102,492,220** | **3.4%** | **106,079,450** | **3.5%** | **109,792,230** | **3.5%** |
| Electricity | 13,683,560 | 13,350,000 | (2.4)% | 14,017,500 | 5.0% | 14,438,030 | 3.0% | 14,871,170 | 3.0% | 15,317,310 | 3.0% | 15,776,830 | 3.0% |
| Water | 4,700,000 | 4,500,000 | (4.3)% | 4,725,000 | 5.0% | 4,866,750 | 3.0% | 5,012,750 | 3.0% | 5,163,130 | 3.0% | 5,318,020 | 3.0% |
| Gas | 630,000 | 650,000 | 3.2% | 656,500 | 1.0% | 663,070 | 1.0% | 669,700 | 1.0% | 676,400 | 1.0% | 683,160 | 1.0% |
| Propane | 166,530 | 155,000 | (6.9)% | 159,650 | 3.0% | 164,440 | 3.0% | 169,370 | 3.0% | 174,450 | 3.0% | 179,680 | 3.0% |
| **Utility Taxes** | **19,180,090** | **18,655,000** | **(2.7)%** | **19,558,650** | **4.8%** | **20,132,290** | **2.9%** | **20,722,990** | **2.9%** | **21,331,290** | **2.9%** | **21,957,690** | **2.9%** |
| Communications Taxes | 4,130,000 | 4,200,000 | 1.7% | 4,200,000 | 0.0% | 4,200,000 | 0.0% | 4,200,000 | 0.0% | 4,200,000 | 0.0% | 4,200,000 | 0.0% |
| Local Business Tax | 2,100,000 | 2,100,000 | 0.0% | 2,100,000 | 0.0% | 2,100,000 | 0.0% | 2,100,000 | 0.0% | 2,100,000 | 0.0% | 2,100,000 | 0.0% |
| **Local Option, Fuel, & Other Taxes** | **6,230,000** | **6,300,000** | **1.1%** | **6,300,000** | **0.0%** | **6,300,000** | **0.0%** | **6,300,000** | **0.0%** | **6,300,000** | **0.0%** | **6,300,000** | **0.0%** |
| Electricity | 11,173,040 | 10,600,000 | (5.1)% | 11,130,000 | 5.0% | 11,463,900 | 3.0% | 11,807,820 | 3.0% | 12,162,050 | 3.0% | 12,526,910 | 3.0% |
| Gas Franchise | 633,060 | 620,000 | (2.1)% | 626,200 | 1.0% | 632,460 | 1.0% | 638,780 | 1.0% | 645,170 | 1.0% | 651,620 | 1.0% |
| **Franchise Fees** | **11,806,100** | **11,220,000** | **(5.0)%** | **11,756,200** | **4.8%** | **12,096,360** | **2.9%** | **12,446,600** | **2.9%** | **12,807,220** | **2.9%** | **13,178,530** | **2.9%** |
| Buildings/Sign Permits | 3,400,000 | 3,700,000 | 8.8% | 3,256,000 | (12.0)% | 3,288,560 | 1.0% | 3,321,450 | 1.0% | 3,354,660 | 1.0% | 3,388,210 | 1.0% |
| Forfeited Refunds | 255,000 | 226,000 | (11.4)% | 228,260 | 1.0% | 230,540 | 1.0% | 232,850 | 1.0% | 235,180 | 1.0% | 237,530 | 1.0% |
| Police Licenses | 8,500 | 8,500 | 0.0% | 8,500 | 0.0% | 8,500 | 0.0% | 8,500 | 0.0% | 8,500 | 0.0% | 8,500 | 0.0% |
| **Other Permits & Fees** | **3,663,500** | **3,934,500** | **7.4%** | **3,492,760** | **(11.2)%** | **3,527,600** | **1.0%** | **3,562,800** | **1.0%** | **3,598,340** | **1.0%** | **3,634,240** | **1.0%** |
| FDOT Reimbursements | 607,369 | 626,000 | 3.1% | 632,260 | 1.0% | 638,580 | 1.0% | 644,970 | 1.0% | 651,420 | 1.0% | 657,930 | 1.0% |
| Revenue Sharing | 5,157,820 | 4,820,000 | (6.5)% | 5,061,000 | 5.0% | 5,212,830 | 3.0% | 5,369,210 | 3.0% | 5,530,290 | 3.0% | 5,696,200 | 3.0% |
| Mobile Home | 105,000 | 110,000 | 4.8% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% |
| Beverage License | 135,000 | 135,000 | 0.0% | 135,000 | 0.0% | 135,000 | 0.0% | 135,000 | 0.0% | 135,000 | 0.0% | 135,000 | 0.0% |
| Sales Tax | 10,320,000 | 10,380,200 | 0.6% | 10,691,610 | 3.0% | 11,012,360 | 3.0% | 11,232,610 | 2.0% | 11,457,260 | 2.0% | 11,686,410 | 2.0% |
| Public Safety Supp Pension | 2,943,043 | 2,130,000 | (27.6)% | 2,130,000 | 0.0% | 2,130,000 | 0.0% | 2,130,000 | 0.0% | 2,130,000 | 0.0% | 2,130,000 | 0.0% |
| Fire Incentive | 80,000 | 110,000 | 37.5% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% |
| Motor Refund | 125,000 | 125,000 | 0.0% | 125,000 | 0.0% | 125,000 | 0.0% | 125,000 | 0.0% | 125,000 | 0.0% | 125,000 | 0.0% |
| Pinellas Library Cooperative | 930,000 | 986,790 | 6.1% | 996,660 | 1.0% | 1,006,630 | 1.0% | 1,016,700 | 1.0% | 1,026,870 | 1.0% | 1,037,140 | 1.0% |
| City Traffic Signal Reimb | 236,351 | 236,350 | 0.0% | 236,350 | 0.0% | 236,350 | 0.0% | 236,350 | 0.0% | 236,350 | 0.0% | 236,350 | 0.0% |
| Fire Tax | 2,575,000 | 2,600,000 | 1.0% | 2,678,000 | 3.0% | 2,758,340 | 3.0% | 2,841,090 | 3.0% | 2,926,320 | 3.0% | 3,014,110 | 3.0% |
| EMS Tax | 7,075,000 | 7,600,000 | 7.4% | 7,828,000 | 3.0% | 8,062,840 | 3.0% | 8,304,730 | 3.0% | 8,553,870 | 3.0% | 8,810,490 | 3.0% |
| Misc Grant/Reimbursements | — | — | n/a | — | 0.0% | — | 0.0% | — | 0.0% | — | 0.0% | — | 0.0% |
| **Intergovernmental** | **30,289,583** | **29,859,340** | **(1.4)%** | **30,733,880** | **2.9%** | **31,537,930** | **2.6%** | **32,255,660** | **2.3%** | **32,992,380** | **2.3%** | **33,748,630** | **2.3%** |

**City of Clearwater**
**Five Year Forecast**

| Revenue Schedule | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Special Activities | 582,000 | 602,850 | 3.6% | 614,910 | 2.0% | 627,210 | 2.0% | 639,750 | 2.0% | 652,550 | 2.0% | 665,600 | 2.0% |
| Rental - Public Facilities | 571,000 | 793,550 | 39.0% | 809,420 | 2.0% | 825,610 | 2.0% | 842,120 | 2.0% | 858,960 | 2.0% | 876,140 | 2.0% |
| Admissions | 200,000 | 214,025 | 7.0% | 218,310 | 2.0% | 222,680 | 2.0% | 227,130 | 2.0% | 231,670 | 2.0% | 236,300 | 2.0% |
| P&R Resident Cards | 216,000 | 236,000 | 9.3% | 238,360 | 1.0% | 240,740 | 1.0% | 243,150 | 1.0% | 245,580 | 1.0% | 248,040 | 1.0% |
| P&R Non-Resident | 100,000 | 112,500 | 12.5% | 113,630 | 1.0% | 114,770 | 1.0% | 115,920 | 1.0% | 117,080 | 1.0% | 118,250 | 1.0% |
| P & R-Special Event Rental | — | — | n/a | — | 1.0% | — | 1.0% | — | 1.0% | — | 1.0% | — | 1.0% |
| P & R Service Fees | 458,000 | 516,000 | 12.7% | 521,160 | 1.0% | 526,370 | 1.0% | 531,630 | 1.0% | 536,950 | 1.0% | 542,320 | 1.0% |
| P&R Contractual Service | 230,000 | 230,000 | 0.0% | 230,000 | 0.0% | 230,000 | 0.0% | 230,000 | 0.0% | 230,000 | 0.0% | 230,000 | 0.0% |
| Golf Course Revenue | 70,000 | 70,000 | 0.0% | 70,000 | 0.0% | 70,000 | 0.0% | 70,000 | 0.0% | 70,000 | 0.0% | 70,000 | 0.0% |
| Registrations | 50,000 | 35,000 | (30.0)% | 35,350 | 1.0% | 35,700 | 1.0% | 36,060 | 1.0% | 36,420 | 1.0% | 36,780 | 1.0% |
| Race Fee | 4,500 | 2,000 | (55.6)% | 2,000 | 0.0% | 2,000 | 0.0% | 2,000 | 0.0% | 2,000 | 0.0% | 2,000 | 0.0% |
| Rental - Phillies | 544,000 | 544,000 | 0.0% | 544,000 | 0.0% | 544,000 | 0.0% | 544,000 | 0.0% | 544,000 | 0.0% | 544,000 | 0.0% |
| **Parks & Recreation** | 3,025,500 | 3,355,925 | 10.9% | 3,397,140 | 1.2% | 3,439,080 | 1.2% | 3,481,760 | 1.2% | 3,525,210 | 1.2% | 3,569,430 | 1.3% |
| Building Rental - Visitors Ctr | 17,500 | 20,000 | 14.3% | 20,000 | 0.0% | 20,000 | 0.0% | 20,000 | 0.0% | 20,000 | 0.0% | 20,000 | 0.0% |
| Land Rentals | 102,000 | 102,000 | 0.0% | 102,000 | 0.0% | 102,000 | 0.0% | 102,000 | 0.0% | 102,000 | 0.0% | 102,000 | 0.0% |
| Telescopes - Pier 60 | 4,000 | 4,000 | 0.0% | 4,080 | 2.0% | 4,160 | 2.0% | 4,240 | 2.0% | 4,320 | 2.0% | 4,410 | 2.0% |
| Fishing Admissions | 150,000 | 150,000 | 0.0% | 154,500 | 3.0% | 159,140 | 3.0% | 163,910 | 3.0% | 168,830 | 3.0% | 173,890 | 3.0% |
| Rod Rental | 80,000 | 88,000 | 10.0% | 89,760 | 2.0% | 91,560 | 2.0% | 93,390 | 2.0% | 95,260 | 2.0% | 97,170 | 2.0% |
| General Admission | 235,000 | 250,000 | 6.4% | 255,000 | 2.0% | 260,100 | 2.0% | 265,300 | 2.0% | 270,610 | 2.0% | 276,020 | 2.0% |
| Concession Sales | 170,000 | 172,500 | 1.5% | 175,950 | 2.0% | 179,470 | 2.0% | 183,060 | 2.0% | 186,720 | 2.0% | 190,450 | 2.0% |
| Bait Sales | 55,000 | 55,000 | 0.0% | 56,100 | 2.0% | 57,220 | 2.0% | 58,360 | 2.0% | 59,530 | 2.0% | 60,720 | 2.0% |
| Tackle Sales | 65,000 | 65,000 | 0.0% | 66,300 | 2.0% | 67,630 | 2.0% | 68,980 | 2.0% | 70,360 | 2.0% | 71,770 | 2.0% |
| Fishing Passes | 4,000 | 4,000 | 0.0% | 4,080 | 2.0% | 4,200 | 2.0% | 4,280 | 2.0% | 4,370 | 2.0% | 4,460 | 2.0% |
| Concession Souvenirs | 1,220,000 | 1,100,300 | (9.8)% | 1,155,320 | 5.0% | 1,178,430 | 3.0% | 1,213,780 | 3.0% | 1,250,190 | 3.0% | 1,287,700 | 3.0% |
| **Pier 60** | 2,102,500 | 2,010,800 | (4.4)% | 2,083,090 | 3.6% | 2,123,910 | 2.0% | 2,177,300 | 2.5% | 2,232,190 | 2.5% | 2,288,590 | 2.5% |
| Library Non-Resident | 5,000 | 5,000 | 0.0% | 5,000 | 0.0% | 5,000 | 0.0% | 5,000 | 0.0% | 5,000 | 0.0% | 5,000 | 0.0% |
| Other Library | 12,000 | 12,000 | 0.0% | 12,060 | 0.5% | 12,120 | 0.5% | 12,180 | 0.5% | 12,240 | 0.5% | 12,300 | 0.5% |
| **Library** | 17,000 | 17,000 | 0.0% | 17,060 | 0.4% | 17,120 | 0.4% | 17,180 | 0.4% | 17,240 | 0.3% | 17,300 | 0.3% |
| Police Service | 27,000 | 27,000 | 0.0% | 27,000 | 0.0% | 27,000 | 0.0% | 27,000 | 0.0% | 27,000 | 0.0% | 27,000 | 0.0% |
| Police - Tow Fees | 18,000 | 21,500 | 19.4% | 21,500 | 0.0% | 21,500 | 0.0% | 21,500 | 0.0% | 21,500 | 0.0% | 21,500 | 0.0% |
| Fire Inspection Fees | 449,740 | 400,000 | (11.1)% | 412,000 | 3.0% | 424,360 | 3.0% | 437,090 | 3.0% | 450,200 | 3.0% | 463,710 | 3.0% |
| **Public Safety** | 494,740 | 448,500 | (9.3)% | 460,500 | 2.7% | 472,860 | 2.7% | 485,590 | 2.7% | 498,700 | 2.7% | 512,210 | 2.7% |

**City of Clearwater**
**Five Year Forecast**

| Revenue Schedule | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Variances/Conditional Use | 60,000 | 60,000 | 0.0% | 60,000 | 0.0% | 60,000 | 0.0% | 60,000 | 0.0% | 60,000 | 0.0% | 60,000 | 0.0% |
| Engineering Fees/Maps | 18,000 | 15,000 | (16.7)% | 15,000 | 0.0% | 15,000 | 0.0% | 15,000 | 0.0% | 15,000 | 0.0% | 15,000 | 0.0% |
| Assessment Search | 50,000 | 50,000 | 0.0% | 50,000 | 0.0% | 50,000 | 0.0% | 50,000 | 0.0% | 50,000 | 0.0% | 50,000 | 0.0% |
| Xerox Copies | 5,000 | 4,000 | (20.0)% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% |
| Misc. Fees/Building Svcs | 5,000 | 4,000 | (20.0)% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% |
| Housing Authority | 19,000 | 19,000 | 0.0% | 19,190 | 1.0% | 19,380 | 1.0% | 19,570 | 1.0% | 19,770 | 1.0% | 19,970 | 1.0% |
| Tree Removal Permit | 8,000 | 7,500 | (6.3)% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% |
| Clearing/Grubbing | 8,000 | 7,500 | (6.3)% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% | 7,500 | 0.0% |
| Lot Mowing/Clearing | 35,000 | 35,000 | 0.0% | 35,000 | 0.0% | 35,000 | 0.0% | 35,000 | 0.0% | 35,000 | 0.0% | 35,000 | 0.0% |
| **Other Service Charges** | 208,000 | 202,000 | (2.9)% | 202,190 | 0.1% | 202,380 | 0.1% | 202,570 | 0.1% | 202,770 | 0.1% | 202,970 | 0.1% |
| Capitalized Labor | 100,000 | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% |
| Airpark Fund | 10,490 | 13,700 | 30.6% | 14,180 | 3.5% | 14,680 | 3.5% | 15,190 | 3.5% | 15,720 | 3.5% | 16,270 | 3.5% |
| Stormwater Fund | 791,870 | 548,010 | (30.8)% | 567,190 | 3.5% | 587,040 | 3.5% | 607,590 | 3.5% | 628,860 | 3.5% | 650,870 | 3.5% |
| Water & Sewer Fund | 3,594,600 | 3,364,960 | (6.4)% | 3,482,730 | 3.5% | 3,604,630 | 3.5% | 3,730,790 | 3.5% | 3,861,370 | 3.5% | 3,996,520 | 3.5% |
| Gas Fund | 1,963,770 | 1,996,550 | 1.7% | 2,066,430 | 3.5% | 2,138,760 | 3.5% | 2,213,620 | 3.5% | 2,291,100 | 3.5% | 2,371,290 | 3.5% |
| Solid Waste Fund | 754,150 | 835,210 | 10.7% | 864,440 | 3.5% | 894,700 | 3.5% | 926,010 | 3.5% | 958,420 | 3.5% | 991,960 | 3.5% |
| Recycling Fund | 159,990 | 122,940 | (23.2)% | 127,240 | 3.5% | 131,690 | 3.5% | 136,300 | 3.5% | 141,070 | 3.5% | 146,010 | 3.5% |
| Marine Fund | 188,120 | 240,940 | 28.1% | 249,370 | 3.5% | 258,100 | 3.5% | 267,130 | 3.5% | 276,480 | 3.5% | 286,160 | 3.5% |
| Clearwater Harbor Marina | 29,730 | 34,280 | 15.3% | 35,480 | 3.5% | 36,720 | 3.5% | 38,010 | 3.5% | 39,340 | 3.5% | 40,720 | 3.5% |
| Parking Fund | 181,890 | 295,070 | 62.2% | 305,400 | 3.5% | 316,090 | 3.5% | 327,150 | 3.5% | 338,600 | 3.5% | 350,450 | 3.5% |
| **Admin Ovhd Charges** | 7,774,610 | 7,551,660 | (2.9)% | 7,812,460 | 3.5% | 8,082,410 | 3.5% | 8,361,790 | 3.5% | 8,650,960 | 3.5% | 8,950,250 | 3.5% |
| Concrete, Materials, & Service | 200,000 | 100,000 | (50.0)% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% | 100,000 | 0.0% |
| Airpark Fund | 10,000 | 4,230 | (57.7)% | 4,380 | 3.5% | 4,530 | 3.5% | 4,690 | 3.5% | 4,850 | 3.5% | 5,020 | 3.5% |
| Stormwater Fund | 281,270 | 417,160 | 48.3% | 431,760 | 3.5% | 446,870 | 3.5% | 462,510 | 3.5% | 478,700 | 3.5% | 495,450 | 3.5% |
| Water & Sewer Fund | 1,216,200 | 884,290 | (27.3)% | 915,240 | 3.5% | 947,270 | 3.5% | 980,420 | 3.5% | 1,014,730 | 3.5% | 1,050,250 | 3.5% |
| Gas Fund | 40,690 | 51,470 | 26.5% | 53,270 | 3.5% | 55,130 | 3.5% | 57,060 | 3.5% | 59,060 | 3.5% | 61,130 | 3.5% |
| Solid Waste Fund | 75,700 | 81,820 | 8.1% | 84,680 | 3.5% | 87,640 | 3.5% | 90,710 | 3.5% | 93,880 | 3.5% | 97,170 | 3.5% |
| Marine Fund | 32,550 | 22,800 | (30.0)% | 23,600 | 3.5% | 24,430 | 3.5% | 25,290 | 3.5% | 26,180 | 3.5% | 27,100 | 3.5% |
| Harbor Marina Fund | 890 | 1,410 | n/a | 1,460 | 3.5% | 1,510 | 3.5% | 1,560 | 3.5% | 1,610 | 3.5% | 1,670 | 3.5% |
| Parking Fund | 1,948,620 | 2,066,090 | 6.0% | 2,138,400 | 3.5% | 2,213,240 | 3.5% | 2,290,700 | 3.5% | 2,370,870 | 3.5% | 2,453,850 | 3.5% |
| Pension Fund | 215,000 | 153,200 | (28.7)% | 158,560 | 3.5% | 164,110 | 3.5% | 169,850 | 3.5% | 175,790 | 3.5% | 181,940 | 3.5% |
| **Other Service Charges** | 4,020,920 | 3,782,470 | (5.9)% | 3,911,350 | 3.4% | 4,044,730 | 3.4% | 4,182,790 | 3.4% | 4,325,670 | 3.4% | 4,473,580 | 3.4% |

**City of Clearwater**
**Five Year Forecast**

| Revenue Schedule | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Charges for Service** | **17,643,270** | **17,368,355** | **(1.6)%** | **17,883,790** | **3.0%** | **18,382,490** | **2.8%** | **18,908,980** | **2.9%** | **19,452,740** | **2.9%** | **20,014,330** | **2.9%** |
| Court Fines | 500,000 | 525,000 | 5.0% | 530,250 | 1.0% | 535,550 | 1.0% | 540,910 | 1.0% | 546,320 | 1.0% | 551,780 | 1.0% |
| Crossing Guards | 125,000 | 150,000 | 20.0% | 151,500 | 1.0% | 153,020 | 1.0% | 154,550 | 1.0% | 156,100 | 1.0% | 157,660 | 1.0% |
| Found/Abandoned Property | 4,000 | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% | 4,000 | 0.0% |
| Code Enforcement Fines | 180,390 | 150,000 | (16.8)% | 157,500 | 5.0% | 163,800 | 4.0% | 168,710 | 3.0% | 173,770 | 3.0% | 178,980 | 3.0% |
| Alarm Svc Charges/Fines | 60,000 | 55,000 | (8.3)% | 56,100 | 2.0% | 57,220 | 2.0% | 58,360 | 2.0% | 59,530 | 2.0% | 60,720 | 2.0% |
| Red Light Camera | 569,610 | 500,000 | (12.2)% | 505,000 | 1.0% | 510,050 | 1.0% | 515,150 | 1.0% | 520,300 | 1.0% | 525,500 | 1.0% |
| **Judgments, Fines & Forfeits** | **1,439,000** | **1,384,000** | **(3.8)%** | **1,404,350** | **1.5%** | **1,423,640** | **1.4%** | **1,441,680** | **1.3%** | **1,460,020** | **1.3%** | **1,478,640** | **1.3%** |
| Interest Earnings - Cash Pool | 1,800,000 | 2,188,000 | 21.6% | 2,188,000 | 0.0% | 2,188,000 | 0.0% | 2,253,640 | 3.0% | 2,321,250 | 3.0% | 2,390,890 | 3.0% |
| **Interest Income** | 1,800,000 | 2,188,000 | 21.6% | 2,188,000 | 0.0% | 2,188,000 | 0.0% | 2,253,640 | 3.0% | 2,321,250 | 3.0% | 2,390,890 | 3.0% |
| Pier 60 Rent | 170,000 | 170,000 | 0.0% | 175,100 | 3.0% | 180,350 | 3.0% | 185,760 | 3.0% | 191,330 | 3.0% | 197,070 | 3.0% |
| Pier 60 Umbrellas | 950,000 | 800,000 | (15.8)% | 920,000 | 15.0% | 966,000 | 5.0% | 1,014,300 | 5.0% | 1,065,020 | 5.0% | 1,118,270 | 5.0% |
| S. Beach Pavilion Rental | 100,000 | 100,020 | 0.0% | 103,020 | 3.0% | 106,110 | 3.0% | 109,290 | 3.0% | 112,570 | 3.0% | 115,950 | 3.0% |
| S. Beach Umbrellas | 1,700,000 | 1,100,000 | (35.3)% | 1,540,000 | 40.0% | 1,617,000 | 5.0% | 1,697,850 | 5.0% | 1,782,740 | 5.0% | 1,871,880 | 5.0% |
| Lost or Damaged Book | 6,500 | 6,500 | 0.0% | 6,500 | 0.0% | 6,500 | 0.0% | 6,500 | 0.0% | 6,500 | 0.0% | 6,500 | 0.0% |
| Sales (sport events) | 433,000 | 676,000 | 56.1% | 696,280 | 3.0% | 717,170 | 3.0% | 738,690 | 3.0% | 760,850 | 3.0% | 783,680 | 3.0% |
| Other General Revenue | 145,158 | 220,000 | 51.6% | 226,600 | 3.0% | 233,400 | 3.0% | 240,400 | 3.0% | 247,610 | 3.0% | 255,040 | 3.0% |
| Vending Machines | 18,500 | 15,750 | (14.9)% | 15,750 | 0.0% | 15,750 | 0.0% | 15,750 | 0.0% | 15,750 | 0.0% | 15,750 | 0.0% |
| Workers Compensation Reimb | 45,000 | 45,000 | 0.0% | 45,000 | 0.0% | 45,000 | 0.0% | 45,000 | 0.0% | 45,000 | 0.0% | 45,000 | 0.0% |
| Reimb fm Other Agencies | 104,600 | 154,000 | 47.2% | 154,000 | 0.0% | 154,000 | 0.0% | 154,000 | 0.0% | 154,000 | 0.0% | 154,000 | 0.0% |
| Take Home Vehicle Reimb | 20,000 | 40,000 | 100.0% | 40,000 | 0.0% | 40,000 | 0.0% | 40,000 | 0.0% | 40,000 | 0.0% | 40,000 | 0.0% |
| REH Ticket Rebate | — | 1,182,750 | 0.0% | 1,277,370 | 8.0% | 1,405,110 | 10.0% | 1,545,620 | 10.0% | 1,700,180 | 10.0% | 1,870,200 | 10.0% |
| Admin Multi-Modal Impact Fee | 20,000 | 20,000 | 0.0% | 20,600 | 3.0% | 21,220 | 3.0% | 21,860 | 3.0% | 22,520 | 3.0% | 23,200 | 3.0% |
| Surplus Land Sales | 200,724 | — | (100.0)% | — | 0.0% | — | 0.0% | — | 0.0% | — | 0.0% | — | 0.0% |
| **Miscellaneous Revenue** | 3,913,482 | 4,530,020 | 15.8% | 5,220,220 | 15.2% | 5,507,610 | 5.5% | 5,815,020 | 5.6% | 6,144,070 | 5.7% | 6,496,540 | 5.7% |
| **Miscellaneous Revenue** | **5,713,482** | **6,718,020** | **17.6%** | **7,408,220** | **10.3%** | **7,695,610** | **3.9%** | **8,068,660** | **4.8%** | **8,465,320** | **4.9%** | **8,887,430** | **5.0%** |
| Airpark Fund | 17,270 | 18,440 | 6.8% | 18,990 | 3.0% | 19,560 | 3.0% | 20,150 | 3.0% | 20,750 | 3.0% | 21,370 | 3.0% |
| Stormwater Fund | 948,680 | 951,520 | 0.3% | 980,070 | 3.0% | 1,009,470 | 3.0% | 1,039,750 | 3.0% | 1,070,940 | 3.0% | 1,103,070 | 3.0% |
| Water & Sewer Fund | 5,326,050 | 5,633,660 | 5.8% | 5,802,670 | 3.0% | 5,976,750 | 3.0% | 6,156,050 | 3.0% | 6,340,730 | 3.0% | 6,530,950 | 3.0% |
| Solid Waste Fund | 1,453,140 | 1,540,260 | 6.0% | 1,586,470 | 3.0% | 1,634,060 | 3.0% | 1,683,080 | 3.0% | 1,733,570 | 3.0% | 1,785,580 | 3.0% |
| Recycling | 171,200 | 180,060 | 5.2% | 185,460 | 3.0% | 191,020 | 3.0% | 196,750 | 3.0% | 202,650 | 3.0% | 208,730 | 3.0% |

**City of Clearwater**
**Five Year Forecast**

| Revenue Schedule | Revised Budget 2022-23 | Budget 2023-24 | % △ | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Marine | 324,300 | 389,980 | 20.3% | 401,680 | 3.0% | 413,730 | 3.0% | 426,140 | 3.0% | 438,920 | 3.0% | 452,090 | 3.0% |
| Clearwater Harbor Marina | 49,110 | 53,400 | 8.7% | 55,000 | 3.0% | 56,650 | 3.0% | 58,350 | 3.0% | 60,100 | 3.0% | 61,900 | 3.0% |
| Parking Fund | 614,670 | 752,960 | 22.5% | 775,550 | 3.0% | 798,820 | 3.0% | 822,780 | 3.0% | 847,460 | 3.0% | 872,880 | 3.0% |
| Gas System Dividend | 1,700,000 | 1,700,000 | 0.0% | 1,700,000 | 0.0% | 1,700,000 | 0.0% | 1,700,000 | 0.0% | 1,700,000 | 0.0% | 1,700,000 | 0.0% |
| CDBG Grants Admin | 399,358 | 361,411 | (9.5)% | 372,250 | 3.0% | 383,420 | 3.0% | 394,920 | 3.0% | 406,770 | 3.0% | 418,970 | 3.0% |
| Home/SHIP Grant Admin | 302,899 | 449,144 | 48.3% | 462,620 | 3.0% | 476,500 | 3.0% | 490,800 | 3.0% | 505,520 | 3.0% | 520,690 | 3.0% |
| CRA Admin | 958,125 | 1,272,040 | 32.8% | 1,335,640 | 5.0% | 1,402,420 | 5.0% | 1,472,540 | 5.0% | 1,546,170 | 5.0% | 1,623,480 | 5.0% |
| Misc. Transfers | 387,699 | 33,000 | (91.5)% | 33,000 | 0.0% | 33,000 | 0.0% | 33,000 | 0.0% | 33,000 | 0.0% | 33,000 | 0.0% |
| **Interfund Charges/Transfers** | **12,652,501** | **13,335,875** | **5.4%** | **13,709,400** | **2.8%** | **14,095,400** | **2.8%** | **14,494,310** | **2.8%** | **14,906,580** | **2.8%** | **15,332,710** | **2.9%** |
| **Transfer (to) from Reserves** | **10,275,306** | | | — | | — | | — | | — | | — | |
| **Total Revenues** | **200,937,042** | **199,458,520** | **(0.7)%** | **207,464,850** | **4.0%** | **214,217,620** | **3.3%** | **220,693,900** | **3.0%** | **227,393,340** | **3.0%** | **234,324,430** | **3.0%** |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Time Salaries | 53,863 | 54,888 | 1.9% | 59,280 | 8.0% | 62,240 | 5.0% | 65,350 | 5.0% | 68,620 | 5.0% | 72,050 | 5.0% |
| Part Time Salaries | 139,277 | 155,397 | 11.6% | 163,170 | 5.0% | 171,330 | 5.0% | 179,900 | 5.0% | 188,900 | 5.0% | 198,350 | 5.0% |
| Life Insurance | 233 | 247 | 6.0% | 250 | 1.0% | 260 | 2.0% | 270 | 2.0% | 280 | 2.0% | 290 | 2.0% |
| Major Medical Insurance | 92,220 | 86,225 | (6.5)% | 90,540 | 5.0% | 95,070 | 5.0% | 99,820 | 5.0% | 104,810 | 5.0% | 110,050 | 5.0% |
| Social Security | 10,205 | 11,449 | 12.2% | 12,360 | 8.0% | 12,980 | 5.0% | 13,630 | 5.0% | 14,310 | 5.0% | 15,030 | 5.0% |
| Pension | 3,238 | 3,985 | 23.1% | 4,300 | 8.0% | 4,520 | 5.0% | 4,750 | 5.0% | 4,990 | 5.0% | 5,240 | 5.0% |
| Worker's Compensation | 2,220 | 2,460 | 10.8% | 2,580 | 5.0% | 2,710 | 5.0% | 2,850 | 5.0% | 2,910 | 2.0% | 2,970 | 2.0% |
| Operating Expenses | 150,910 | 157,670 | 4.5% | 160,820 | 2.0% | 164,040 | 2.0% | 167,320 | 2.0% | 170,670 | 2.0% | 174,080 | 2.0% |
| Internal Service Expenses | 43,940 | 43,496 | (1.0)% | 44,800 | 3.0% | 46,140 | 3.0% | 47,520 | 3.0% | 48,950 | 3.0% | 50,420 | 3.0% |
| Interfund Transfers | 37,380 | 37,380 | 0.0% | 37,380 | (200.0)% | 37,380 | (200.0)% | 37,380 | (200.0)% | 37,380 | (200.0)% | 37,380 | (200.0)% |
| **City Council** | **533,486** | **553,197** | **3.7%** | **575,480** | **4.0%** | **596,670** | **3.7%** | **618,790** | **3.7%** | **641,820** | **3.7%** | **665,860** | **3.7%** |
| Full Time Salaries | 823,694 | 777,398 | (5.6)% | 839,590 | 8.0% | 881,570 | 5.0% | 925,650 | 5.0% | 971,930 | 5.0% | 1,020,530 | 5.0% |
| Life Insurance | 3,544 | 3,299 | (6.9)% | 3,330 | 1.0% | 3,400 | 2.0% | 3,470 | 2.0% | 3,540 | 2.0% | 3,610 | 2.0% |
| Major Medical Insurance | 65,041 | 66,738 | 2.6% | 70,070 | 5.0% | 73,570 | 5.0% | 77,250 | 5.0% | 81,110 | 5.0% | 85,170 | 5.0% |
| Social Security | 37,330 | 40,519 | 8.5% | 43,760 | 8.0% | 45,950 | 5.0% | 48,250 | 5.0% | 50,660 | 5.0% | 53,190 | 5.0% |
| Pension | 5,436 | 6,610 | 21.6% | 7,140 | 8.0% | 7,500 | 5.0% | 7,880 | 5.0% | 8,270 | 5.0% | 8,680 | 5.0% |
| Worker's Compensation | 2,780 | 1,968 | (29.2)% | 2,070 | 5.0% | 2,170 | 5.0% | 2,280 | 5.0% | 2,330 | 2.0% | 2,380 | 2.0% |
| Operating Expenses | 120,370 | 137,520 | 14.2% | 140,270 | 2.0% | 143,080 | 2.0% | 145,940 | 2.0% | 148,860 | 2.0% | 151,840 | 2.0% |
| Internal Service Expenses | 73,050 | 49,706 | (32.0)% | 51,200 | 3.0% | 52,740 | 3.0% | 54,320 | 3.0% | 55,950 | 3.0% | 57,630 | 3.0% |
| Interfund Transfers | 1,500 | 1,500 | 0.0% | 1,500 | (200.0)% | 1,500 | (200.0)% | 1,500 | (200.0)% | 1,500 | (200.0)% | 1,500 | (200.0)% |
| **City Manager's Office** | **1,132,745** | **1,085,258** | **-4.2%** | **1,158,930** | **6.8%** | **1,211,480** | **4.5%** | **1,266,540** | **4.5%** | **1,324,150** | **4.5%** | **1,384,530** | **4.6%** |
| Full Time Salaries | 518,684 | 734,596 | 41.6% | 793,360 | 8.0% | 833,030 | 5.0% | 874,680 | 5.0% | 918,410 | 5.0% | 964,330 | 5.0% |
| Life Insurance | 2,641 | 4,262 | 61.4% | 4,300 | 1.0% | 4,390 | 2.0% | 4,480 | 2.0% | 4,570 | 2.0% | 4,660 | 2.0% |
| Major Medical Insurance | 100,499 | 149,468 | 48.7% | 156,940 | 5.0% | 164,790 | 5.0% | 173,030 | 5.0% | 181,680 | 5.0% | 190,760 | 5.0% |
| Social Security | 23,042 | 36,744 | 59.5% | 39,680 | 8.0% | 41,660 | 5.0% | 43,740 | 5.0% | 45,930 | 5.0% | 48,230 | 5.0% |
| Pension | 14,606 | 18,815 | 28.8% | 20,320 | 8.0% | 21,340 | 5.0% | 22,410 | 5.0% | 23,530 | 5.0% | 24,710 | 5.0% |
| Worker's Compensation | 1,920 | 2,939 | 53.1% | 3,090 | 5.0% | 3,240 | 5.0% | 3,400 | 5.0% | 3,470 | 2.0% | 3,540 | 2.0% |
| Operating Expenses | 350 | 500 | 42.9% | 510 | 2.0% | 520 | 2.0% | 530 | 2.0% | 540 | 2.0% | 550 | 2.0% |
| Internal Service Expenses | 29,680 | 35,202 | 18.6% | 36,260 | 3.0% | 37,350 | 3.0% | 38,470 | 3.0% | 39,620 | 3.0% | 40,810 | 3.0% |
| **CRA Administration** | **691,422** | **982,526** | **42.1%** | **1,054,460** | **7.3%** | **1,106,320** | **4.9%** | **1,160,740** | **4.9%** | **1,217,750** | **4.9%** | **1,277,590** | **4.9%** |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Time Salaries | 962,021 | 1,080,845 | 12.4% | 1,167,310 | 8.0% | 1,225,680 | 5.0% | 1,286,960 | 5.0% | 1,351,310 | 5.0% | 1,418,880 | 5.0% |
| Life Insurance | 4,122 | 4,334 | 5.1% | 4,380 | 1.0% | 4,470 | 2.0% | 4,560 | 2.0% | 4,650 | 2.0% | 4,740 | 2.0% |
| Major Medical Insurance | 182,998 | 210,042 | 14.8% | 220,540 | 5.0% | 231,570 | 5.0% | 243,150 | 5.0% | 255,310 | 5.0% | 268,080 | 5.0% |
| Social Security | 21,020 | 23,226 | 10.5% | 25,080 | 8.0% | 26,330 | 5.0% | 27,650 | 5.0% | 29,030 | 5.0% | 30,480 | 5.0% |
| Pension | 51,495 | 66,817 | 29.8% | 72,160 | 8.0% | 75,770 | 5.0% | 79,560 | 5.0% | 83,540 | 5.0% | 87,720 | 5.0% |
| Worker's Compensation | 4,450 | 5,124 | 15.1% | 5,380 | 5.0% | 5,650 | 5.0% | 5,930 | 5.0% | 6,050 | 2.0% | 6,170 | 2.0% |
| Operating Expenses | 424,124 | 371,530 | (12.4)% | 378,960 | 2.0% | 386,540 | 2.0% | 394,270 | 2.0% | 402,160 | 2.0% | 410,200 | 2.0% |
| Homeless Initiatives | 250,000 | 300,000 | 20.0% | 306,000 | 2.0% | 312,120 | 2.0% | 318,360 | 2.0% | 324,730 | 2.0% | 331,220 | 2.0% |
| Internal Service Expenses | 81,780 | 84,383 | 3.2% | 86,910 | 3.0% | 89,520 | 3.0% | 92,210 | 3.0% | 94,980 | 3.0% | 97,830 | 3.0% |
| **Economic Development** | **1,982,010** | **2,146,301** | **8.3%** | **2,266,720** | **5.6%** | **2,357,650** | **4.0%** | **2,452,650** | **4.0%** | **2,551,760** | **4.0%** | **2,655,320** | **4.1%** |
| Full Time Salaries | 813,499 | 942,407 | 15.8% | 1,017,800 | 8.0% | 1,068,690 | 5.0% | 1,122,120 | 5.0% | 1,178,230 | 5.0% | 1,237,140 | 5.0% |
| Life Insurance | 4,329 | 4,734 | 9.4% | 4,780 | 1.0% | 4,880 | 2.0% | 4,980 | 2.0% | 5,080 | 2.0% | 5,180 | 2.0% |
| Major Medical Insurance | 149,085 | 169,609 | 13.8% | 178,090 | 5.0% | 186,990 | 5.0% | 196,340 | 5.0% | 206,160 | 5.0% | 216,470 | 5.0% |
| Social Security | 28,891 | 33,514 | 16.0% | 36,200 | 8.0% | 38,010 | 5.0% | 39,910 | 5.0% | 41,910 | 5.0% | 44,010 | 5.0% |
| Pension | 29,551 | 37,402 | 26.6% | 40,390 | 8.0% | 42,410 | 5.0% | 44,530 | 5.0% | 46,760 | 5.0% | 49,100 | 5.0% |
| Worker's Compensation | 4,540 | 5,216 | 14.9% | 5,480 | 5.0% | 5,750 | 5.0% | 6,040 | 5.0% | 6,160 | 2.0% | 6,280 | 2.0% |
| Operating Expenses | 396,900 | 412,400 | 3.9% | 420,650 | 2.0% | 429,060 | 2.0% | 437,640 | 2.0% | 446,390 | 2.0% | 455,320 | 2.0% |
| Internal Service Expenses | 121,480 | 126,090 | 3.8% | 129,870 | 3.0% | 133,770 | 3.0% | 137,780 | 3.0% | 141,910 | 3.0% | 146,170 | 3.0% |
| Interfund Transfers | 25,000 | 30,000 | 20.0% | 30,000 | (2) | 30,000 | (2) | 30,000 | (2) | 30,000 | (2) | 30,000 | (2) |
| **Public Communications** | **1,573,275** | **1,761,372** | **12.0%** | **1,863,260** | **5.8%** | **1,939,560** | **4.1%** | **2,019,340** | **4.1%** | **2,102,600** | **4.1%** | **2,189,670** | **4.1%** |
| Full Time Salaries | 1,280,334 | 1,416,141 | 10.6% | 1,529,430 | 8.0% | 1,605,900 | 5.0% | 1,686,200 | 5.0% | 1,770,510 | 5.0% | 1,859,040 | 5.0% |
| Part Time Salaries | 22,550 | 24,310 | 7.8% | 25,530 | 5.0% | 26,810 | 5.0% | 28,150 | 5.0% | 29,560 | 5.0% | 31,040 | 5.0% |
| Life Insurance | 6,546 | 6,690 | 2.2% | 6,760 | 1.0% | 6,900 | 2.0% | 7,040 | 2.0% | 7,180 | 2.0% | 7,320 | 2.0% |
| Major Medical Insurance | 197,417 | 208,646 | 5.7% | 219,080 | 5.0% | 230,030 | 5.0% | 241,530 | 5.0% | 253,610 | 5.0% | 266,290 | 5.0% |
| Social Security | 65,821 | 70,517 | 7.1% | 76,160 | 8.0% | 79,970 | 5.0% | 83,970 | 5.0% | 88,170 | 5.0% | 92,580 | 5.0% |
| Pension | 21,731 | 27,298 | 25.6% | 29,480 | 8.0% | 30,950 | 5.0% | 32,500 | 5.0% | 34,130 | 5.0% | 35,840 | 5.0% |
| Worker's Compensation | 4,260 | 4,714 | 10.7% | 4,950 | 5.0% | 5,200 | 5.0% | 5,460 | 5.0% | 5,570 | 2.0% | 5,680 | 2.0% |
| Operating Expenses | 742,190 | 566,090 | (23.7)% | 577,410 | 2.0% | 588,960 | 2.0% | 600,740 | 2.0% | 612,750 | 2.0% | 625,010 | 2.0% |
| Internal Service Expenses | 218,430 | 163,337 | (25.2)% | 168,240 | 3.0% | 173,290 | 3.0% | 178,490 | 3.0% | 183,840 | 3.0% | 189,360 | 3.0% |
| Operating Capital | 1,000 | 1,000 | 0.0% | 1,000 | —% | 1,000 | —% | 1,000 | —% | 1,000 | —% | 1,000 | —% |
| **City Attorney** | **2,560,279** | **2,488,743** | **-2.8%** | **2,638,040** | **6.0%** | **2,749,010** | **4.2%** | **2,865,080** | **4.2%** | **2,986,320** | **4.2%** | **3,113,160** | **4.2%** |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Time Salaries | 651,437 | 689,250 | 5.8% | 744,390 | 8.0% | 803,940 | 8.0% | 844,140 | 5.0% | 886,350 | 5.0% | 930,670 | 5.0% |
| Life Insurance | 2,588 | 2,789 | 7.8% | 2,820 | 1.0% | 2,850 | 1.0% | 2,910 | 2.0% | 2,970 | 2.0% | 3,030 | 2.0% |
| Major Medical Insurance | 132,026 | 143,522 | 8.7% | 150,700 | 5.0% | 158,240 | 5.0% | 166,150 | 5.0% | 174,460 | 5.0% | 183,180 | 5.0% |
| Social Security | 8,482 | 9,489 | 11.9% | 10,250 | 8.0% | 11,070 | 8.0% | 11,620 | 5.0% | 12,200 | 5.0% | 12,810 | 5.0% |
| Pension | 38,875 | 49,162 | 26.5% | 53,090 | 8.0% | 57,340 | 8.0% | 60,210 | 5.0% | 63,220 | 5.0% | 66,380 | 5.0% |
| Worker's Compensation | 2,960 | 3,894 | 31.6% | 4,090 | 5.0% | 4,290 | 5.0% | 4,500 | 5.0% | 4,730 | 5.0% | 4,820 | 2.0% |
| Operating Expenses | 237,400 | 329,500 | 38.8% | 336,090 | 2.0% | 342,810 | 2.0% | 349,670 | 2.0% | 356,660 | 2.0% | 363,790 | 2.0% |
| Internal Service Expenses | 201,110 | 192,800 | (4.1)% | 198,580 | 3.0% | 204,540 | 3.0% | 210,680 | 3.0% | 217,000 | 3.0% | 223,510 | 3.0% |
| **City Clerk** | **1,274,878** | **1,420,406** | **11.4%** | **1,500,010** | **5.6%** | **1,585,080** | **5.7%** | **1,649,880** | **4.1%** | **1,717,590** | **4.1%** | **1,788,190** | **4.1%** |
| Full Time Salaries | 1,945,641 | 2,085,857 | 7.2% | 2,252,730 | 8.0% | 2,365,370 | 5.0% | 2,483,640 | 5.0% | 2,607,820 | 5.0% | 2,738,210 | 5.0% |
| Part Time Salaries | 21,630 | 25,430 | 17.6% | 26,700 | 5.0% | 28,040 | 5.0% | 29,440 | 5.0% | 30,910 | 5.0% | 32,460 | 5.0% |
| Overtime | 5,200 | 5,200 | —% | 5,460 | 5.0% | 5,650 | 3.5% | 5,850 | 3.5% | 6,050 | 3.5% | 6,260 | 3.5% |
| Life Insurance | 8,526 | 9,061 | 6.3% | 9,150 | 1.0% | 9,330 | 2.0% | 9,520 | 2.0% | 9,710 | 2.0% | 9,900 | 2.0% |
| Major Medical Insurance | 284,420 | 300,694 | 5.7% | 315,730 | 5.0% | 331,520 | 5.0% | 348,100 | 5.0% | 365,510 | 5.0% | 383,790 | 5.0% |
| Social Security | 60,604 | 65,813 | 8.6% | 71,080 | 8.0% | 74,630 | 5.0% | 78,360 | 5.0% | 82,280 | 5.0% | 86,390 | 5.0% |
| Pension | 82,241 | 103,365 | 25.7% | 111,630 | 8.0% | 117,210 | 5.0% | 123,070 | 5.0% | 129,220 | 5.0% | 135,680 | 5.0% |
| Worker's Compensation | 10,980 | 11,273 | 2.7% | 11,840 | 5.0% | 12,430 | 5.0% | 13,050 | 5.0% | 13,310 | 2.0% | 13,580 | 2.0% |
| Operating Expenses | 263,400 | 263,460 | —% | 268,730 | 2.0% | 274,100 | 2.0% | 279,580 | 2.0% | 285,170 | 2.0% | 290,870 | 2.0% |
| Internal Service Expenses | 256,190 | 271,890 | 6.1% | 277,330 | 2.0% | 282,880 | 2.0% | 288,540 | 2.0% | 294,310 | 2.0% | 300,200 | 2.0% |
| **Finance** | **2,938,832** | **3,142,043** | **6.9%** | **3,350,380** | **6.6%** | **3,501,160** | **4.5%** | **3,659,150** | **4.5%** | **3,824,290** | **4.5%** | **3,997,340** | **4.5%** |
| Full Time Salaries | 223,050 | 275,205 | 23.4% | 297,220 | 8.0% | 312,080 | 5.0% | 327,680 | 5.0% | 344,060 | 5.0% | 361,260 | 5.0% |
| Life Insurance | 811 | 968 | 19.4% | 980 | 1.0% | 1,000 | 2.0% | 1,020 | 2.0% | 1,040 | 2.0% | 1,060 | 2.0% |
| Major Medical Insurance | 44,489 | 47,222 | 6.1% | 49,580 | 5.0% | 52,060 | 5.0% | 54,660 | 5.0% | 57,390 | 5.0% | 60,260 | 5.0% |
| Social Security | 3,062 | 3,803 | 24.2% | 4,110 | 8.0% | 4,320 | 5.0% | 4,540 | 5.0% | 4,770 | 5.0% | 5,010 | 5.0% |
| Pension | 14,108 | 19,580 | 38.8% | 21,150 | 8.0% | 22,210 | 5.0% | 23,320 | 5.0% | 24,490 | 5.0% | 25,710 | 5.0% |
| Worker's Compensation | 740 | 1,230 | 66.2% | 1,290 | 5.0% | 1,350 | 5.0% | 1,420 | 5.0% | 1,450 | 2.0% | 1,480 | 2.0% |
| Operating Expenses | 64,960 | 84,855 | 30.6% | 86,550 | 2.0% | 88,280 | 2.0% | 90,050 | 2.0% | 91,850 | 2.0% | 93,690 | 2.0% |
| Internal Service Expenses | 21,710 | 28,710 | 32.2% | 29,570 | 3.0% | 30,460 | 3.0% | 31,370 | 3.0% | 32,310 | 3.0% | 33,280 | 3.0% |
| **City Audit** | **372,930** | **461,573** | **23.8%** | **490,450** | **6.3%** | **511,760** | **4.3%** | **534,060** | **4.4%** | **557,360** | **4.4%** | **581,750** | **4.4%** |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Full Time Salaries | 1,063,335 | 1,082,620 | 1.8% | 1,169,230 | 8.0% | 1,227,690 | 5.0% | 1,289,070 | 5.0% | 1,353,520 | 5.0% | 1,421,200 | 5.0% |
| Part Time Salaries | 34,430 | 35,470 | 3.0% | 37,240 | 5.0% | 39,100 | 5.0% | 41,060 | 5.0% | 43,110 | 5.0% | 45,270 | 5.0% |
| Overtime | 650 | 650 | —% | 680 | 5.0% | 700 | 3.5% | 720 | 3.5% | 750 | 3.5% | 780 | 3.5% |
| Life Insurance | 5,023 | 5,025 | —% | 5,080 | 1.0% | 5,180 | 2.0% | 5,280 | 2.0% | 5,390 | 2.0% | 5,500 | 2.0% |
| Major Medical Insurance | 219,652 | 223,266 | 1.6% | 234,430 | 5.0% | 246,150 | 5.0% | 258,460 | 5.0% | 271,380 | 5.0% | 284,950 | 5.0% |
| Social Security | 38,323 | 23,841 | (37.8)% | 25,750 | 8.0% | 27,040 | 5.0% | 28,390 | 5.0% | 29,810 | 5.0% | 31,300 | 5.0% |
| Pension | 43,123 | 71,278 | 65.3% | 76,980 | 8.0% | 80,830 | 5.0% | 84,870 | 5.0% | 89,110 | 5.0% | 93,570 | 5.0% |
| Worker's Compensation | 4,700 | 6,231 | 32.6% | 6,540 | 5.0% | 6,870 | 5.0% | 7,210 | 5.0% | 7,350 | 2.0% | 7,500 | 2.0% |
| Operating Expenses | 686,540 | 585,185 | (14.8)% | 596,890 | 2.0% | 608,830 | 2.0% | 621,010 | 2.0% | 633,430 | 2.0% | 646,100 | 2.0% |
| Internal Service Expenses | 137,730 | 147,652 | 7.2% | 152,080 | 3.0% | 156,640 | 3.0% | 161,340 | 3.0% | 166,180 | 3.0% | 171,170 | 3.0% |
| **Human Resources** | **2,233,506** | **2,181,218** | **(2.3)%** | **2,304,900** | **5.7%** | **2,399,030** | **4.1%** | **2,497,410** | **4.1%** | **2,600,030** | **4.1%** | **2,707,340** | **4.1%** |
| Full Time Salaries | 26,603,174 | 29,046,968 | 9.2% | 30,499,320 | 5.0% | 32,024,290 | 5.0% | 33,625,500 | 5.0% | 35,306,780 | 5.0% | 37,072,120 | 5.0% |
| Part Time Salaries | 1,066,400 | 1,100,640 | 3.2% | 1,155,670 | 5.0% | 1,213,450 | 5.0% | 1,274,120 | 5.0% | 1,337,830 | 5.0% | 1,404,720 | 5.0% |
| Overtime | 710,500 | 1,223,500 | 72.2% | 1,284,680 | 5.0% | 1,329,640 | 3.5% | 1,376,180 | 3.5% | 1,424,350 | 3.5% | 1,474,200 | 3.5% |
| Police Incentive Pay | 178,837 | 179,635 | 0.4% | 194,010 | 8.0% | 203,710 | 5.0% | 213,900 | 5.0% | 224,600 | 5.0% | 235,830 | 5.0% |
| Life Insurance | 33,596 | 35,863 | 6.7% | 36,220 | 1.0% | 36,940 | 2.0% | 37,680 | 2.0% | 38,430 | 2.0% | 39,200 | 2.0% |
| Major Medical Insurance | 4,650,055 | 4,749,090 | 2.1% | 4,986,540 | 5.0% | 5,235,870 | 5.0% | 5,497,660 | 5.0% | 5,772,540 | 5.0% | 6,061,170 | 5.0% |
| Social Security | 459,968 | 507,455 | 10.3% | 532,830 | 5.0% | 559,470 | 5.0% | 587,440 | 5.0% | 616,810 | 5.0% | 647,650 | 5.0% |
| Pension | 4,994,003 | 5,742,637 | 15.0% | 6,202,050 | 8.0% | 6,512,150 | 5.0% | 6,837,760 | 5.0% | 7,179,650 | 5.0% | 7,538,630 | 5.0% |
| Worker's Compensation | 681,820 | 887,141 | 30.1% | 931,500 | 5.0% | 978,080 | 5.0% | 1,026,980 | 5.0% | 1,047,520 | 2.0% | 1,068,470 | 2.0% |
| Supplemental Pension | 1,379,769 | 1,130,000 | (18.1)% | 1,130,000 | 0.0% | 1,130,000 | 0.0% | 1,130,000 | 0.0% | 1,130,000 | 0.0% | 1,130,000 | 0.0% |
| Medical Examinations | 110,000 | 110,000 | —% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% | 110,000 | 0.0% |
| Operating Expenses | 3,990,705 | 3,882,597 | (2.7)% | 3,960,250 | 2.0% | 4,039,460 | 2.0% | 4,120,250 | 2.0% | 4,202,660 | 2.0% | 4,286,710 | 2.0% |
| Internal Service Expenses | 8,307,600 | 7,704,158 | (7.3)% | 7,935,280 | 3.0% | 8,173,340 | 3.0% | 8,418,540 | 3.0% | 8,671,100 | 3.0% | 8,931,230 | 3.0% |
| Debt Service | 141,360 | 73,660 | (47.9)% | 80,780 | (1) | 77,410 | (1) | 77,410 | (1) | 0.0% | (1) | 0.0% | (1) |
| Interfund Transfers | 447,900 | 407,000 | (9.1)% | 540,000 | (2) | 2,166,050 | (2) | 530,000 | (2) | 2,456,050 | (2) | 530,000 | (2) |
| **Police** | **53,755,687** | **56,780,344** | **5.6%** | **59,579,130** | **4.9%** | **63,789,860** | **7.1%** | **64,863,420** | **1.7%** | **69,518,320** | **7.2%** | **70,529,930** | **1.5%** |
| Full Time Salaries | 16,908,953 | 17,241,634 | 2.0% | 18,741,460 | 5.0% | 19,678,530 | 5.0% | 20,662,460 | 5.0% | 21,695,580 | 5.0% | 22,780,360 | 5.0% |
| Overtime | 2,072,550 | 2,222,601 | 7.2% | 2,333,730 | 5.0% | 2,415,410 | 3.5% | 2,499,950 | 3.5% | 2,587,450 | 3.5% | 2,678,010 | 3.5% |
| Fire Incentive/Acting Pay | 357,115 | 337,328 | (5.5)% | 354,190 | 5.0% | 371,900 | 5.0% | 390,500 | 5.0% | 410,030 | 5.0% | 430,530 | 5.0% |
| Fire Special Holiday | 414,270 | 633,099 | 52.8% | 664,750 | 5.0% | 697,990 | 5.0% | 732,890 | 5.0% | 769,530 | 5.0% | 808,010 | 5.0% |
| Life Insurance | 37,172 | 35,597 | (4.2)% | 35,950 | 1.0% | 36,670 | 2.0% | 37,400 | 2.0% | 38,150 | 2.0% | 38,910 | 2.0% |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Major Medical Insurance | 2,810,366 | 2,993,371 | 6.5% | 3,143,040 | 5.0% | 3,300,190 | 5.0% | 3,465,200 | 5.0% | 3,638,460 | 5.0% | 3,820,380 | 5.0% |
| Social Security | 275,544 | 293,574 | 6.5% | 308,250 | 5.0% | 323,660 | 5.0% | 339,840 | 5.0% | 356,830 | 5.0% | 374,670 | 5.0% |
| Pension | 3,949,717 | 4,198,309 | 6.3% | 4,534,170 | 8.0% | 4,760,880 | 5.0% | 4,998,920 | 5.0% | 5,248,870 | 5.0% | 5,511,310 | 5.0% |
| Worker's Compensation | 384,310 | 305,382 | (20.5)% | 320,650 | 5.0% | 336,680 | 5.0% | 353,510 | 5.0% | 360,580 | 2.0% | 367,790 | 2.0% |
| Supplemental Pension | 1,563,274 | 1,000,000 | (36.0)% | 1,000,000 | 0.0% | 1,000,000 | 0.0% | 1,000,000 | 0.0% | 1,000,000 | 0.0% | 1,000,000 | 0.0% |
| Medical Examinations | 126,470 | 126,470 | —% | 126,470 | 0.0% | 126,470 | 0.0% | 126,470 | 0.0% | 126,470 | 0.0% | 126,470 | 0.0% |
| Operating Expenses | 1,957,879 | 2,008,980 | 2.6% | 2,049,160 | 2.0% | 2,090,140 | 2.0% | 2,131,940 | 2.0% | 2,174,580 | 2.0% | 2,218,070 | 2.0% |
| Internal Service Expenses | 2,847,780 | 3,205,047 | 12.5% | 3,301,200 | 3.0% | 3,400,240 | 3.0% | 3,502,250 | 3.0% | 3,607,320 | 3.0% | 3,715,540 | 3.0% |
| Operating Capital | 16,900 | 62,500 | 269.8 | 62,500 | —% | 62,500 | —% | 62,500 | —% | 62,500 | —% | 62,500 | —% |
| Debt Service | 393,217 | 203,610 | (1) | 41,050 | (1) | — | (1) | — | (1) | — | (1) | — | (1) |
| Interfund Transfers | 455,450 | 376,220 | (2) | 1,215,820 | (2) | 514,020 | (2) | 2,155,490 | (2) | 517,480 | (2) | 647,500 | (2) |
| **Fire** | **34,570,967** | **35,243,722** | **1.9%** | **38,232,390** | **8.5%** | **39,115,280** | **2.3%** | **42,459,320** | **8.5%** | **42,593,830** | **0.3%** | **44,580,050** | **4.7%** |
| Full Time Salaries | 3,881,980 | 4,312,486 | 11.1% | 4,657,480 | 8.0% | 4,890,350 | 5.0% | 5,134,870 | 5.0% | 5,391,610 | 5.0% | 5,661,190 | 5.0% |
| Part Time Salaries | 13,760 | 22,130 | 11.1% | 23,240 | 5.0% | 24,400 | 5.0% | 25,620 | 5.0% | 26,900 | 5.0% | 28,250 | 5.0% |
| Overtime | 78,050 | 78,050 | 11.1% | 81,950 | 5.0% | 84,820 | 3.5% | 87,790 | 3.5% | 90,860 | 3.5% | 94,040 | 3.5% |
| Life Insurance | 15,244 | 16,990 | 11.5% | 17,160 | 1.0% | 17,500 | 2.0% | 17,850 | 2.0% | 18,210 | 2.0% | 18,570 | 2.0% |
| Major Medical Insurance | 791,739 | 897,058 | 13.3% | 941,910 | 5.0% | 989,010 | 5.0% | 1,038,460 | 5.0% | 1,090,380 | 5.0% | 1,144,900 | 5.0% |
| Social Security | 67,036 | 80,005 | 19.3% | 86,410 | 8.0% | 90,730 | 5.0% | 95,270 | 5.0% | 100,030 | 5.0% | 105,030 | 5.0% |
| Pension | 231,336 | 300,412 | 29.9% | 324,440 | 8.0% | 340,660 | 5.0% | 357,690 | 5.0% | 375,570 | 5.0% | 394,350 | 5.0% |
| Worker's Compensation | 37,710 | 40,933 | 8.5% | 42,980 | 5.0% | 45,130 | 5.0% | 47,390 | 5.0% | 48,340 | 2.0% | 49,310 | 2.0% |
| Operating Expenses | 1,158,300 | 1,464,814 | 26.5% | 1,494,110 | 2.0% | 1,523,990 | 2.0% | 1,554,470 | 2.0% | 1,585,560 | 2.0% | 1,617,270 | 2.0% |
| Internal Service Expenses | 1,051,870 | 1,165,000 | 10.8% | 1,199,950 | 3.0% | 1,235,950 | 3.0% | 1,273,030 | 3.0% | 1,311,220 | 3.0% | 1,350,560 | 3.0% |
| Debt Service | 3,330 | — | (100.0)% | — | (1) | — | (1) | — | (1) | — | (1) | — | (1) |
| Interfund Transfers | 275,000 | 200,000 | (200.0)% | 200,000 | (2) | 175,000 | (2) | 175,000 | (2) | 175,000 | (2) | 175,000 | (2) |
| **Planning & Development** | **7,605,355** | **8,577,878** | **12.8%** | **9,069,630** | **5.7%** | **9,417,540** | **3.8%** | **9,807,440** | **4.1%** | **10,213,680** | **4.1%** | **10,638,470** | **4.2%** |
| Full Time Salaries | 4,190,216 | 4,380,872 | 4.6% | 4,731,340 | 8.0% | 4,967,910 | 5.0% | 5,216,310 | 5.0% | 5,477,130 | 5.0% | 5,750,990 | 5.0% |
| Overtime | 60,580 | 85,880 | 41.8% | 90,170 | 5.0% | 93,330 | 3.5% | 96,600 | 3.5% | 99,980 | 3.5% | 103,480 | 3.5% |
| Life Insurance | 16,309 | 16,906 | 3.7% | 17,080 | 1.0% | 17,420 | 2.0% | 17,770 | 2.0% | 18,130 | 2.0% | 18,490 | 2.0% |
| Major Medical Insurance | 866,085 | 921,021 | 6.3% | 967,070 | 5.0% | 1,015,420 | 5.0% | 1,066,190 | 5.0% | 1,119,500 | 5.0% | 1,175,480 | 5.0% |
| Social Security | 76,800 | 87,581 | 14.0% | 94,590 | 8.0% | 99,320 | 5.0% | 104,290 | 5.0% | 109,500 | 5.0% | 114,980 | 5.0% |
| Pension | 236,872 | 285,684 | 20.6% | 308,540 | 8.0% | 323,970 | 5.0% | 340,170 | 5.0% | 357,180 | 5.0% | 375,040 | 5.0% |
| Worker's Compensation | 98,760 | 145,559 | 47.4% | 152,840 | 5.0% | 160,480 | 5.0% | 168,500 | 5.0% | 171,870 | 2.0% | 175,310 | 2.0% |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Operating Expenses | 3,751,195 | 3,938,900 | 5.0% | 4,017,680 | 2.0% | 4,098,030 | 2.0% | 4,179,990 | 2.0% | 4,263,590 | 2.0% | 4,348,860 | 2.0% |
| Internal Service Expenses | 1,487,530 | 1,534,907 | 3.2% | 1,580,950 | 3.0% | 1,628,380 | 3.0% | 1,677,230 | 3.0% | 1,727,550 | 3.0% | 1,779,380 | 3.0% |
| Debt Service | 17,121 | 24,675 | (1) | 87,310 | (1) | 82,410 | (1) | 82,410 | (1) | 82,410 | (1) | — | (1) |
| Transfers | 979,000 | 3,137,040 | (2) | 5,534,280 | (2) | 5,269,980 | (2) | 7,091,710 | (2) | 7,702,230 | (2) | 7,864,790 | (2) |
| **Public Works** | **11,780,468** | **14,559,025** | **23.6%** | **17,581,850** | **20.8%** | **17,756,650** | **1.0%** | **20,041,170** | **12.9%** | **21,129,070** | **5.4%** | **21,706,800** | **2.7%** |
| Full Time Salaries | 9,201,423 | 10,544,829 | 14.6% | 11,388,420 | 8.0% | 11,957,840 | 5.0% | 12,555,730 | 5.0% | 13,183,520 | 5.0% | 13,842,700 | 5.0% |
| Part Time Salaries | 1,766,825 | 1,930,685 | 9.3% | 2,027,220 | 5.0% | 2,128,580 | 5.0% | 2,235,010 | 5.0% | 2,346,760 | 5.0% | 2,464,100 | 5.0% |
| Overtime | 285,847 | 404,058 | 41.4% | 424,260 | 5.0% | 439,110 | 3.5% | 454,480 | 3.5% | 470,390 | 3.5% | 486,850 | 3.5% |
| Life Insurance | 40,836 | 45,079 | 10.4% | 45,530 | 1.0% | 46,440 | 2.0% | 47,370 | 2.0% | 48,320 | 2.0% | 49,290 | 2.0% |
| Major Medical Insurance | 2,072,236 | 2,547,115 | 22.9% | 2,674,470 | 5.0% | 2,808,190 | 5.0% | 2,948,600 | 5.0% | 3,096,030 | 5.0% | 3,250,830 | 5.0% |
| Social Security | 283,162 | 341,069 | 20.5% | 368,350 | 8.0% | 386,770 | 5.0% | 406,110 | 5.0% | 426,420 | 5.0% | 447,740 | 5.0% |
| Pension | 505,372 | 735,115 | 45.5% | 793,920 | 8.0% | 833,620 | 5.0% | 875,300 | 5.0% | 919,070 | 5.0% | 965,020 | 5.0% |
| Worker's Compensation | 201,170 | 214,902 | 6.8% | 225,650 | 5.0% | 236,930 | 5.0% | 248,780 | 5.0% | 253,760 | 2.0% | 258,840 | 2.0% |
| Operating Expenses | 10,858,739 | 12,865,940 | 23.0% | 13,123,260 | 2.0% | 13,385,730 | 2.0% | 13,653,440 | 2.0% | 13,926,510 | 2.0% | 14,205,040 | 2.0% |
| Internal Service Expenses | 5,394,250 | 5,537,857 | 2.7% | 5,703,990 | 3.0% | 5,875,110 | 3.0% | 6,051,360 | 3.0% | 6,232,900 | 3.0% | 6,419,890 | 3.0% |
| Capital | 20,000 | 20,000 | —% | 20,000 | —% | 20,000 | —% | 20,000 | —% | 20,000 | —% | 20,000 | —% |
| Debt Service | 149,920 | 381,602 | (1) | 292,680 | (1) | 242,110 | (1) | 194,210 | (1) | 182,000 | (1) | 182,000 | (1) |
| Transfers | 8,558,157 | 9,222,530 | (2) | 13,765,500 | (2) | 6,099,000 | (2) | 5,673,500 | (2) | 7,041,500 | (2) | 7,639,000 | (2) |
| **Parks & Recreation** | **39,337,937** | **44,790,781** | **13.9%** | **50,853,250** | **13.5%** | **44,459,430** | **-12.6%** | **45,363,890** | **2.0%** | **48,147,180** | **6.1%** | **50,231,300** | **4.3%** |
| Full Time Salaries | 3,602,083 | 3,720,130 | 3.3% | 4,017,740 | 8.0% | 4,218,630 | 5.0% | 4,429,560 | 5.0% | 4,651,040 | 5.0% | 4,883,590 | 5.0% |
| Part Time Salaries | 690,520 | 740,536 | 7.2% | 777,560 | 5.0% | 816,440 | 5.0% | 857,260 | 5.0% | 900,120 | 5.0% | 945,130 | 5.0% |
| Life Insurance | 14,304 | 14,618 | 2.2% | 14,760 | 1.0% | 15,060 | 2.0% | 15,360 | 2.0% | 15,670 | 2.0% | 15,980 | 2.0% |
| Major Medical Insurance | 813,387 | 841,583 | 3.5% | 883,660 | 5.0% | 927,840 | 5.0% | 974,230 | 5.0% | 1,022,940 | 5.0% | 1,074,090 | 5.0% |
| Social Security | 109,111 | 115,496 | 5.9% | 124,740 | 8.0% | 130,980 | 5.0% | 137,530 | 5.0% | 144,410 | 5.0% | 151,630 | 5.0% |
| Pension | 217,266 | 262,181 | 20.7% | 283,160 | 8.0% | 297,320 | 5.0% | 312,190 | 5.0% | 327,800 | 5.0% | 344,190 | 5.0% |
| Worker's Compensation | 32,670 | 34,495 | 5.6% | 36,220 | 5.0% | 38,030 | 5.0% | 39,930 | 5.0% | 40,730 | 2.0% | 41,540 | 2.0% |
| Operating Expenses | 985,352 | 988,057 | 0.3% | 1,007,820 | 2.0% | 1,027,980 | 2.0% | 1,048,540 | 2.0% | 1,069,510 | 2.0% | 1,090,900 | 2.0% |
| Internal Service Expenses | 1,552,302 | 1,589,277 | 2.4% | 1,636,960 | 3.0% | 1,686,070 | 3.0% | 1,736,650 | 3.0% | 1,788,750 | 3.0% | 1,842,410 | 3.0% |
| Operating Capital | 693,680 | 693,680 | —% | 693,680 | —% | 693,680 | —% | 693,680 | —% | 693,680 | —% | 693,680 | —% |
| Transfers | 735,000 | 110,000 | (2) | 110,000 | (2) | 110,000 | (2) | 110,000 | (2) | 110,000 | (2) | 110,000 | (2) |
| **Library** | **9,445,675** | **9,110,053** | **-3.6%** | **9,586,300** | **5.2%** | **9,962,030** | **3.9%** | **10,354,930** | **3.9%** | **10,764,650** | **4.0%** | **11,193,140** | **4.0%** |

**City of Clearwater**
**Five Year Forecast**

| Expenditure Schedule | Revised Budget 2022-23 | Budget 2023-24 | % | Forecast Fiscal Year 2024-25 | % △ | Fiscal Year 2025-26 | % △ | Fiscal Year 2026-27 | % △ | Fiscal Year 2027-28 | % △ | Fiscal Year 2028-29 | % △ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Other Operating | 700,911 | 857,330 | (4276.4)% | 874,480 | 2.0% | 891,970 | 2.0% | 909,810 | 2.0% | 928,010 | 2.0% | 946,570 | 2.0% |
| Property/Liability Insurance | 2,565,770 | 3,345,870 | 1204.7% | 3,513,160 | 5.0% | 3,688,820 | 5.0% | 3,873,260 | 5.0% | 3,950,730 | 2.0% | 4,029,740 | 2.0% |
| Debt Srvc - Imagine Clw | 1,600,000 | 1,821,930 | (1) | 1,821,930 | (1) | 1,821,930 | (1) | 1,821,930 | (1) | 1,821,930 | (1) | 1,821,930 | (1) |
| Interfund Transfer - CRA | 2,845,545 | 3,165,110 | (2) | 3,260,060 | (2) | 3,357,860 | (2) | 3,458,600 | (2) | 3,562,360 | (2) | 3,669,230 | (2) |
| Interfund Transfers - CIP | 20,004,120 | 3,535,000 | (2) | 3,640,000 | (2) | 3,520,000 | (2) | 3,090,000 | (2) | 3,145,000 | (2) | 3,120,000 | (2) |
| **Non-Departmental** | **27,843,536** | **12,725,240** | **(54.3)%** | **13,109,630** | **3.0%** | **13,280,580** | **1.3%** | **13,153,600** | **(1.0)%** | **13,408,030** | **1.9%** | **13,587,470** | **1.3%** |
| Full Time Salaries | 508,066 | 557,832 | 9.8% | 602,460 | 8.0% | 632,580 | 5.0% | 664,210 | 5.0% | 697,420 | 5.0% | 732,290 | 5.0% |
| Life Insurance | 2,110 | 2,762 | 30.9% | 2,790 | 1.0% | 2,850 | 2.0% | 2,910 | 2.0% | 2,970 | 2.0% | 3,030 | 2.0% |
| Major Medical Insurance | 80,010 | 86,869 | 8.6% | 91,210 | 5.0% | 95,770 | 5.0% | 100,560 | 5.0% | 105,590 | 5.0% | 110,870 | 5.0% |
| Social Security | 7,168 | 21,317 | 197.4% | 23,020 | 8.0% | 24,170 | 5.0% | 25,380 | 5.0% | 26,650 | 5.0% | 27,980 | 5.0% |
| Pension | 19,991 | 20,315 | 1.6% | 21,940 | 8.0% | 23,040 | 5.0% | 24,190 | 5.0% | 25,400 | 5.0% | 26,670 | 5.0% |
| Worker's Compensation | — | 2,746 | n/a | 2,880 | 5.0% | 3,020 | 5.0% | 3,170 | 5.0% | 3,230 | 2.0% | 3,290 | 2.0% |
| Operating Expenses | 212,969 | 214,919 | 0.9% | 219,220 | 2.0% | 223,600 | 2.0% | 228,070 | 2.0% | 232,630 | 2.0% | 237,280 | 2.0% |
| Internal Service Expenses | 1,220 | 36,500 | 2891.8% | 37,600 | 3.0% | 38,730 | 3.0% | 39,890 | 3.0% | 41,090 | 3.0% | 42,320 | 3.0% |
| Transfers | 60,000 | 60,000 | — | 60,000 | (2) | 60,000 | (2) | 60,000 | (2) | 60,000 | (2) | 60,000 | (2) |
| **Office of Innovation** | **891,534** | **1,003,260** | **n/a** | **1,061,120** | **5.8%** | **1,103,760** | **4.0%** | **1,148,380** | **4.0%** | **1,194,980** | **4.1%** | **1,243,730** | **4.1%** |
| Other Operating | 113,190 | 117,740 | 4.0% | 120,090 | 2.0% | 122,490 | 2.0% | 124,940 | 2.0% | 127,440 | 2.0% | 129,990 | 2.0% |
| Internal Services | 299,330 | 327,840 | 9.5% | 337,680 | 3.0% | 347,810 | 3.0% | 358,240 | 3.0% | 368,990 | 3.0% | 380,060 | 3.0% |
| **Public Utilities** | **412,520** | **445,580** | **8.0%** | **457,770** | **2.7%** | **470,300** | **2.7%** | **483,180** | **2.7%** | **496,430** | **2.7%** | **510,050** | **2.7%** |
| **Total Expenditures** | **200,937,042** | **199,458,520** | **(0.7)%** | **216,733,700** | **8.7%** | **217,313,150** | **0.3%** | **226,398,970** | **4.2%** | **236,989,840** | **4.7%** | **244,581,690** | **3.2%** |


CITY OF CLEARWATER, FLORIDA
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## Department Objective

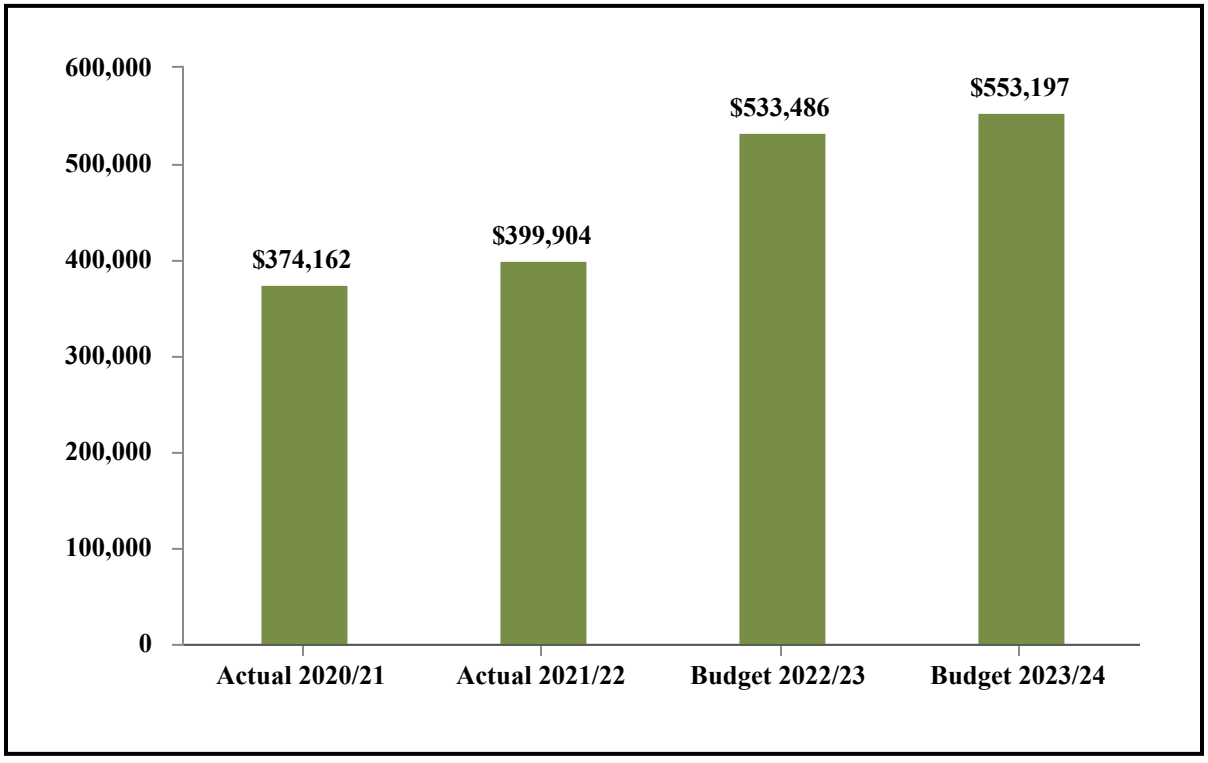
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Council members, who each serve four-year terms. The City Council is the legislative and policy-making body of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

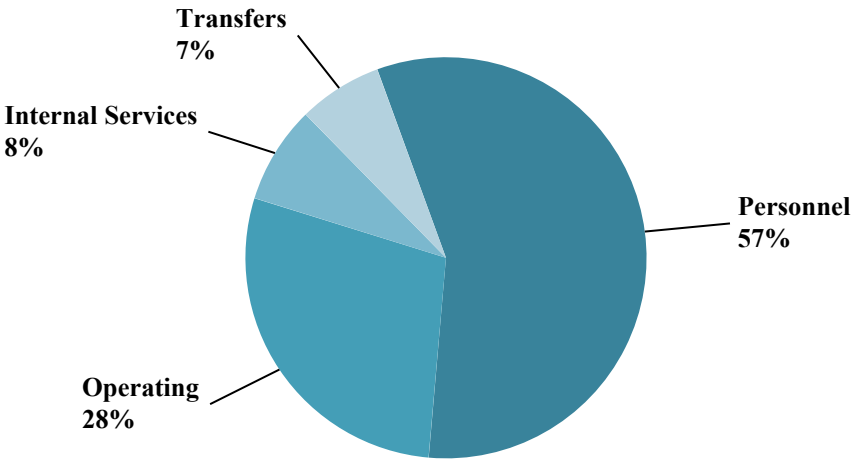
## Budget Summary

| | 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** |

## 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%.

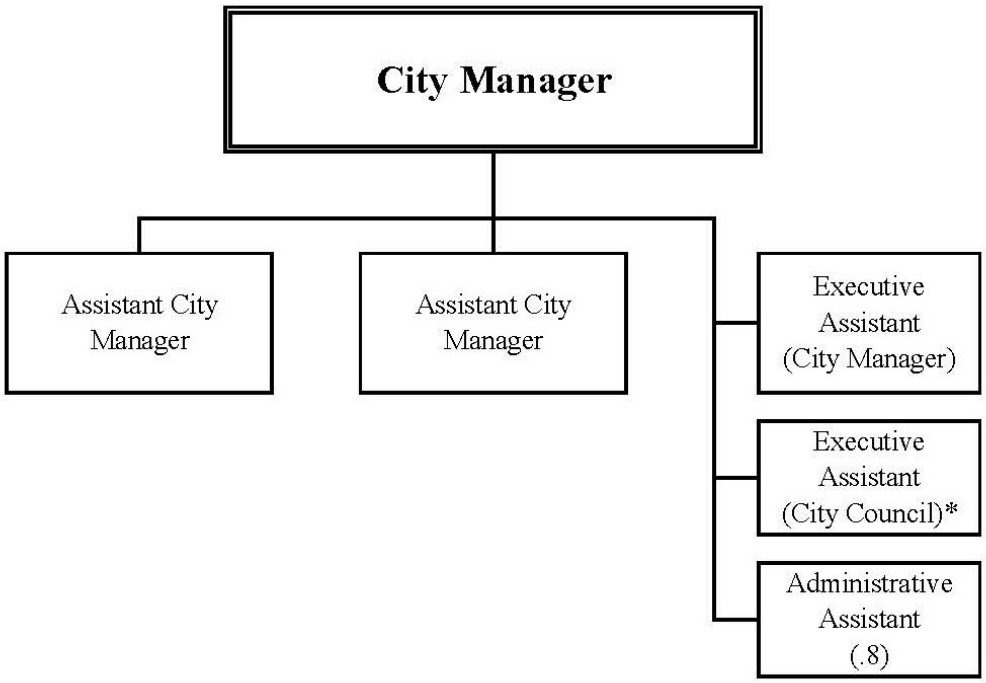
- Included in the operating category is the anticipated cost of memberships for fiscal year 2023/24 totaling $29,080. Funding is included for memberships for the US Conference of Mayors, Florida League of Mayors, Amplify Clearwater, Florida League of Cities, Suncoast League of Municipalities, as well as other ancillary memberships. This category also includes $25,000 in agency funding to support operations of the Clearwater Historical Society .

- Council member travel is budgeted at $15,960, the same level of funding as the 2022/23 budget.

- 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

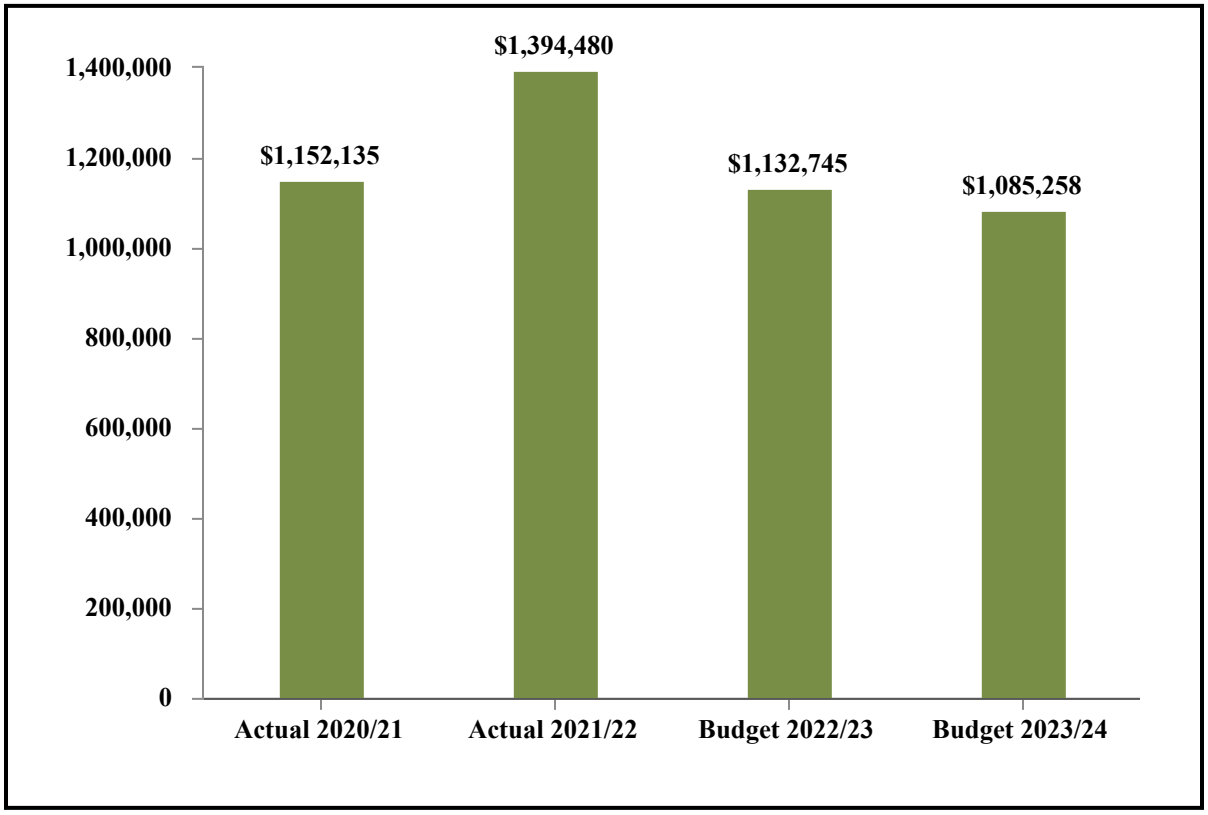
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic priorities to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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.

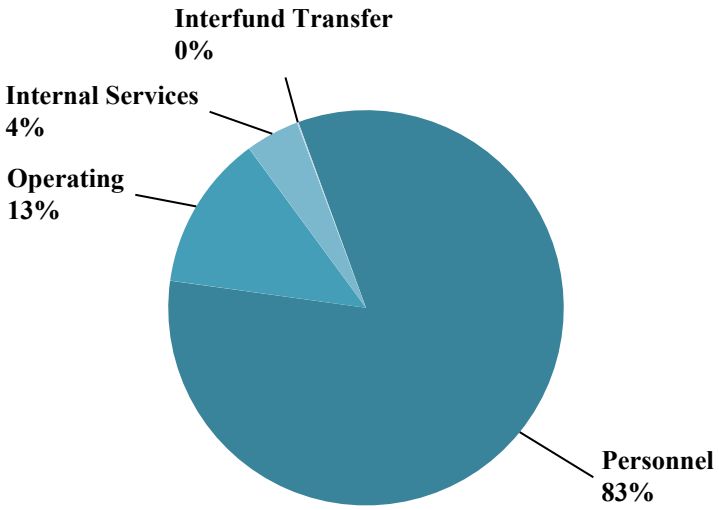
## Budget Summary

| | Actual 2020/21 | Actual 2021/22 | Budget 2022/23 | Budget 2023/24 | % Change |
|---|---|---|---|---|---|
| Personnel | 1,030,856 | 1,058,277 | 937,825 | 896,532 | (4)% |
| 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** | **1,132,745** | **1,085,258** | **(4)%** |
| **Total City Manager's Office FTEs** | **7.5** | **8.5** | **4.8** | **4.8** | **0.0** |

## Total Department Summary



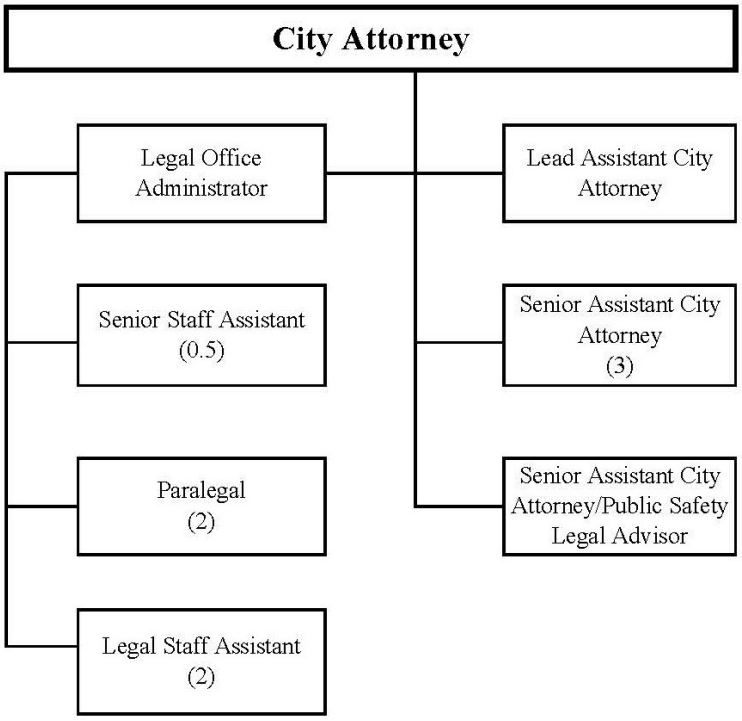
## Fiscal Year 2023/24 Budget by Category




## 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 4% decrease from the 2022/23 budget.


CITY OF CLEARWATER, FLORIDA
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**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**

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

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

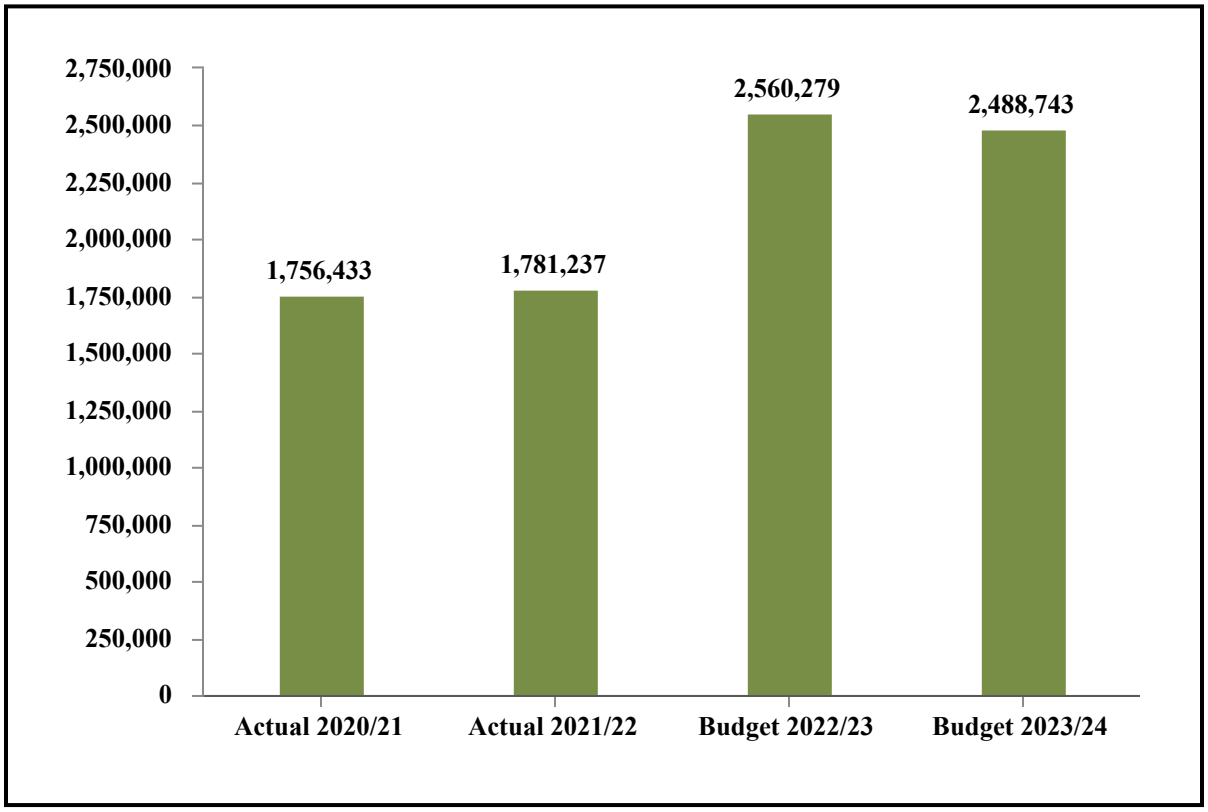
**Legislation** – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

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

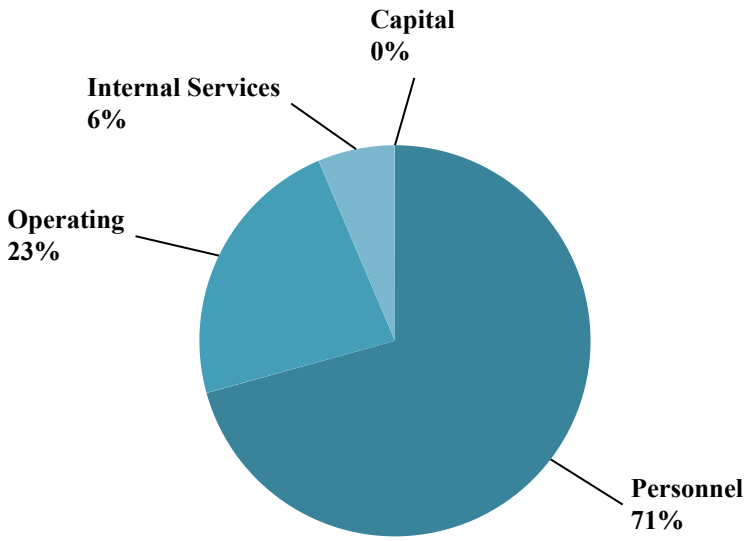
## Budget Summary

| | Actual 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

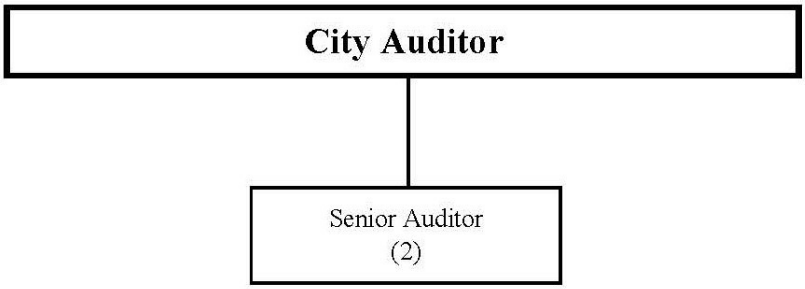



## Fiscal Year 2023/24 Budget by Category



## 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.
- 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.
- Internal Service expenditures reflect an decrease of 25% due to the one time cost of legal software upgrade/conversion in fiscal year 2022/23.
- Capital expenditures represent funding for books and publications of $1,000; the same level of funding as the 2022/23 budget.
- 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.




**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:

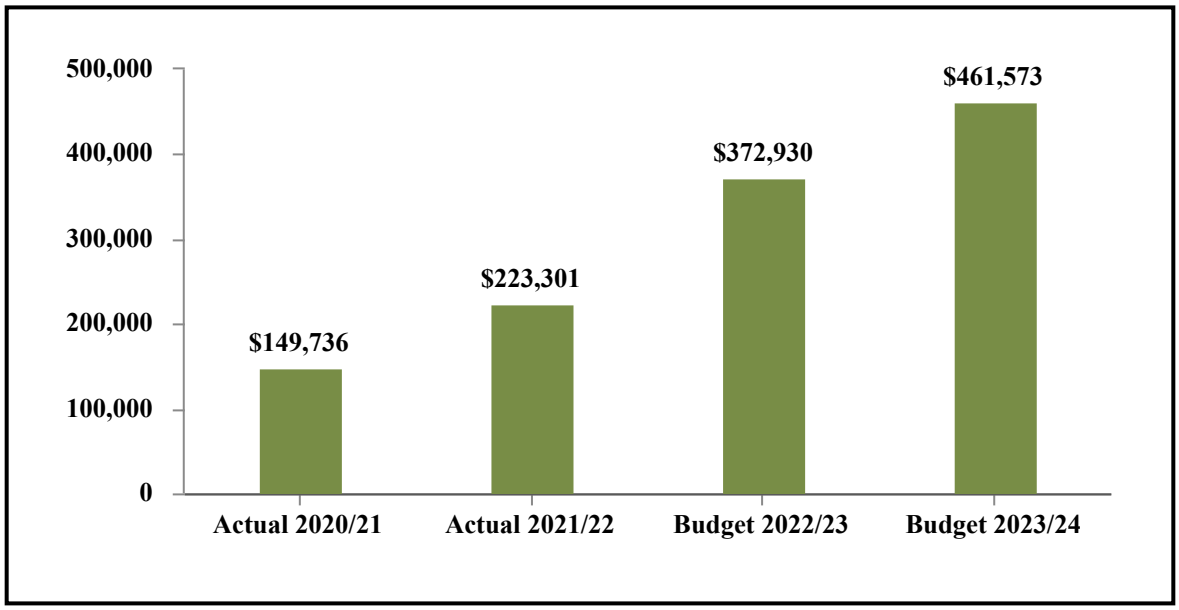
- Processes are properly designed, meet program objectives, and consider risks
- Effectiveness of internal controls for managing risks
- Management accountability over control activities and responses to risks

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.

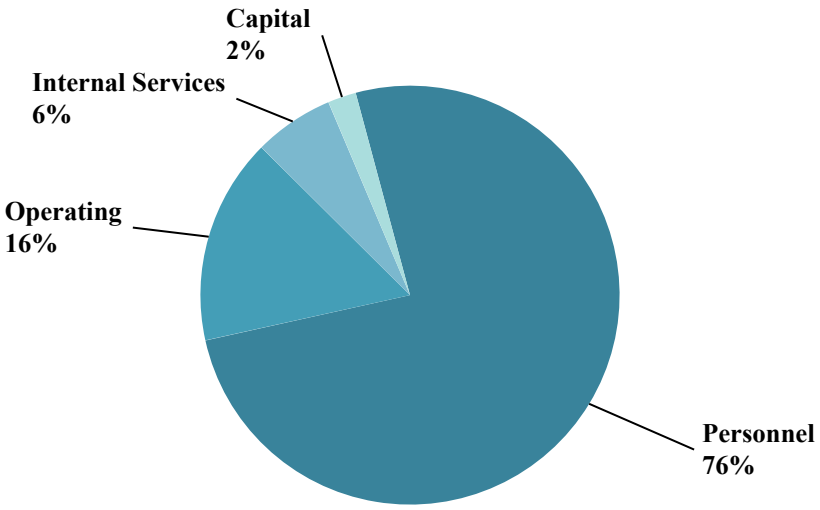
## Budget Summary

| | 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

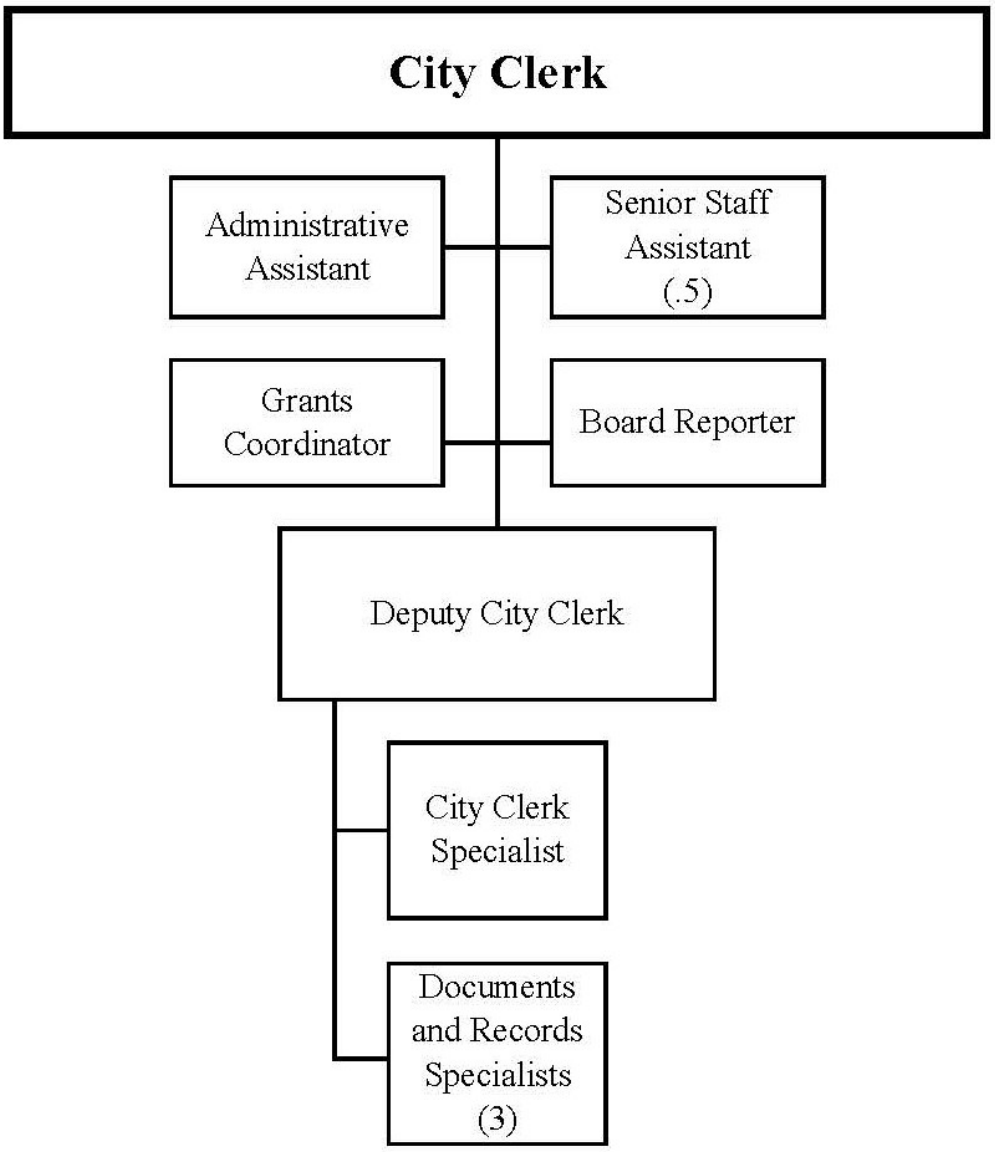



## Fiscal Year 2023/24 Budget by Category



## 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.

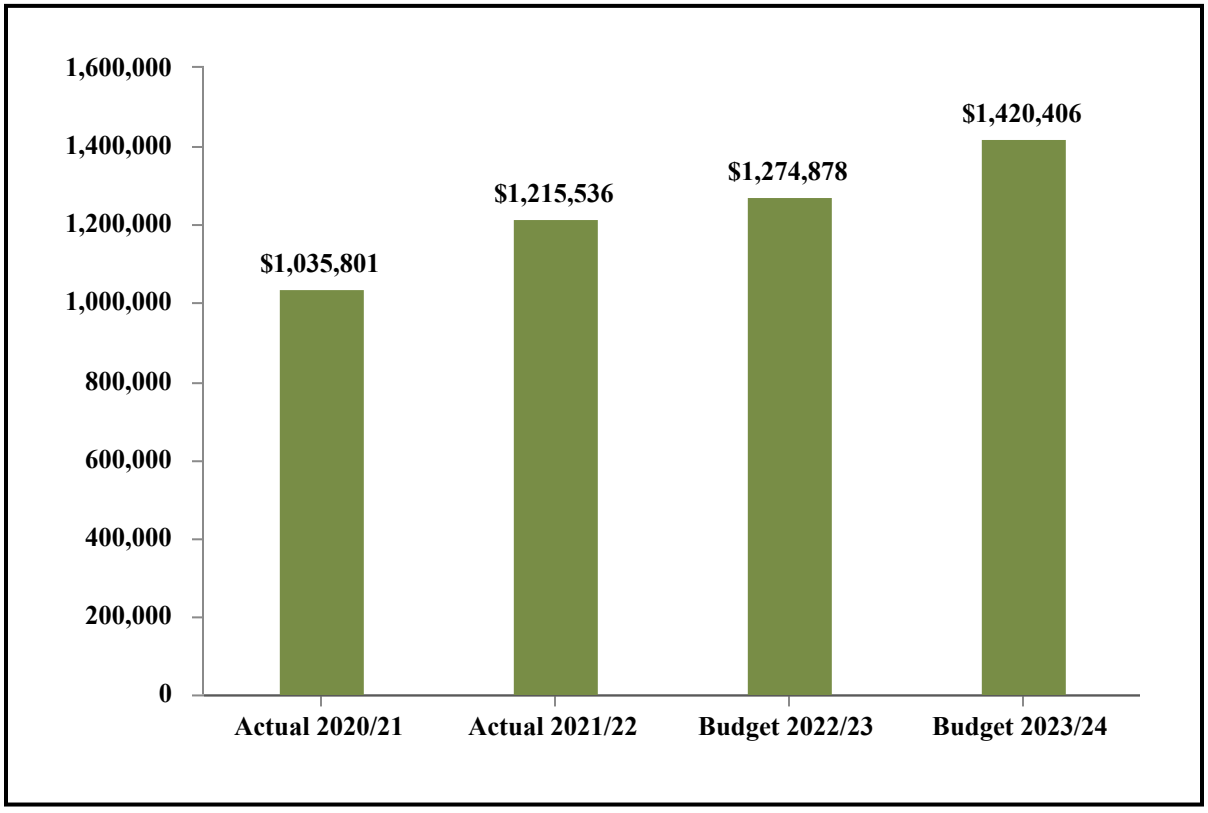
In furthering the City Council's Strategic Priority of High Performing Government, the Department coordinates the City's legislative priorities, assists with grant programs to optimize funding opportunities, coordinates municipal and employee elections, and assesses property owners for improvements.

| 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. |

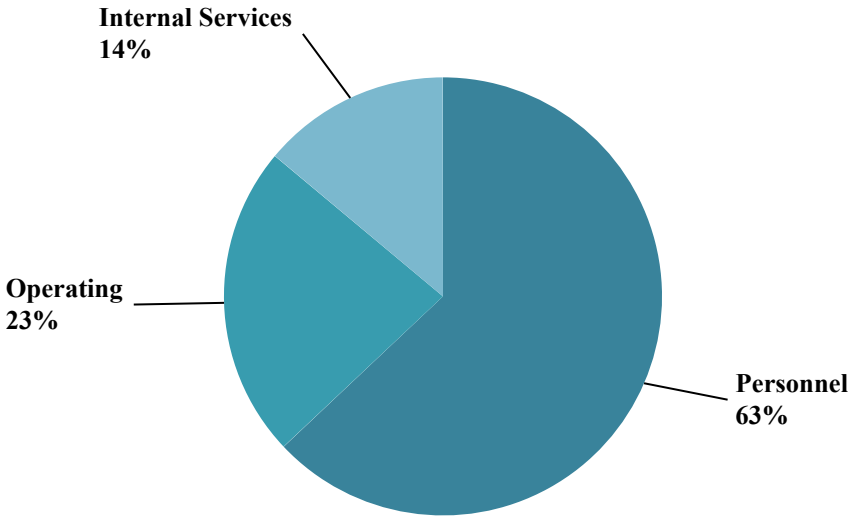
## Budget Summary

| | 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

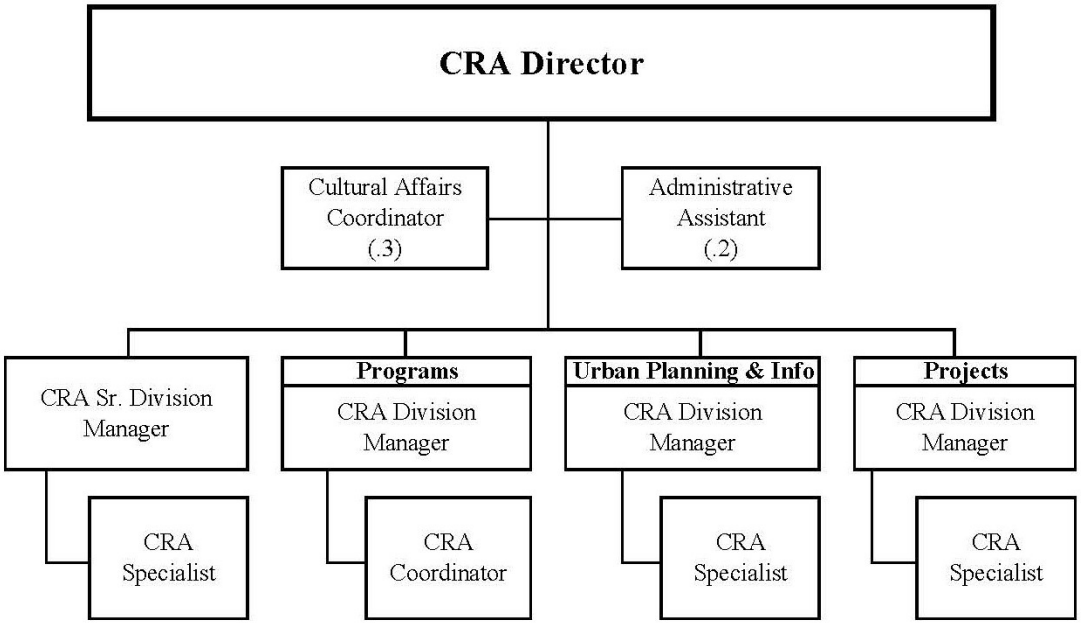


## Fiscal Year 2023/24 Budget by Category




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




**CRA Administration – 9.5 FTEs**

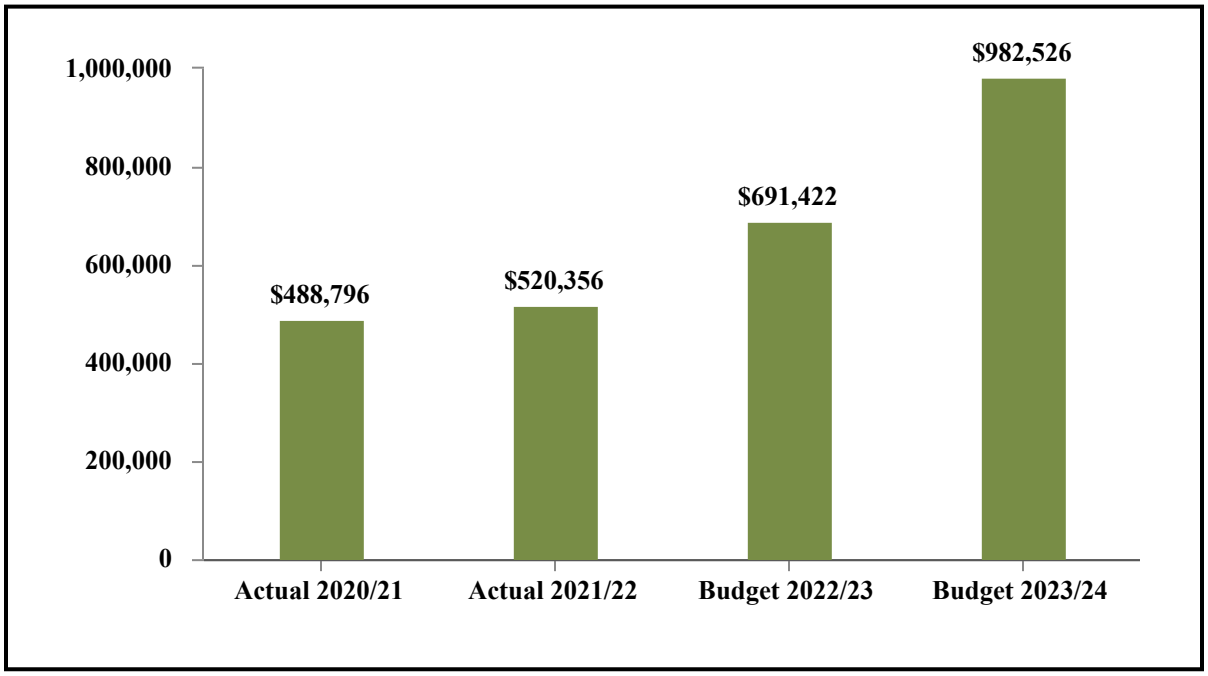
## Department Objective

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.

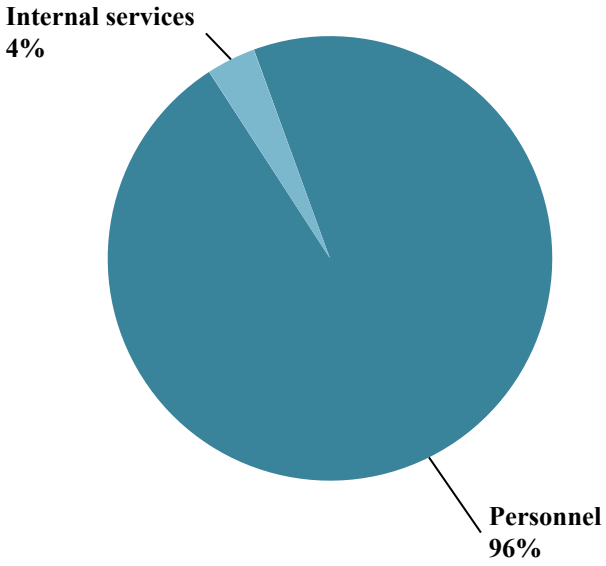
## Budget Summary

| | 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

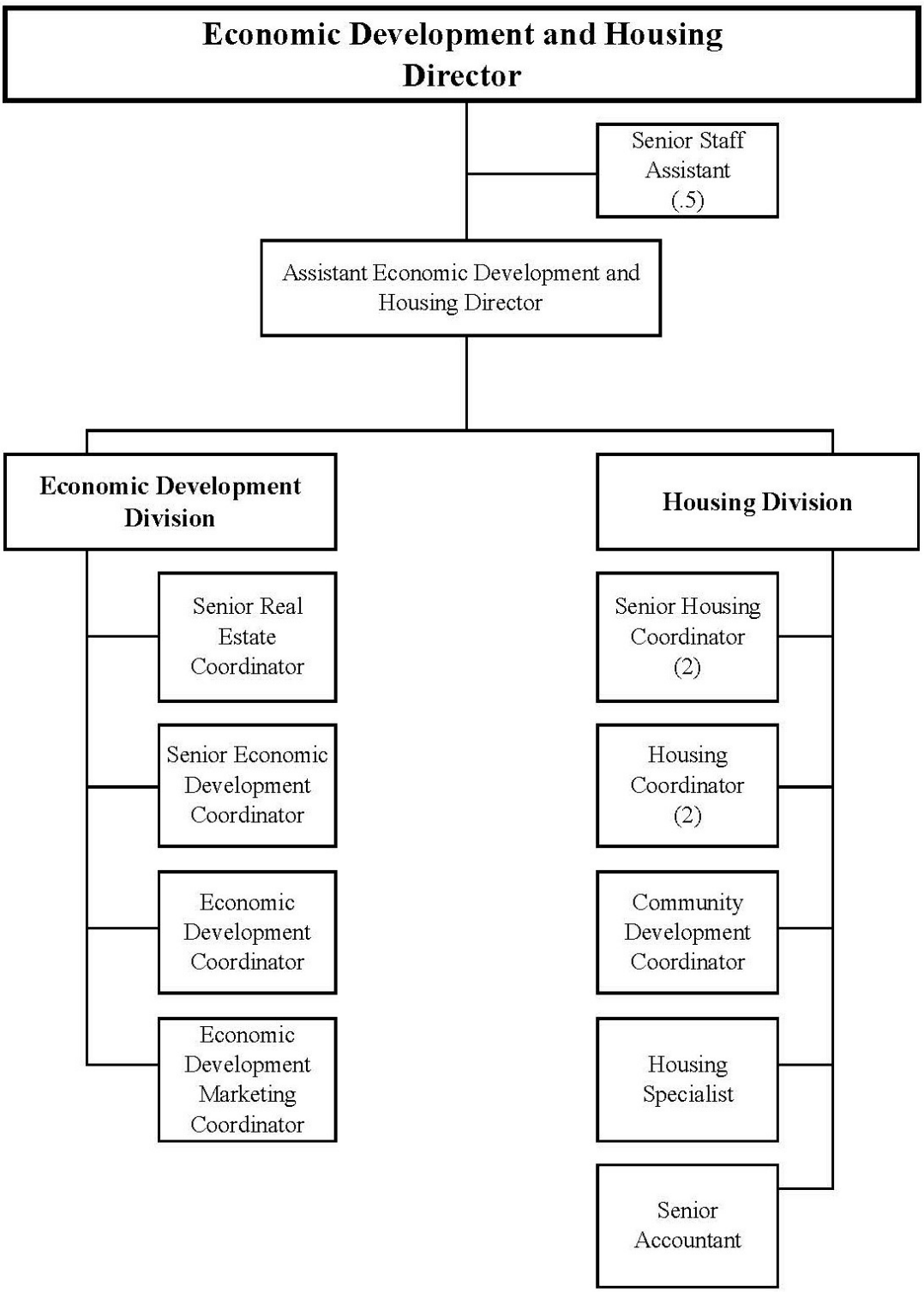



## Budget Highlights

- 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. The 2023/24 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.


CITY OF CLEARWATER, FLORIDA
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**Economic Development – 5.1 FTEs**
**Housing – 8.4 FTEs**
**Total Economic Development and Housing – 13.5 FTEs**

## 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**

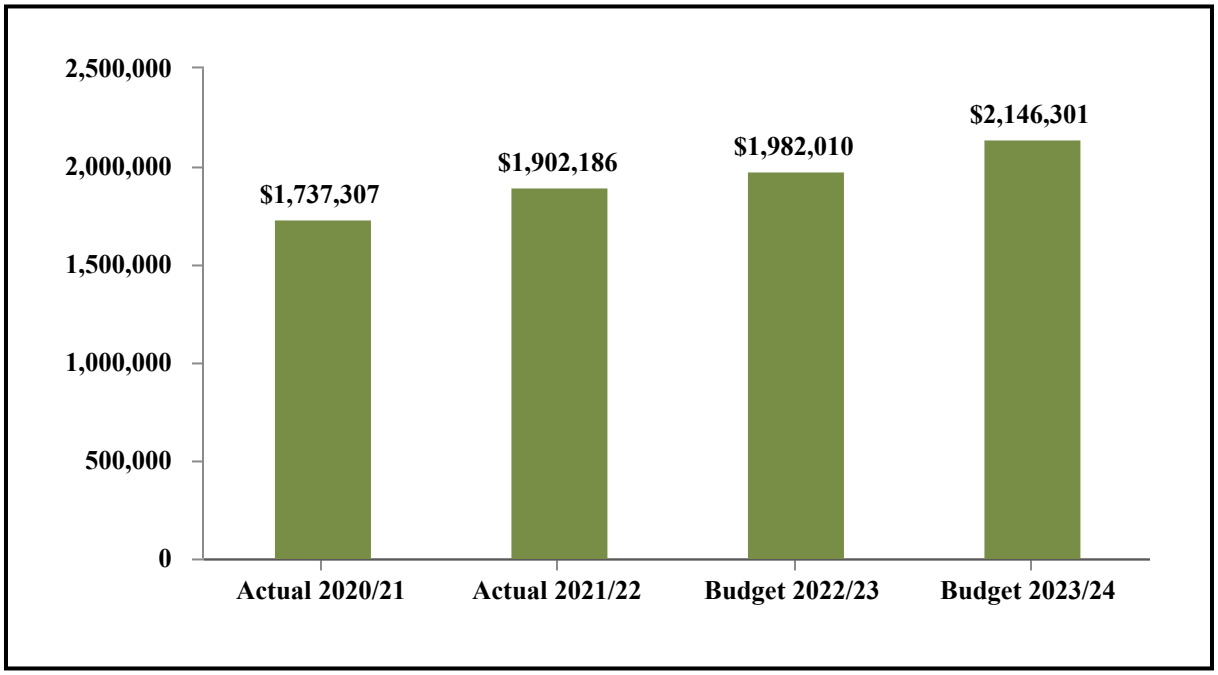
The Affordable Housing and Community Development Division provides opportunities for quality affordable housing and community development services to the citizens of Clearwater. These objectives are achieved primarily through the administration of two federal grant programs funded through the U.S. Department 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.

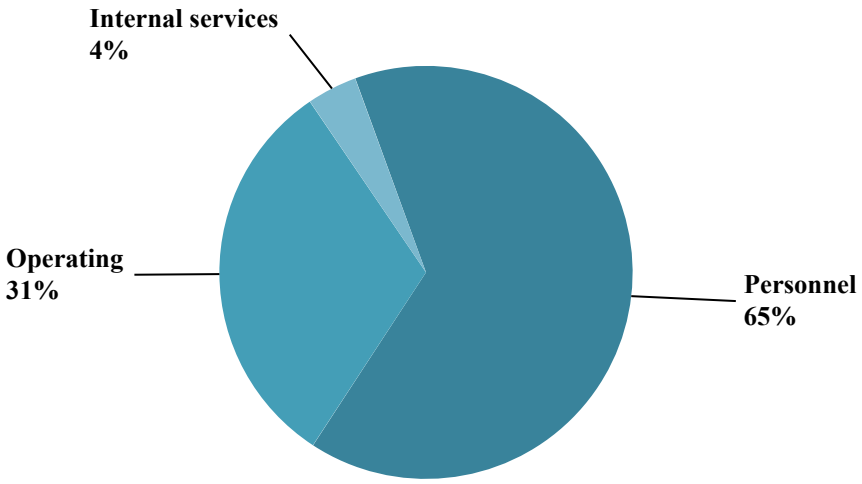
## Budget Summary

| | 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 | 738,230 | 898,164 | 22 % |
| **Total Economic Development and Housing** | **1,737,307** | **1,902,186** | **1,982,010** | **2,146,301** | **8 %** |
| **Full Time Equivalent Positions** | | | | | |
| Economic Development | 5.5 | 5.5 | 5.8 | 5.1 | (0.7) |
| Housing | 5.5 | 6.5 | 6.7 | 8.4 | 1.7 |
| **Total Economic Development and Housing FTEs** | **11.0** | **12.0** | **12.5** | **13.5** | **1.0** |

## Total Department Summary

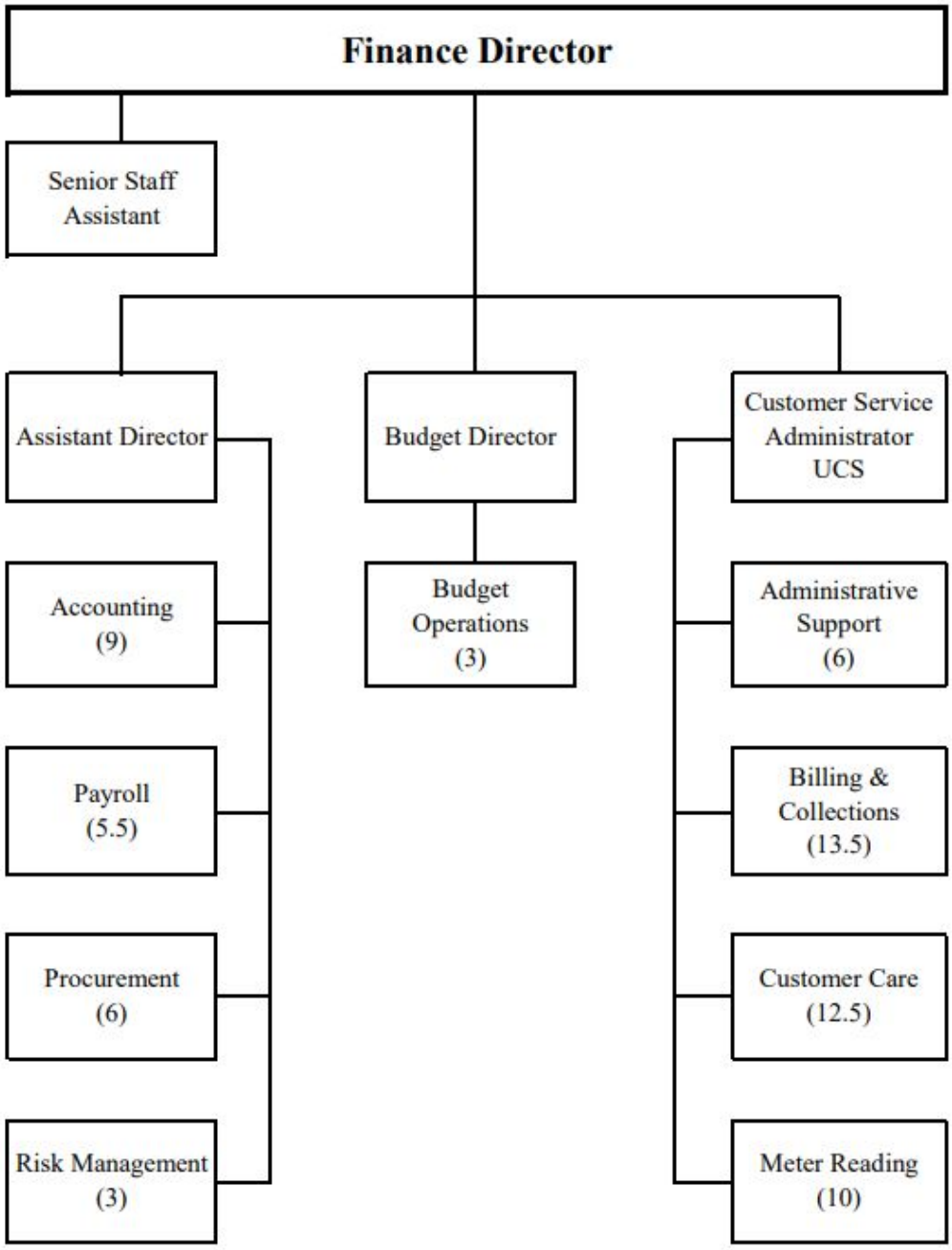


## Fiscal Year 2023/24 Budget by Category




## 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 an 8% 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

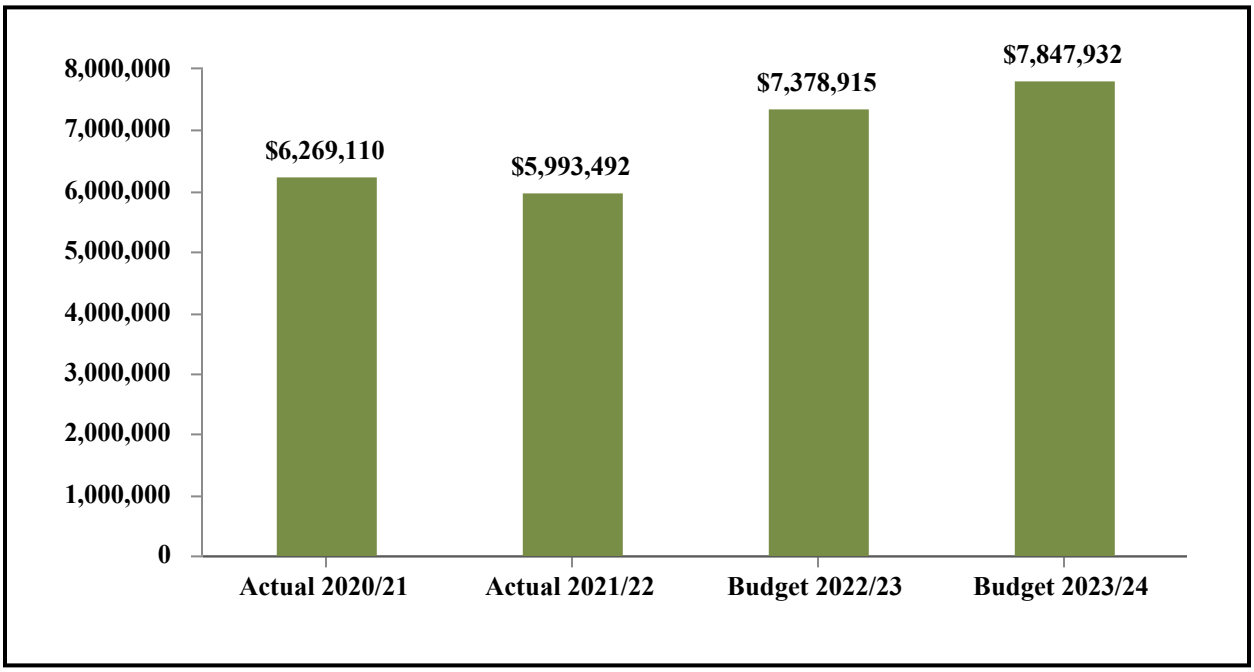
The objectives of the Risk Management program are to protect the City's assets from risks of accident or loss in a cost-effective manner, and to assist employees in performing their jobs safely.

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.

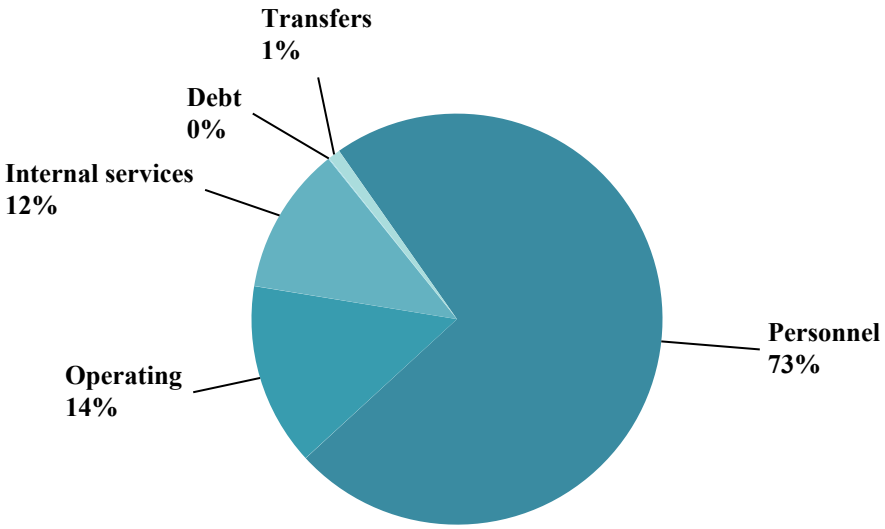
## Budget Summary

| | 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 |
| **Central Insurance Fund** | | | | | |
| Risk Management | 3.0 | 3.0 | 3.0 | 3.0 | 0.0 |
| **Total Finance FTEs** | **75.5** | **75.5** | **73.5** | **73.5** | **0.0** |

## 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

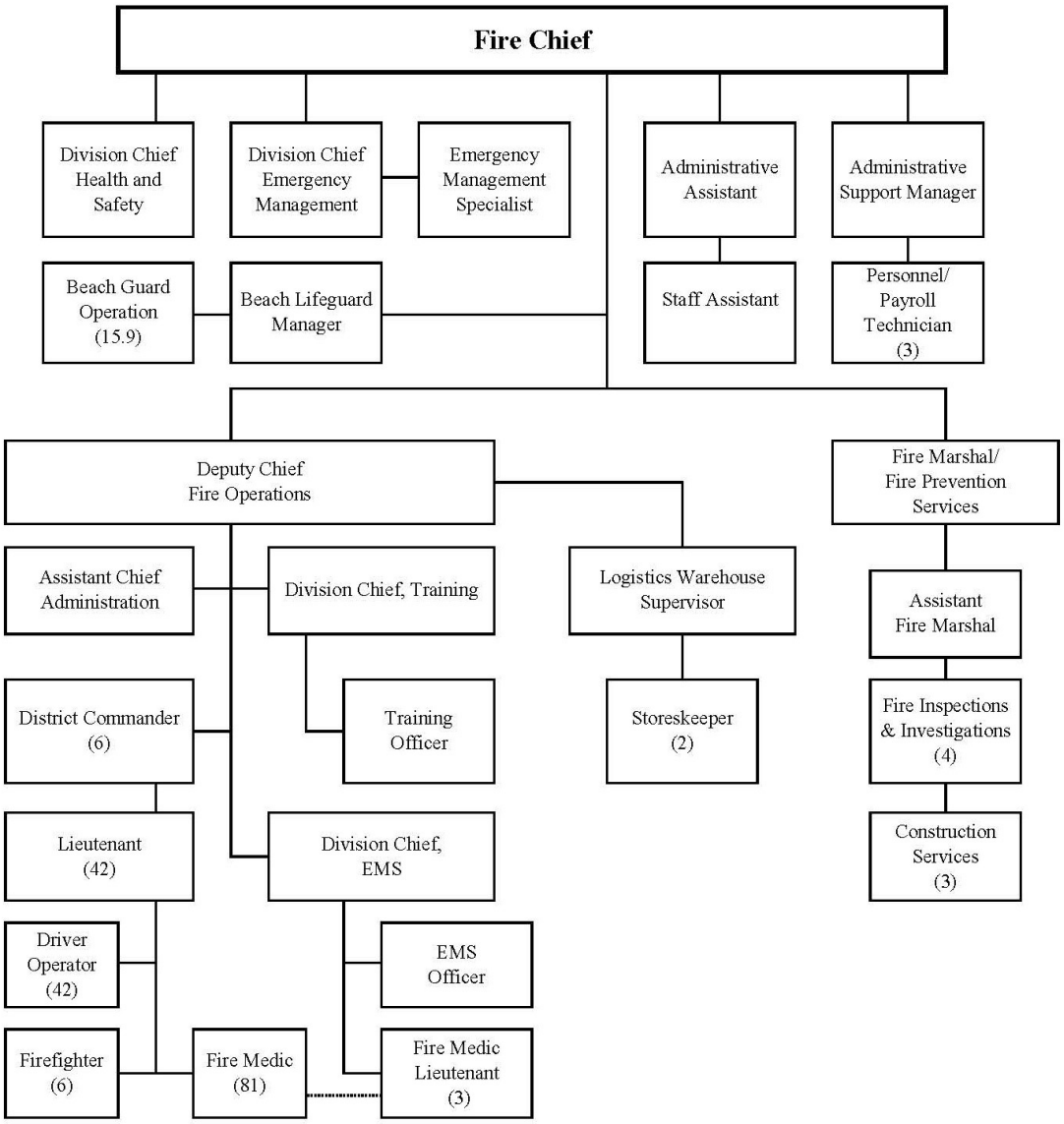
- This program is an internal service function. All costs of the operation are passed back to other City departments based upon employee count and other insurance cost-related factors.

- 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.


CITY OF CLEARWATER, FLORIDA
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**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 |
|---|
| **Administration** |
| Fire Administration oversees a department with eight (8) fire stations strategically located throughout the district. Budget, payroll, policies and procedures, grants, and Capital Improvement Projects are managed through the division. The department maintains the Insurance Service Office's (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department's services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County. |
| **Emergency Management** |
| Under the umbrella of the Fire Department, the Division Chief of Emergency Management oversees citywide emergency management planning and communications. This includes execution of plans and communication during inclement weather, natural disasters, and large-scale incidents (emergency and non-emergency). |
| **Fire Prevention Services** |
| The Fire Prevention Services program provides building inspections and construction review services to ensure the safety of structures within the fire district. Fire Investigations are conducted to predict room of origin and determine causes of fires and explosions. Investigators examine fire sites and collect evidence such as glass, metal fragments, charred wood, and accelerant reissue for use in determining the cause of a fire. |
| **Fire Operations** |
| Fire Operations is budgeted under two separate programs: Fire Operations and Emergency Medical Services (EMS). Pinellas County contracts with the City to provide emergency medical services on their behalf and costs are budgeted separately for reporting and accounting purposes.<br><br>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.<br><br>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.<br><br>The Emergency Medical Services (EMS) program is responsible for responding to medical calls and providing emergency medical services to injured parties of fires, traffic accidents, or other medical-related incidents. The EMS program utilizes paramedic-trained firefighters, advanced and basic life support vehicles, a Fire Medic Lieutenant supervisor on each shift, an EMS Officer and a Division Chief to fulfill its objectives. Emergency medical care is provided under the direction of a licensed Emergency Physician. The EMS Division plans and oversees a model Automated External Defibrillator (AED) program. |

| Summary of Services Provided (continued) |
| --- |
| **Fire Operations (continued)** |
| Logistics supports the City's Strategic Objective of adopting responsive levels of service for public facilities and amenities, and identifying resources require to sustain that level of service by ensuring all fire equipment and supplies are extensively researched, planned, and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance. |
| **Health and Safety** |
| This program oversees the health & safety initiative which evaluates various equipment for safety, effectiveness, and compatibility to ensure a well-equipped, responsive, and prepared Fire and Rescue workforce. The Division Chief of Health and Safety facilitates the wellness program, promotes health and safety preparedness, and manages the hiring of firefighters and paramedics. |
| **Clearwater Beach Patrol** |
| The City of Clearwater beach lifeguards provide supervision and safety to citizens enjoying the Gulf waters and 1.2 miles of Clearwater's public beach. To further the City Council’s Strategic Priority of High Performing Government, the Beach Patrol provides safety by ensuring timely emergency response, care, and recovery. |

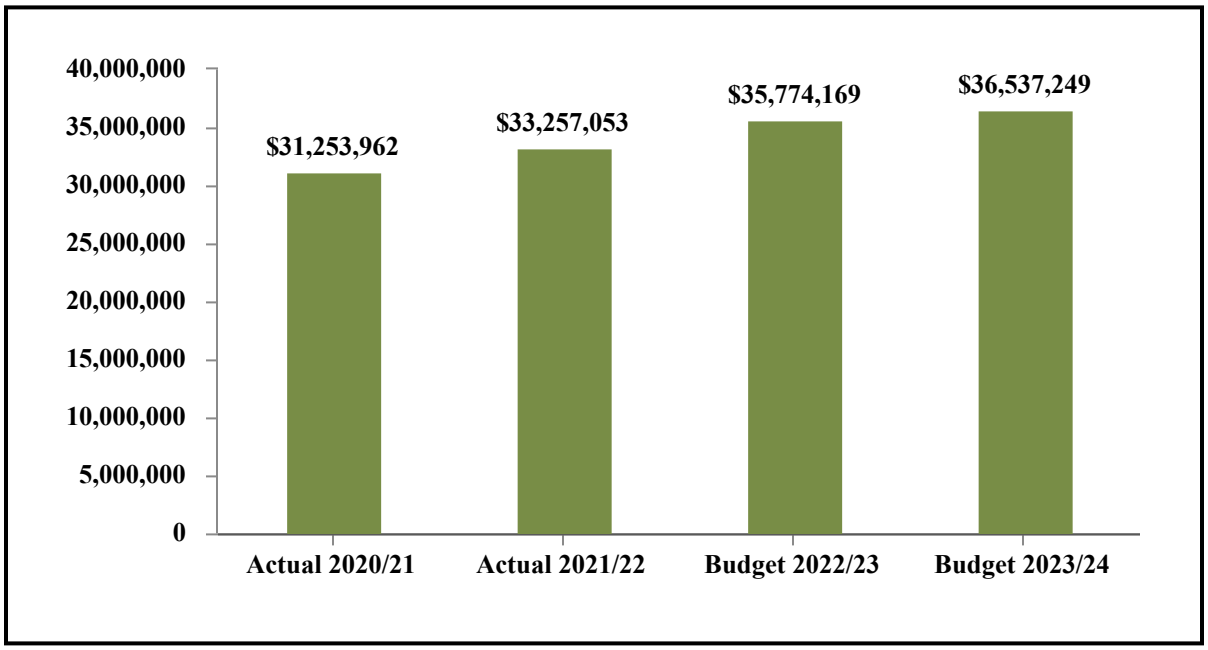
## Budget Summary

| | Actual 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 | 4,733,548 | 4,273,557 | (10) % |
| Fire Prevention Services | 1,199,685 | 1,191,131 | 1,479,322 | 1,467,568 | (1) % |
| Fire Operations | 13,871,668 | 14,822,870 | 15,535,428 | 15,698,355 | 1 % |
| Emergency Medical | 11,013,391 | 11,526,349 | 12,001,122 | 12,905,953 | 8 % |
| Subtotal - General Fund | 30,291,766 | 32,209,183 | 34,570,967 | 35,243,722 | 2 % |
| **Parking Fund** | | | | | |
| Beach Guards | 962,196 | 1,047,870 | 1,203,202 | 1,293,527 | 8 % |
| **Total Fire** | **31,253,962** | **33,257,053** | **35,774,169** | **36,537,249** | **2 %** |

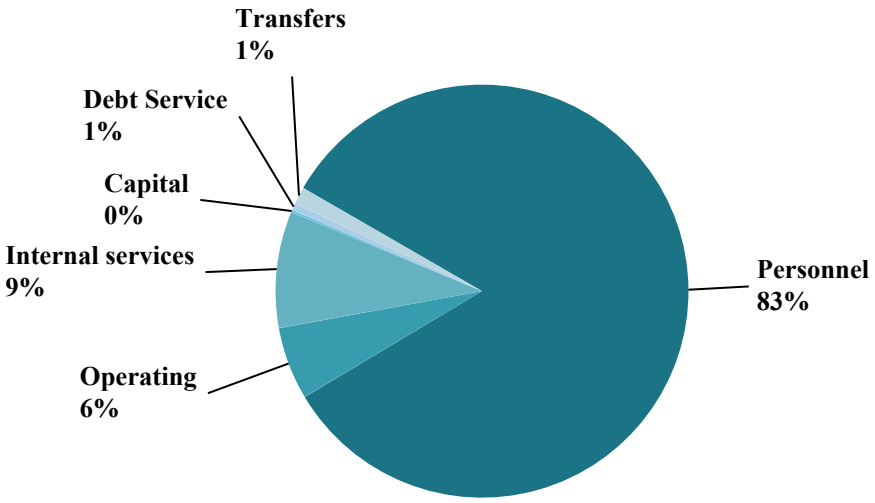
**Full Time Equivalent Positions**

| | | | | | |
|---|---|---|---|---|---|
| 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

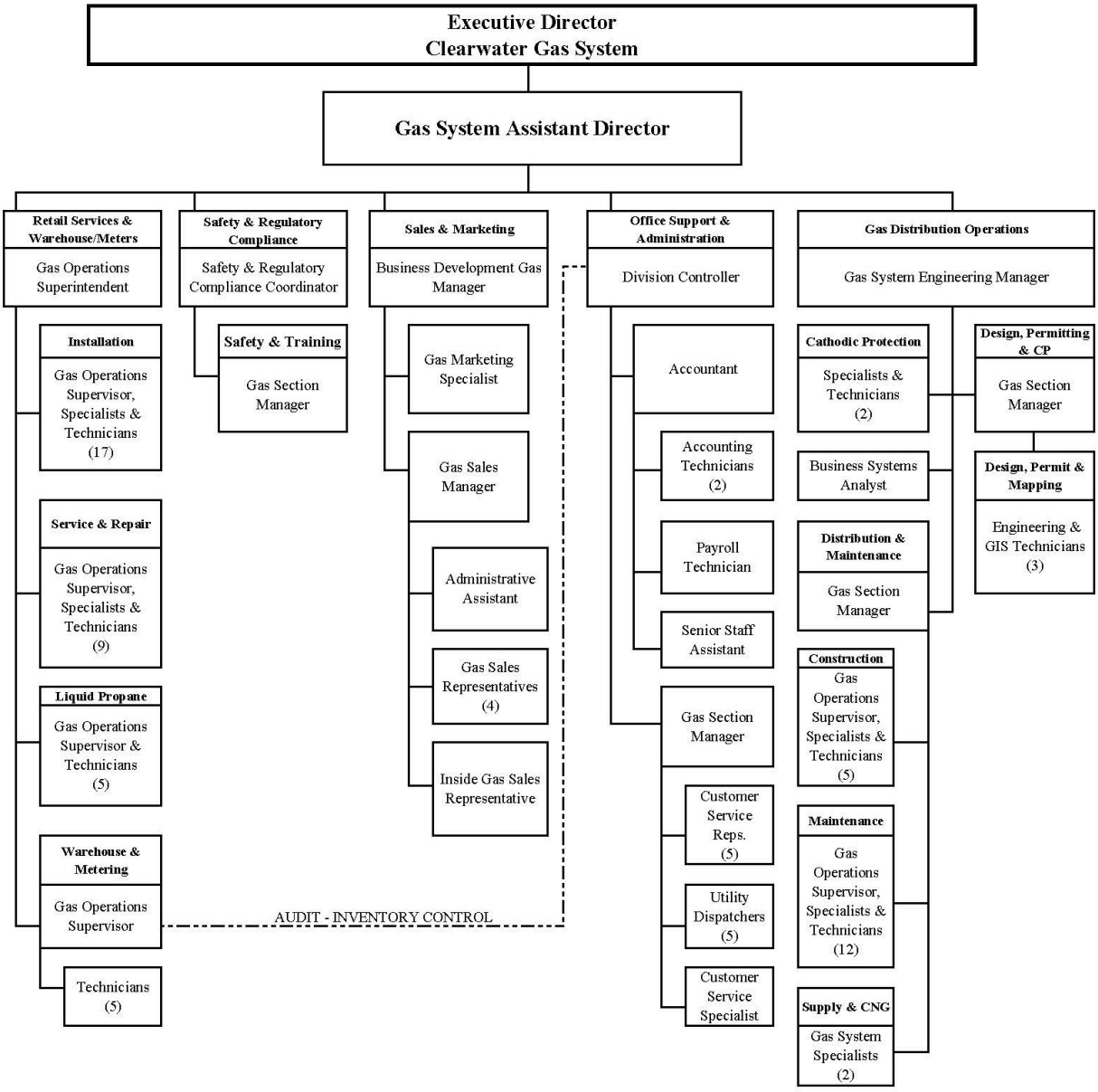


## General Fund
## Fire Department Highlights

- 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.
- 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.
- 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.
- Personnel costs represent approximately 83% of the Fire Department total operating budget.
- 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.
- 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.
- 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.
- There have been no other significant changes in the Fire Department for fiscal year 2023/24. The budget reflects an 2% 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.
- Personnel costs represent 76% of the Beach Guard Operations program budget.
- Transfers to the Capital Improvement Fund of $116,000 provide funding for replacement and maintenance of beach guard facilities and lifeguard towers.
- There are no other significant changes to the Beach Guard program for fiscal year 2023/24. The budget reflects an increase of 8% from the fiscal year 2022/23 amended budget.




**Gas System – 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. |

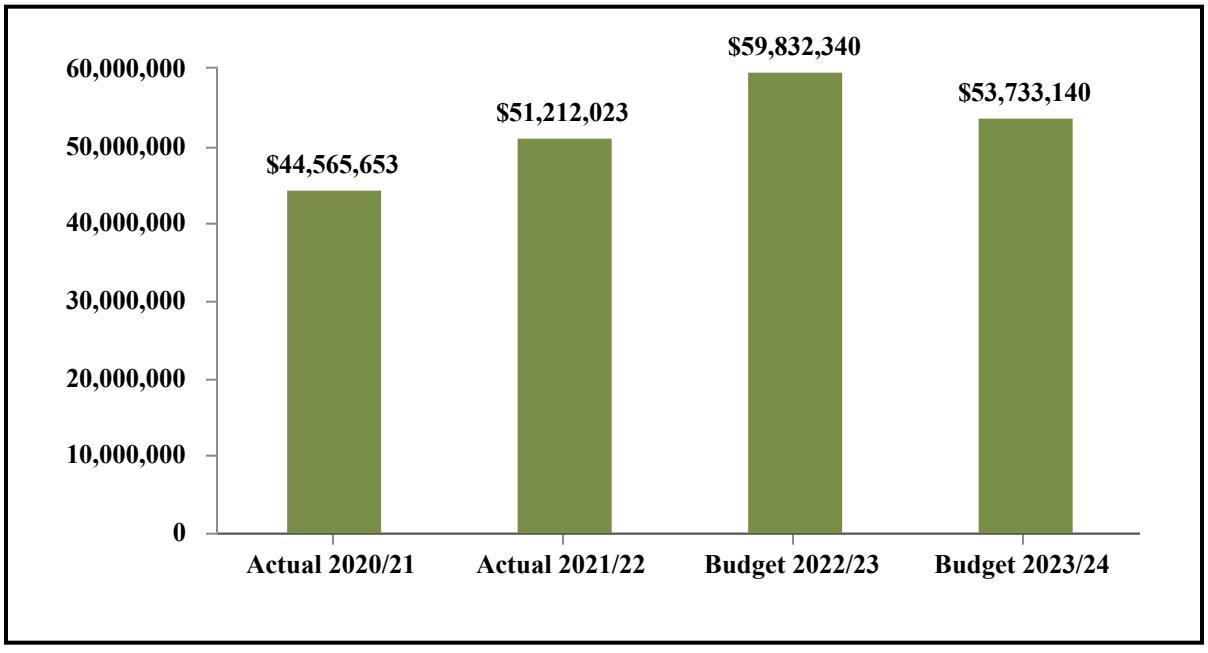
## Budget Summary

| | 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)%** |

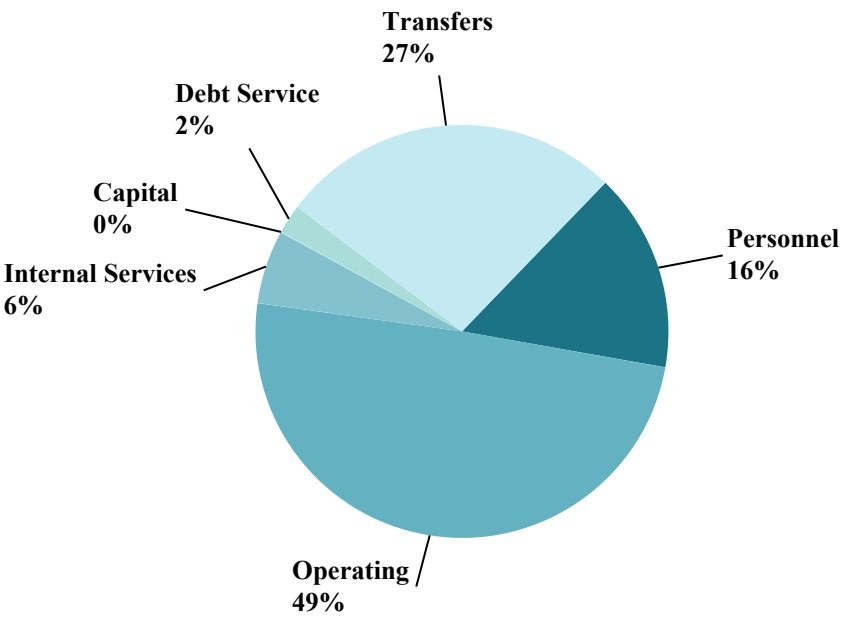
**Full Time Equivalent Positions**

| | | | | | |
|---|---|---|---|---|---|
| Administration & Supply | 11.8 | 13.8 | 11.0 | 13.0 | 2.0 |
| Pinellas Gas Operations | 54.9 | 55.9 | 49.9 | 48.9 | (1.0) |
| Pasco Gas Operations | 32.0 | 29.0 | 25.0 | 24.0 | (1.0) |
| 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.

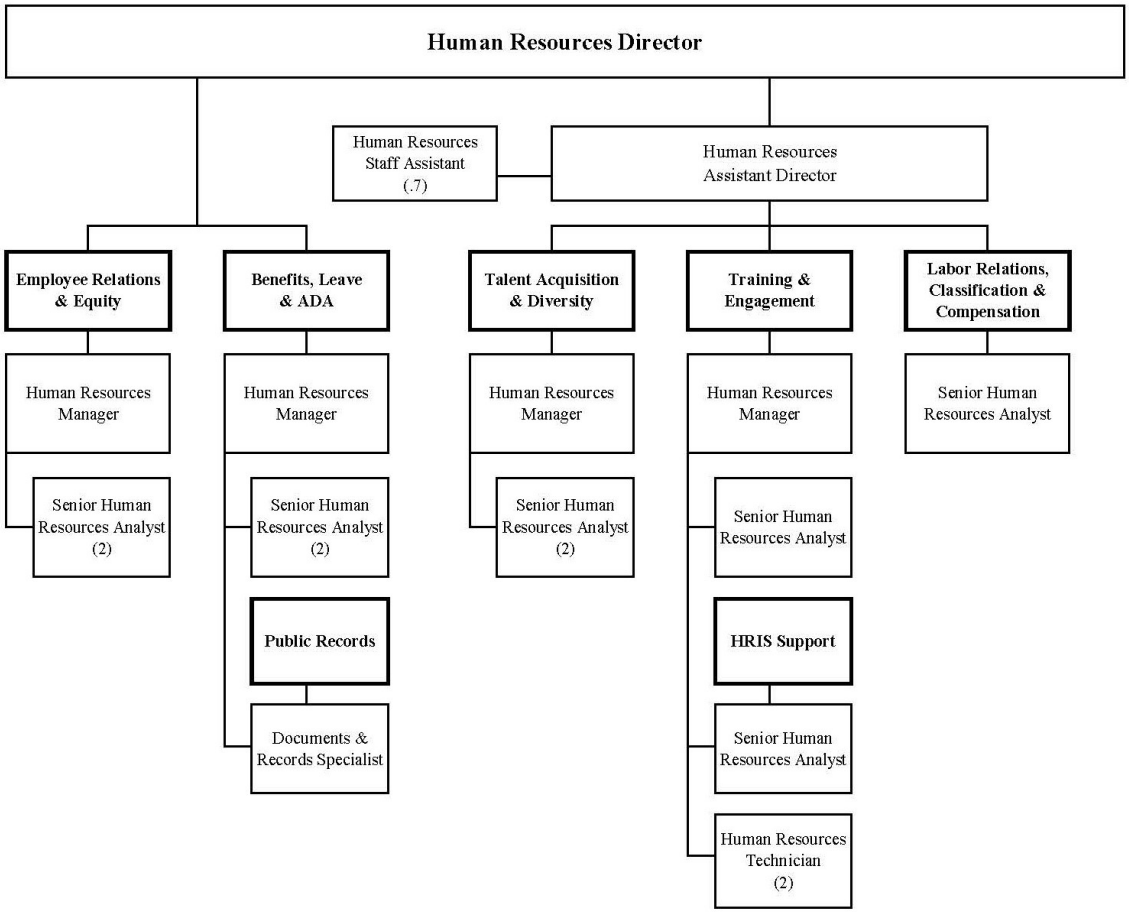
- Debt service costs, which include debt on outstanding bonds and new vehicle purchases, total $1,229,248 for the fiscal year 2023/24 budget which is a 7% decrease from 2022/23.

- 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.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915




**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.

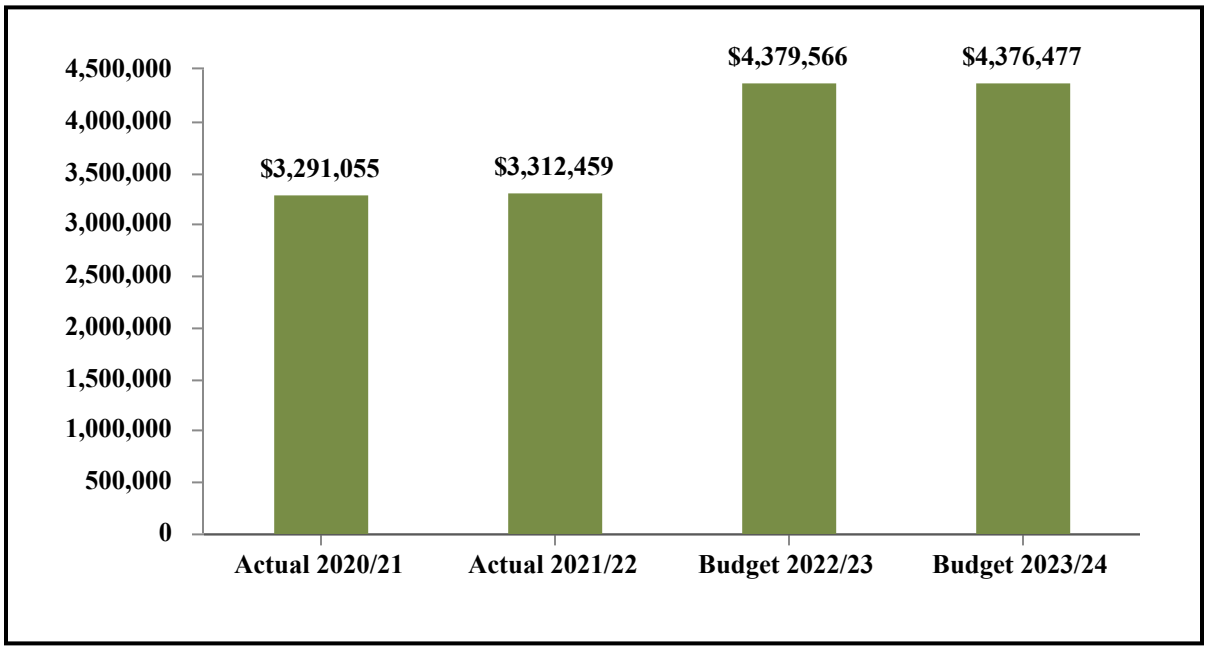
| Summary of Services Provided |
|---|
| **Administration** |
| The Administrative division encompasses coordinating the Civil Service Board, Pension Advisory Committee and Pension Trustees; overseeing labor/management relations, collective bargaining, dispute resolution; managing compensation and classification 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. |

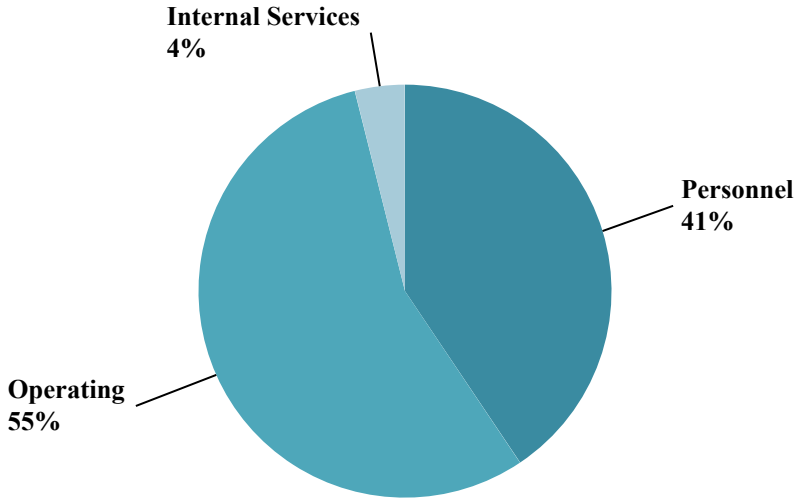
## Budget Summary

| | 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



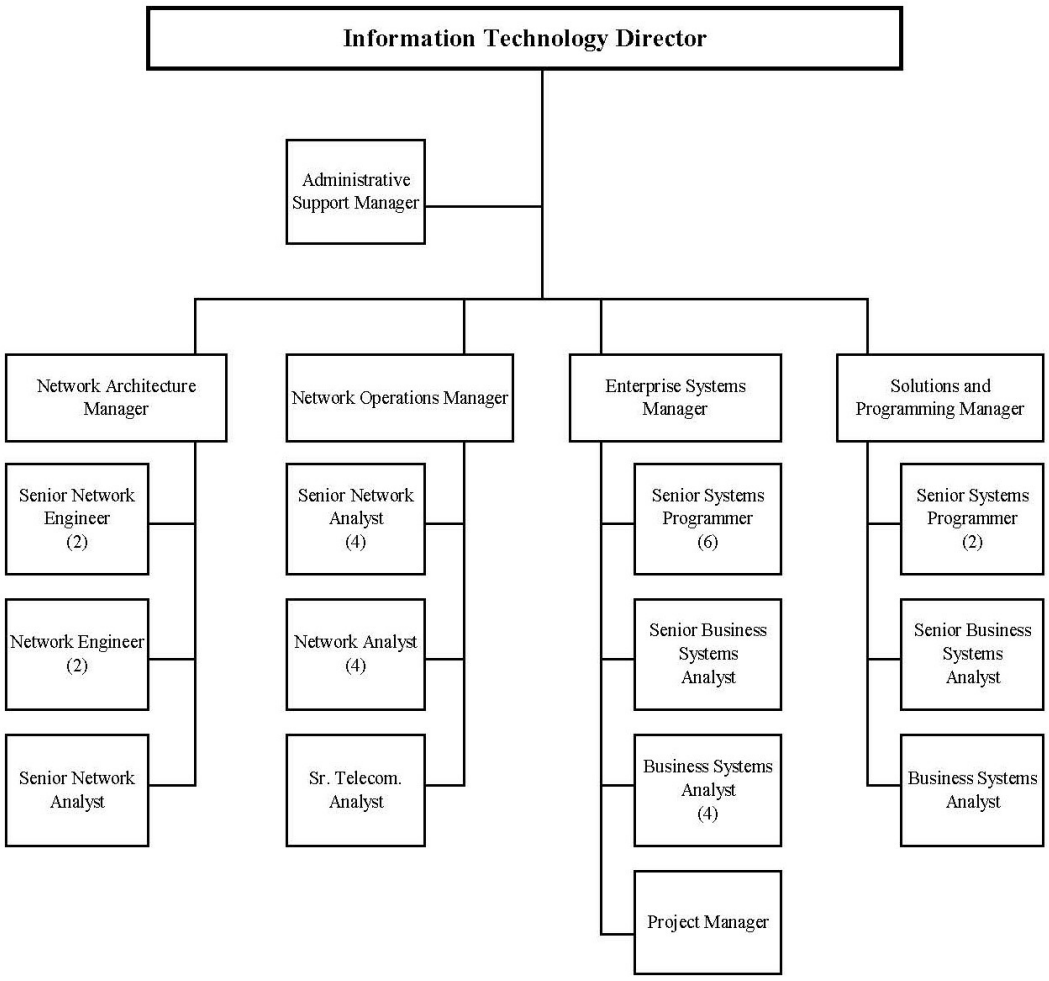
## General Fund
## Administration; Acquisition, Development and HRIS; Employee Relations and Benefits; Diversity & Equity Services
## Budget Highlights

- 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.
- 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.
- 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.
- 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 Benefits program is supported by 3.5 full time equivalent positions, the same level of staffing as the 2022/23 budget.
- The Employee Health Center (EHC) provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. In June 2019, the EHC relocated to a larger space to accommodate the expansion of services offered to employees. The 2023/24 budget for the Employee Health Center reflects a slight decrease from fiscal year 2022/23.
- 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.


CITY OF CLEARWATER, FLORIDA
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**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.

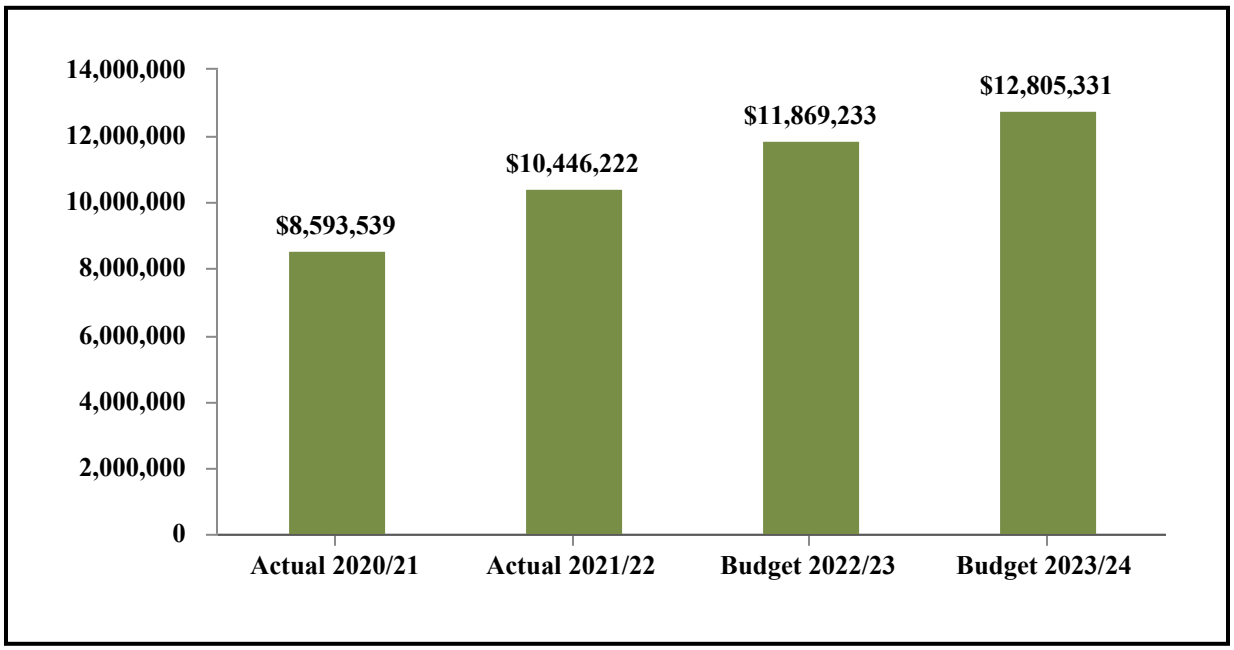
In furthering the City Council's Strategic Priority of High Performing Government, the Information Technology Department manages the delivery of quality services in the areas of technology administration, systems support, hardware and software maintenance, helpdesk support, network operations, purchasing, 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. |

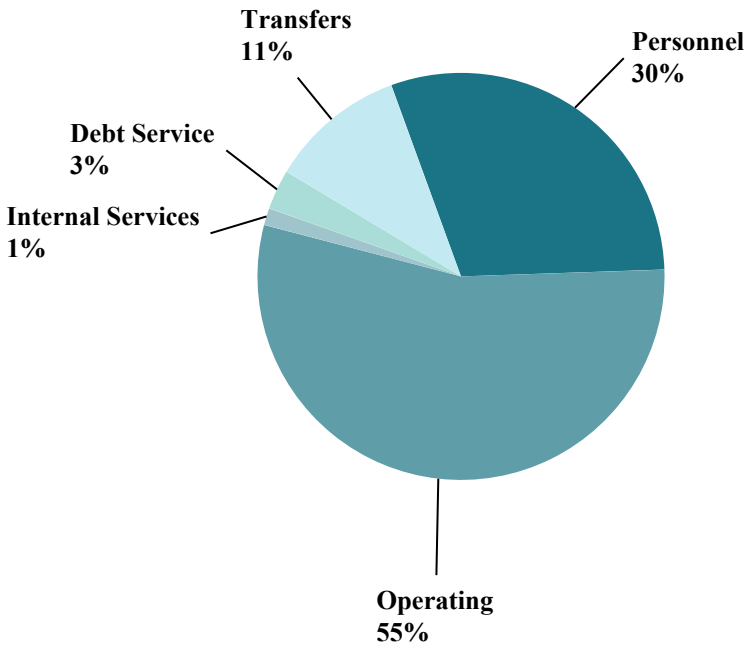
## Budget Summary

| | 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.

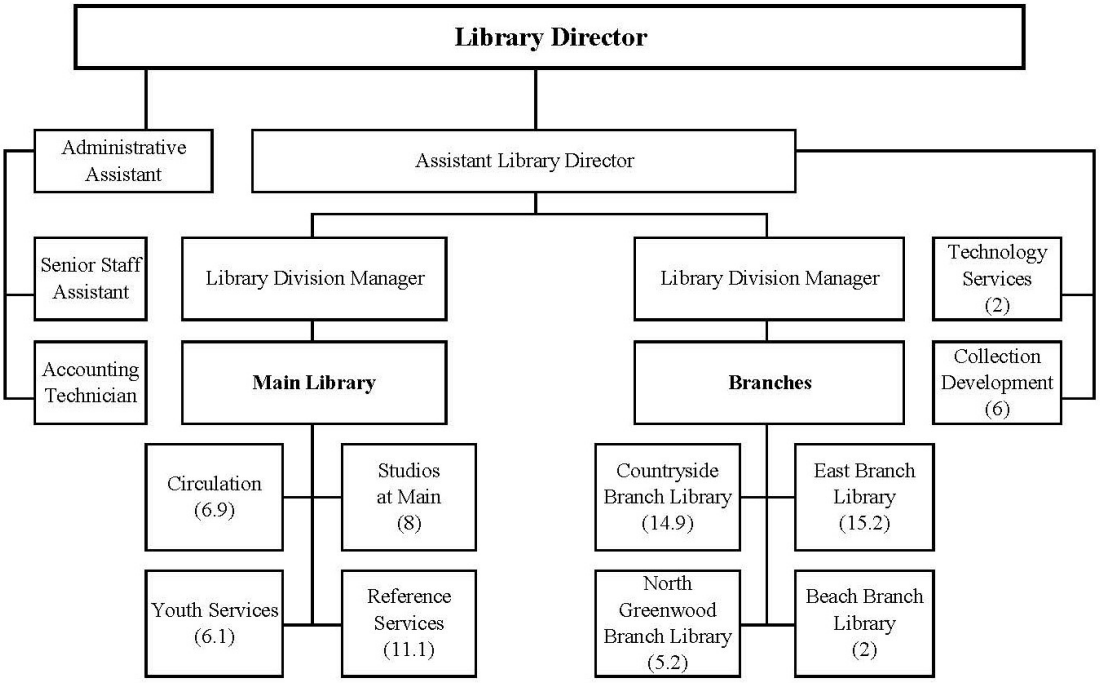
- The Information Technology Department is supported by 36 full time equivalent positions, a decrease of one FTEs from the 2022/23 budget. For fiscal year 2023/24, an Accounting Technician has been eliminated due to long term vacancy.

- 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.

- 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,

- 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.

- 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:**

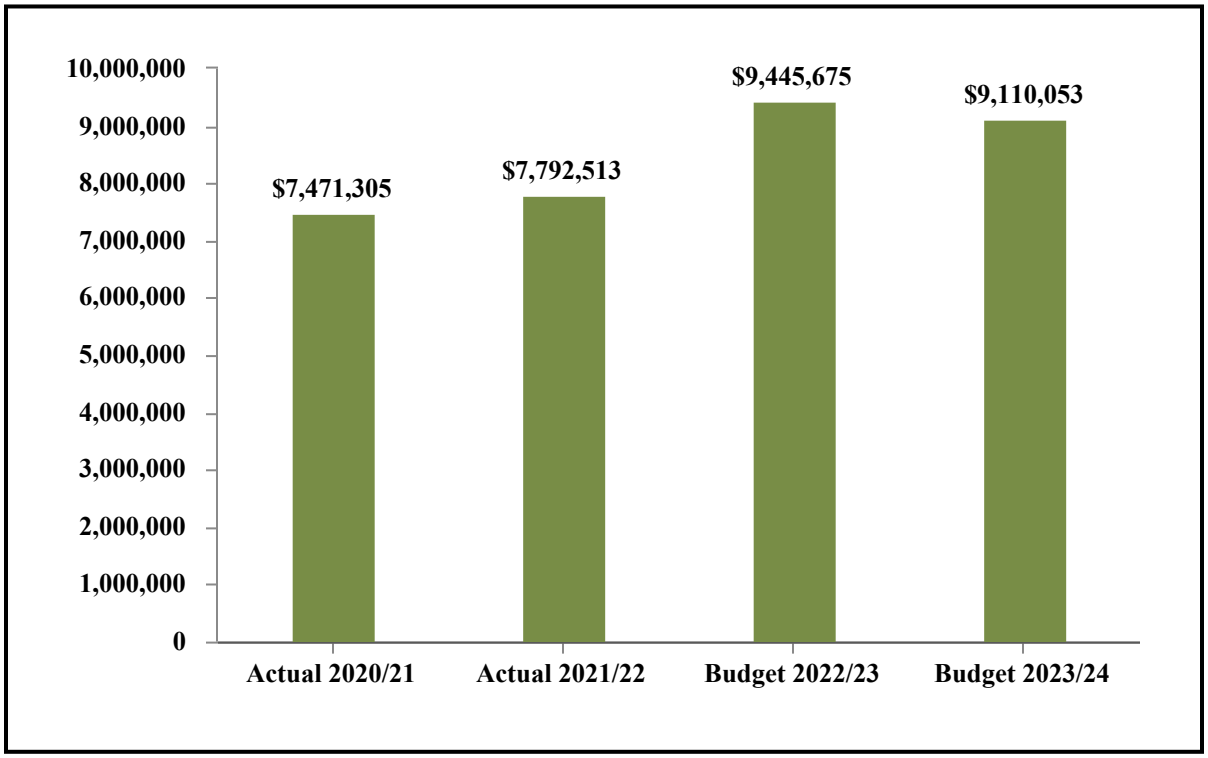
- Maintain, curate, and provide access to the Christine Wigfall Morris African-American Collection and the Wickman Nautical Collection.
- Maintain, preserve and provide access to the *Clearwater Sun* photograph, and microfilm archives. Digitize materials of historic significance for online access.
- 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. |

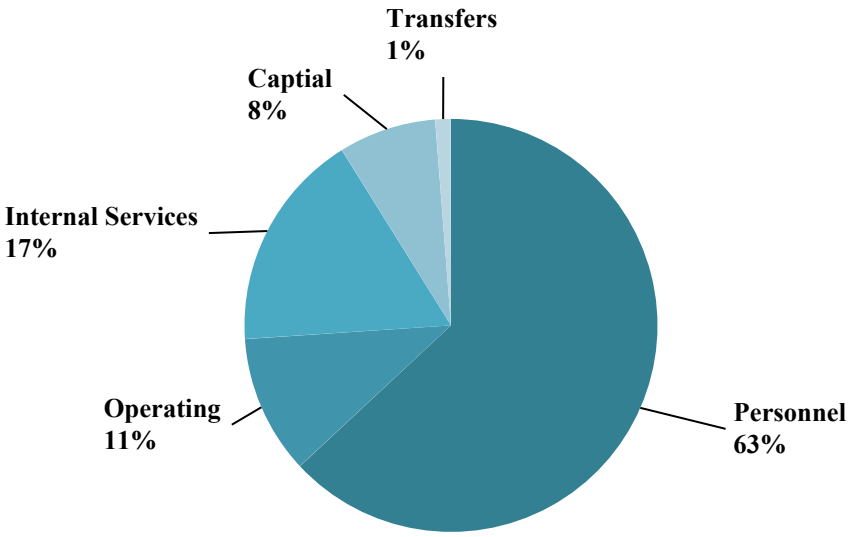
## Budget Summary

| | 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 | 32.0 | (1.1) |
| Countryside Branch Library | 14.9 | 14.9 | 14.9 | 14.9 | 0.0 |
| East Branch Library | 15.9 | 15.8 | 15.8 | 15.2 | (0.6) |
| North Greenwood Library | 3.5 | 3.5 | 3.5 | 5.2 | 1.7 |
| 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



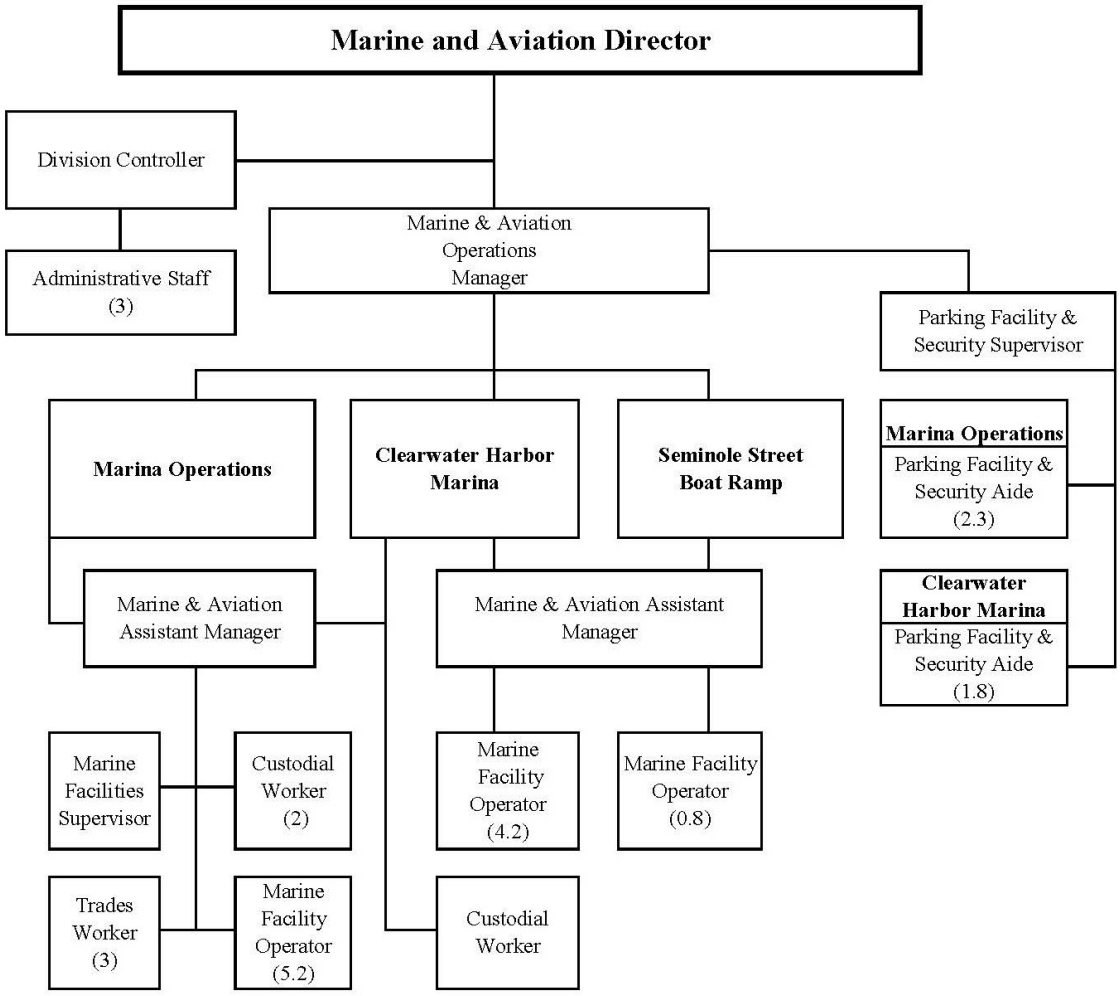
## Fiscal Year 2023/24 Budget by Category




## 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.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915




**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.

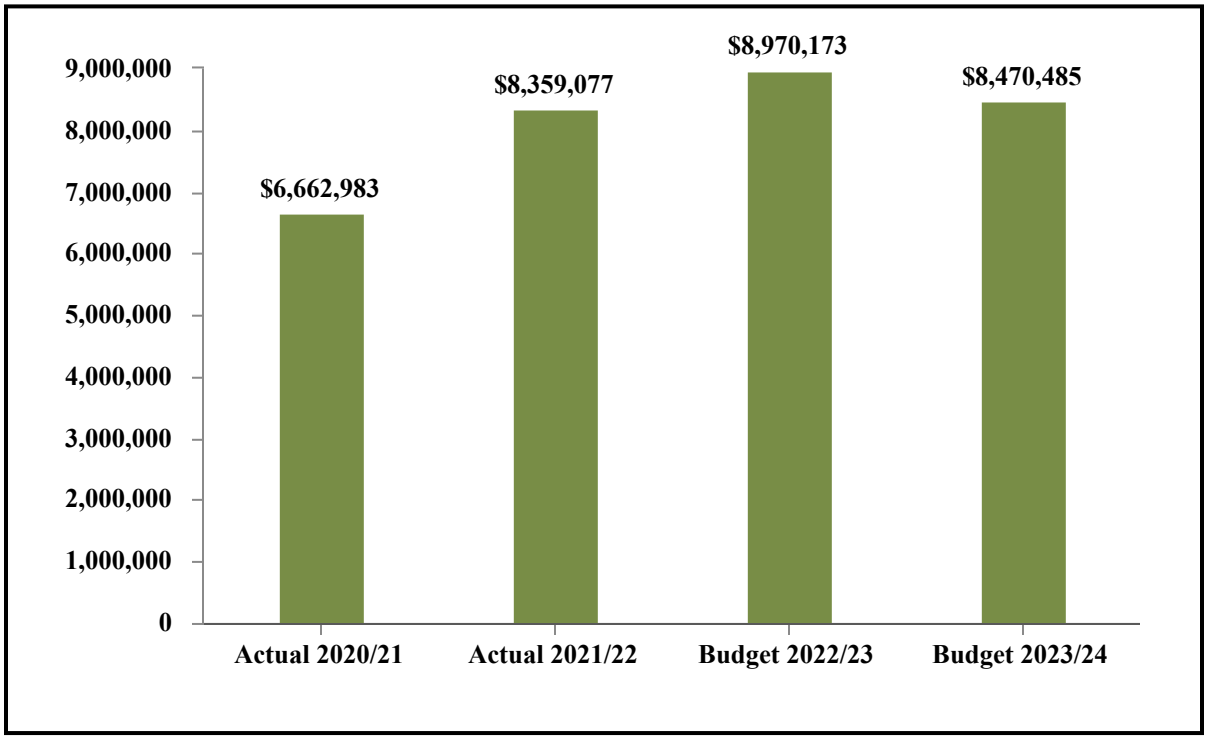
In furthering the City Council's Strategic Priority of High Performing Government, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants both permanent and transient.

| 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. |

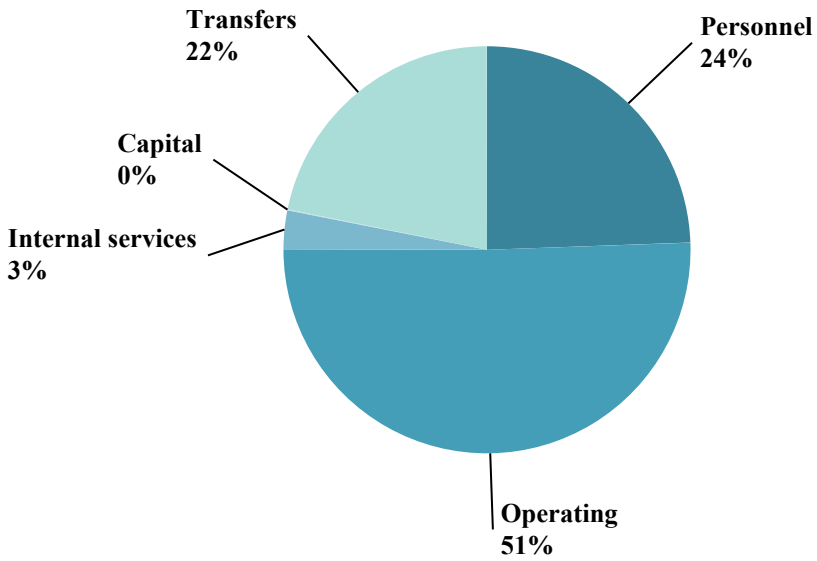
## Budget Summary

| | 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.

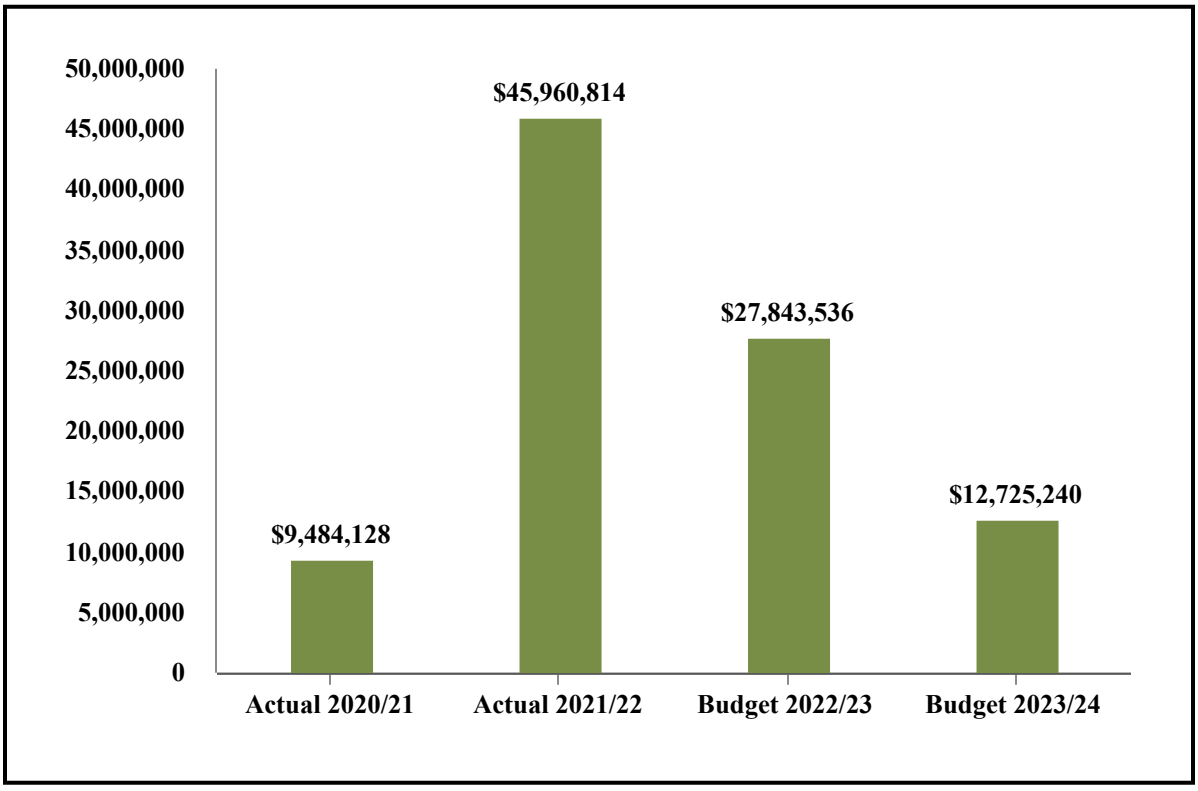
## Program Description

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.

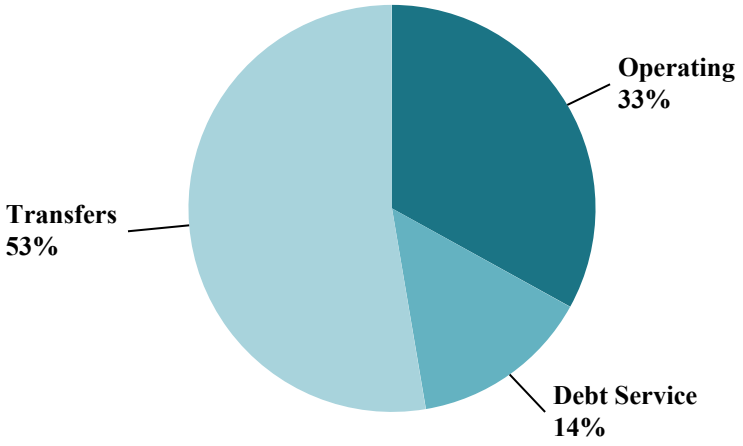
## Budget Summary

| | 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 | 127,190 | — | n/a |
| Debt Service | — | — | — | 1,821,930 | n/a |
| Transfers | 7,316,749 | 43,238,071 | 24,449,665 | 6,700,110 | (73) % |
| **Total General Fund** | **9,484,128** | **45,960,814** | **27,843,536** | **12,725,240** | **(54)%** |

## Total Department Summary



## 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 73% decrease from the fiscal year 2022/23 amended budget due to large one-time capital transfers in the prior year.

# Non-Departmental Central Insurance Fund

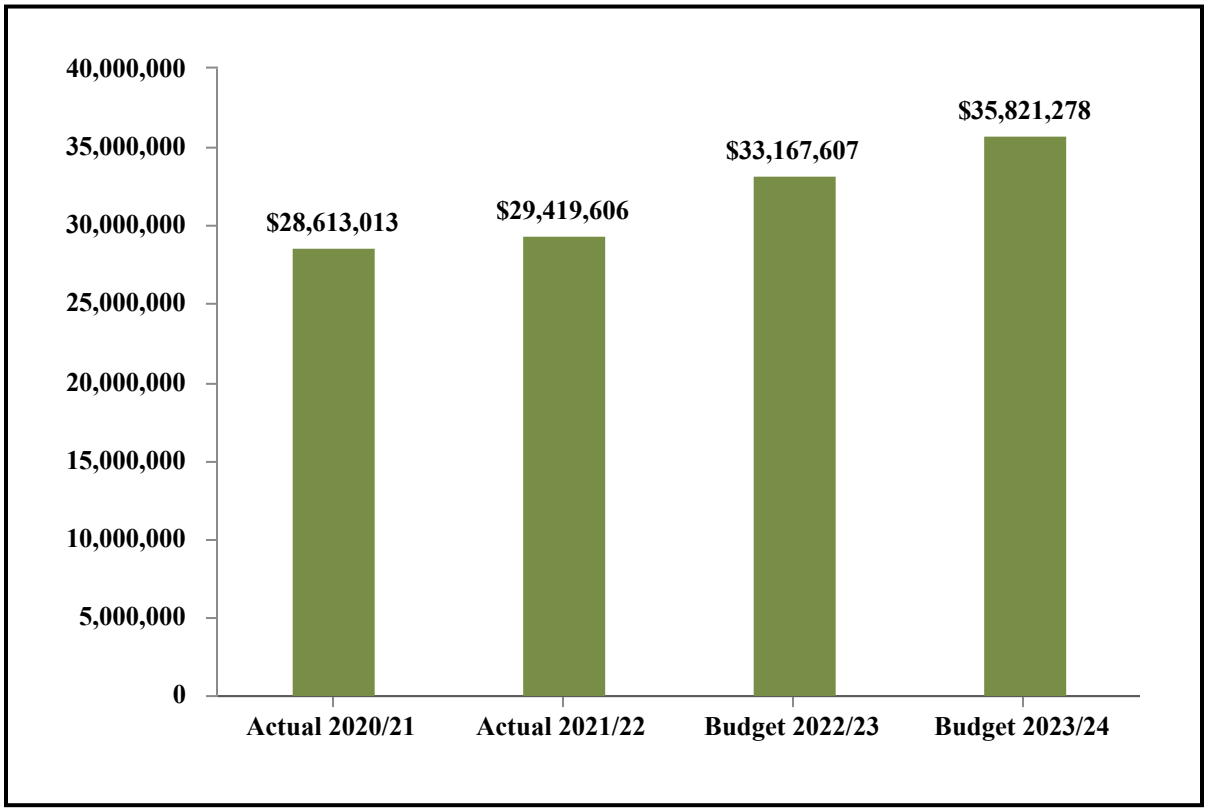
## Program Description

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

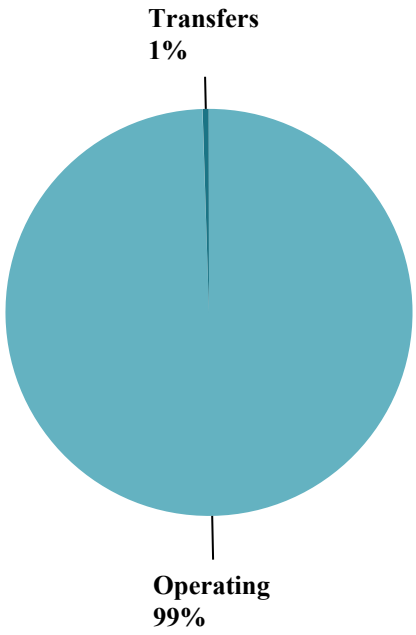
## Budget Summary

| | 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



## 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.

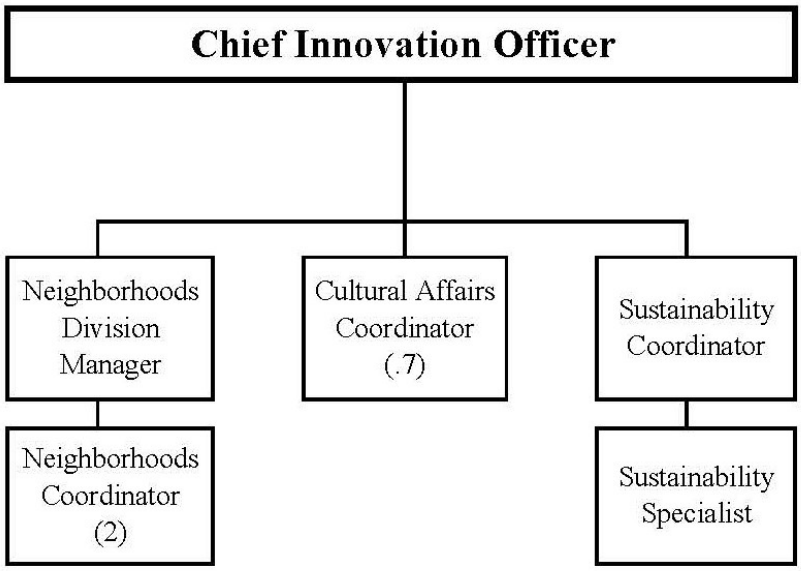
- Worker's compensation costs for administration and claims are estimated at $2.1 million city wide for fiscal year 2023/24. Prior year activity is distributed across all operating funds based upon employee count and claims experience to fund this year's expense.

- 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.

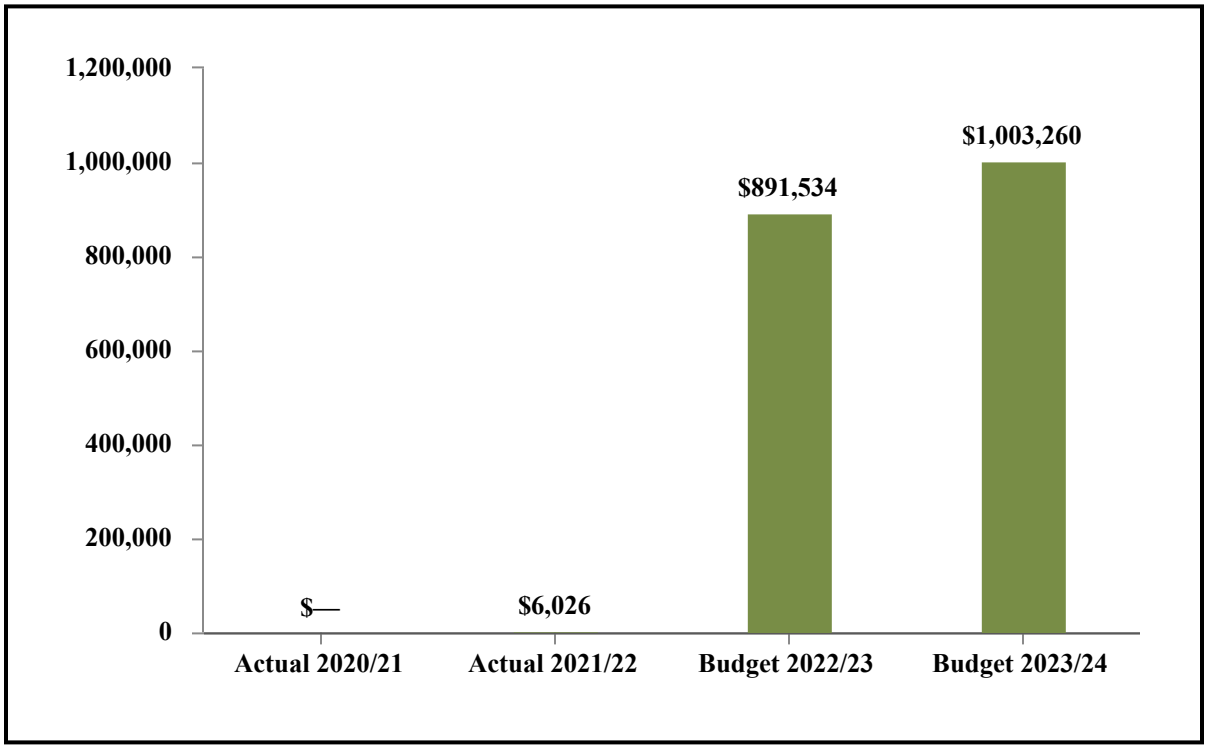
Our Cultural Affairs Division is responsible for facilitating, stimulating, and enhancing local cultural development initiatives to maintain a robust and inclusive arts and culture ecosystem in Clearwater.

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.

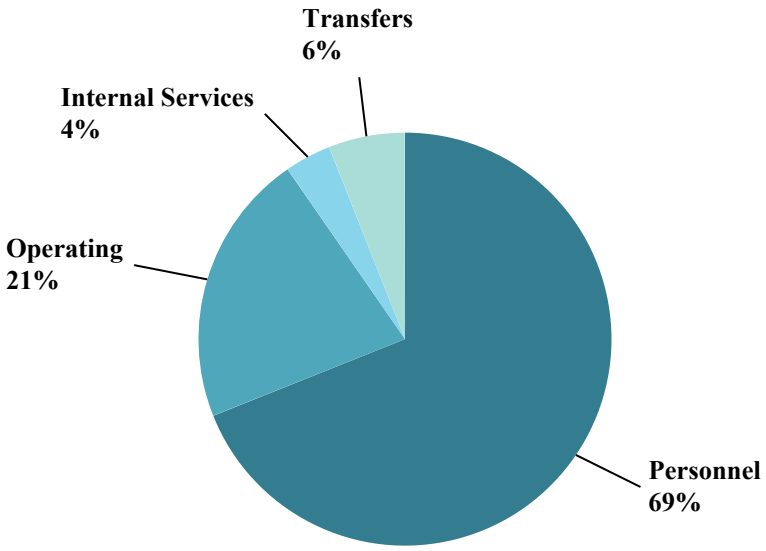
## Budget Summary

| | 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



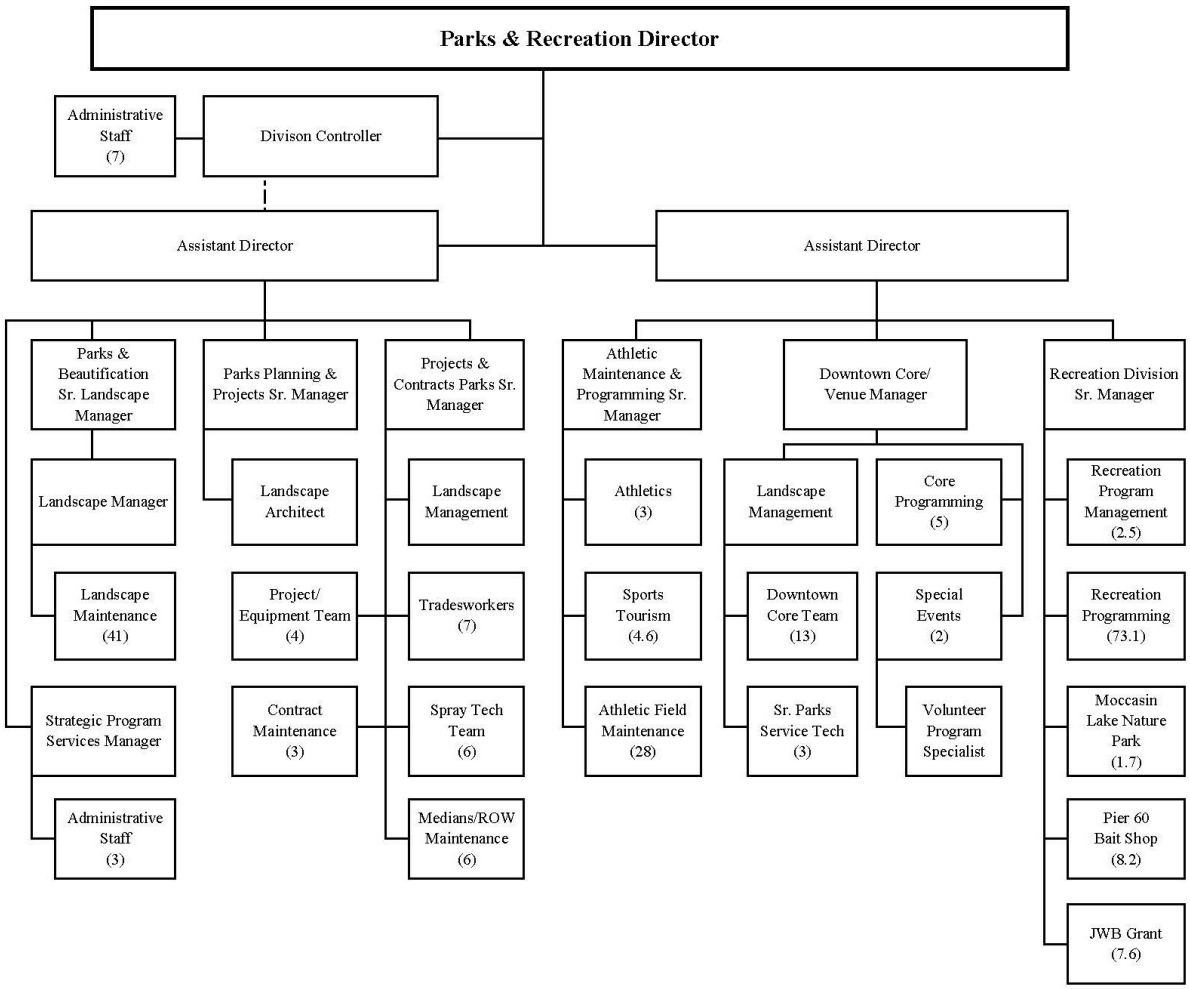
## Budget Highlights

- 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 (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

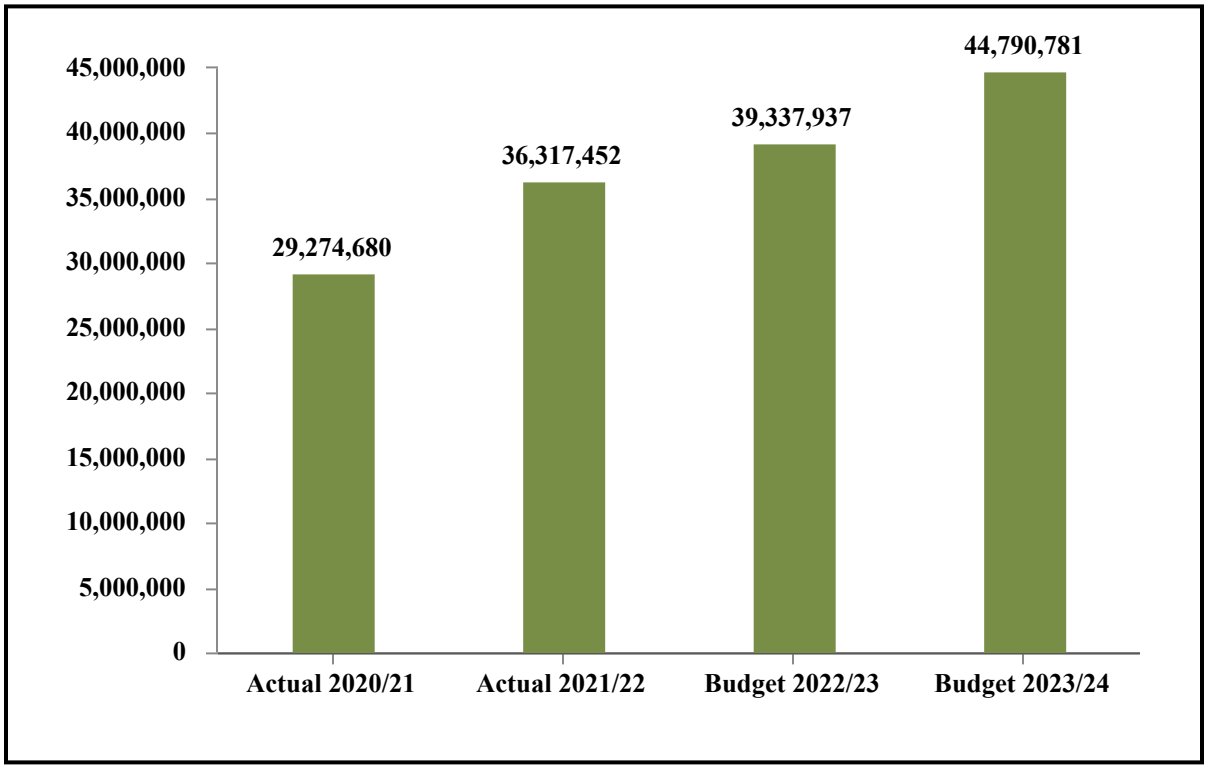
## Budget Summary

| | 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 %** |

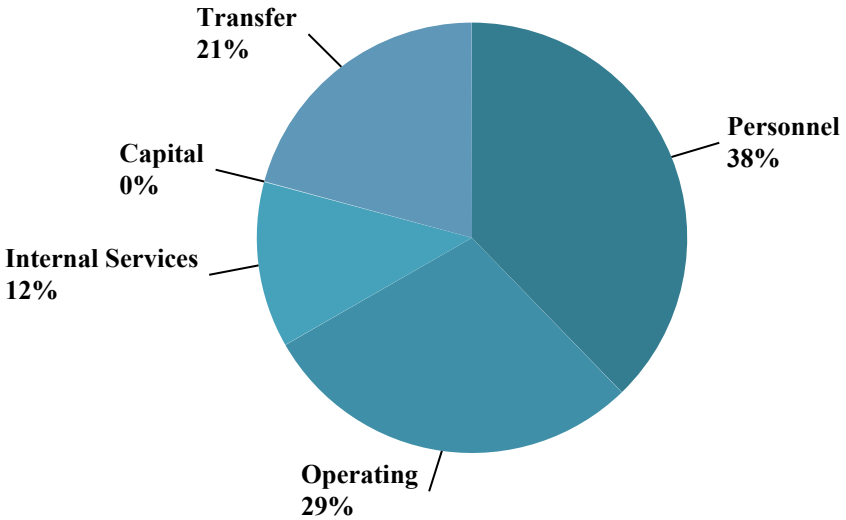
**Full Time Equivalent Positions**

| | | | | | |
|---|---|---|---|---|---|
| **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: 1.7**

**Henry L. McMullen Tennis Complex**

This program provides staff and resources necessary to offer a wide range of services and programs at this national award winning facility. The complex features 19 lighted tennis courts which include seven hard courts, 12 clay courts, a lighted practice wall, a locker room, vending machine, and picnic area. Pickleball is also played on some of the existing tennis courts. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

**Program Expenditures: $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**

**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**

**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: 5.0**

## Parks & Beautification Cost Center Descriptions

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

**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.

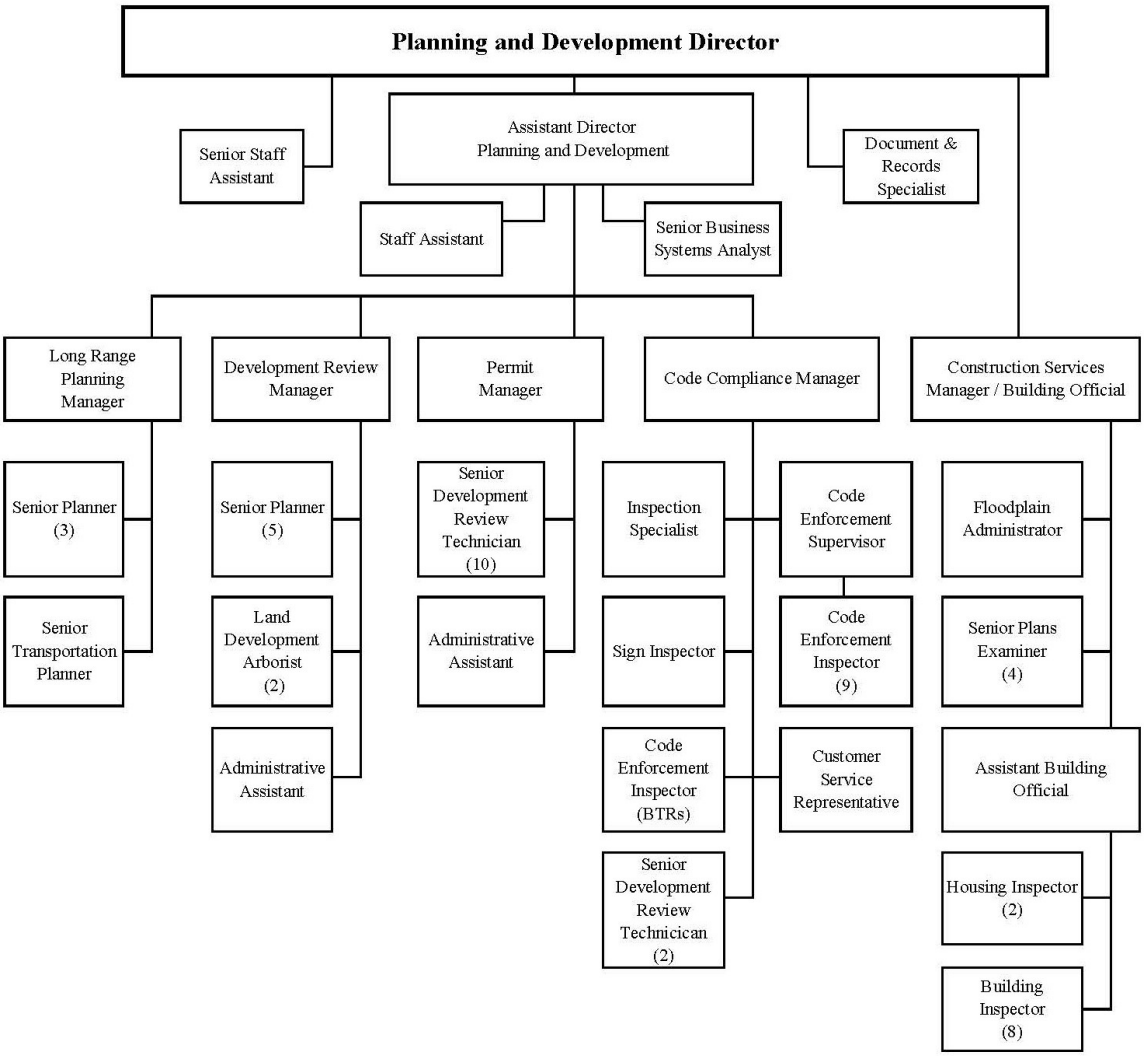
**Program Expenditures: $906,506**
**Program FTEs: 8.0**

**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**


CITY OF CLEARWATER, FLORIDA
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**Planning & Development – 66.0 FTEs**

## Department Objective

Planning and Development aligns with the City Council's Vision of "a community that thrives from Bay to Beach" through working with our citizens and business community to plan, build and maintain a vibrant, competitive, and livable Clearwater with an emphasis on professional customer service, education, and safety.

### Summary of Services Provided

### Planning

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

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

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

Current Work Projects

- Clearwater Comprehensive Plan Amendments
- Community Development Code Amendments
- Development of North Greenwood Site and Design Standards

**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.
- Business Process Study Implementation, including Fee Study
- Permitting and Inspections for Land Clearing and Grubbing, and Tree Protection and Preservation
- Update of Landscaping and Tree Protection Ordinance

## 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

- Participation in Fee Study
- Expansion of Floodplain Management Program
- Implementation of Building Milestone Inspections Program (SB 154 [2023])

### Code Compliance

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

**Code Compliance**
The division works to ensure that property owners maintain properties in compliance with community standards established in the Community Development Code and Code of Ordinances. The program is both complaint driven and proactive and focuses on various aspects of property maintenance such as overgrowth, peeling paint, mildew, debris, yard parking, graffiti, etc. and water use restrictions. Eliminating sign blight is also a priority with the goal of enforcing illegal, non-permitted signage as well as snipe/roadside signage. Neighborhood code sweeps are also incorporated into the program in neighborhoods that could benefit from more focused attention.
The division strives to achieve voluntary compliance in all program areas through education. Absent voluntary compliance, code inspectors initiate enforcement either through abatement, presentation of cases to the Municipal Code Enforcement Board or to Pinellas County's local ordinance violations (LOV) court.

Current Work Projects

- Targeted Code Sweeps
- Implementation of Online Submittal Process for Business Tax Receipts
- Implementation of Short-Term Rental Identification and Enforcement Software

## Summary of Services Provided (continued)

**Code Compliance (continued)**

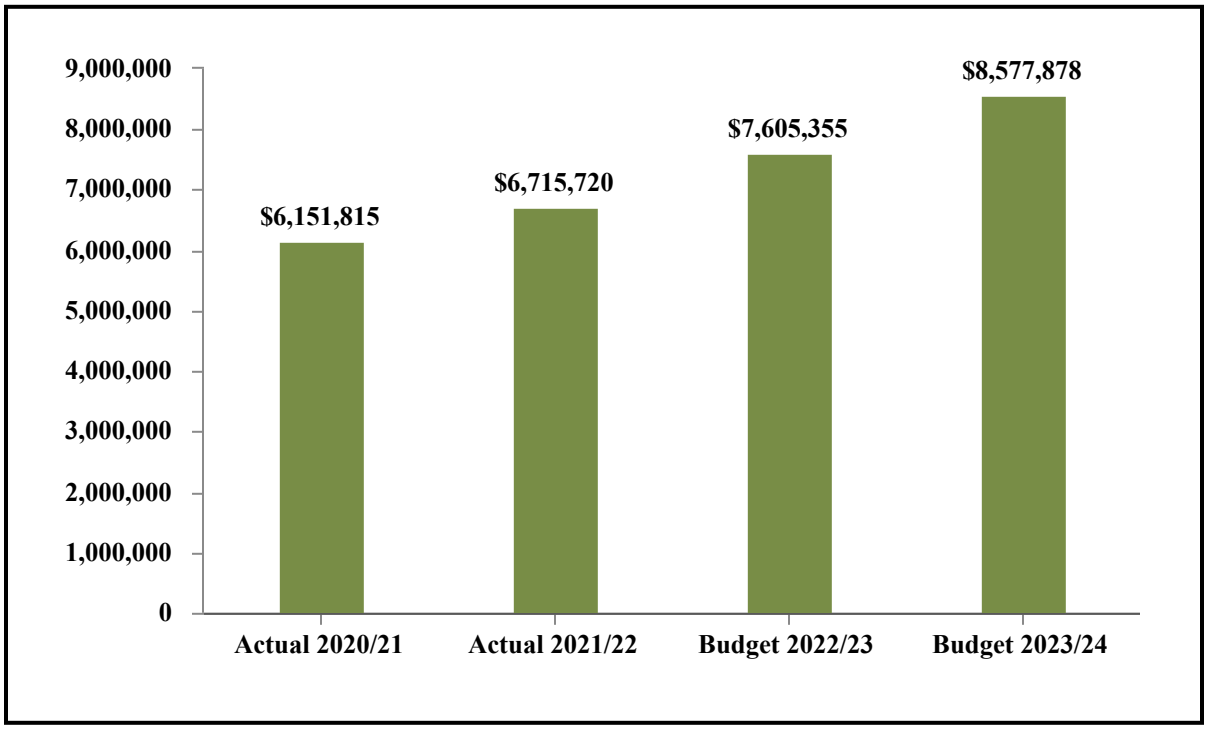
**Business Tax Receipts**

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.

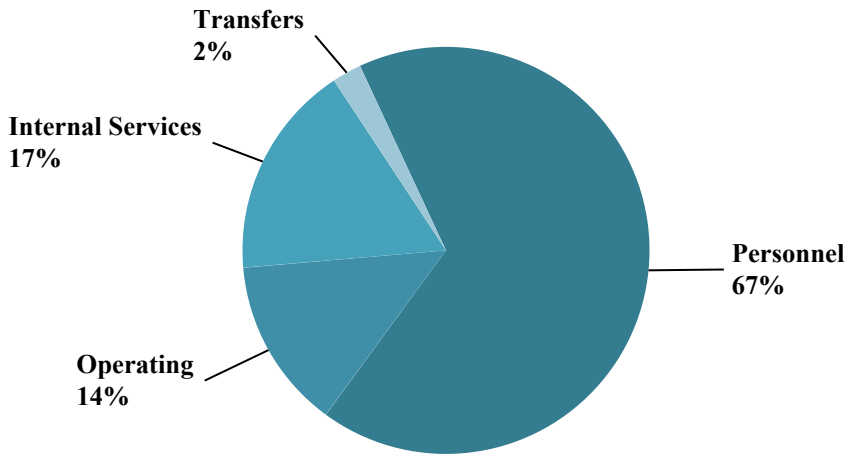
## Budget Summary

| | 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

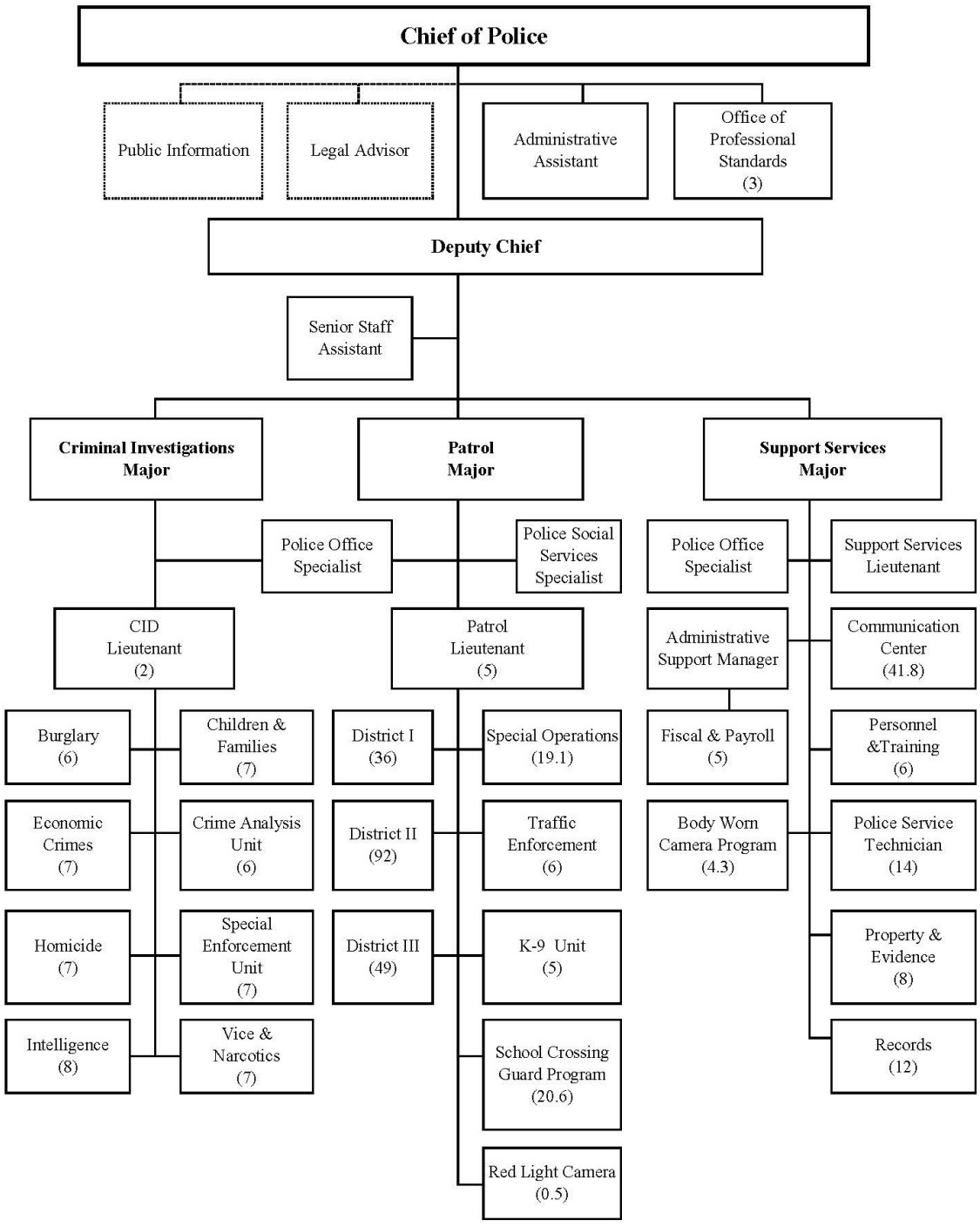
- The Planning and Development Department is supported by 66 full time equivalent positions, an increase of three FTEs from the 2022/23 budget. For fiscal year 2023/24, the following positions are added in response to the recently completed business process study; a Business Systems Analyst, Sr. Long 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.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915




**Police – (General Fund) – 388.2 FTEs**
**Police (Special Program Fund) – 8.1 FTEs**
**Total Police – 396.3 FTEs**

## Department Objective

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

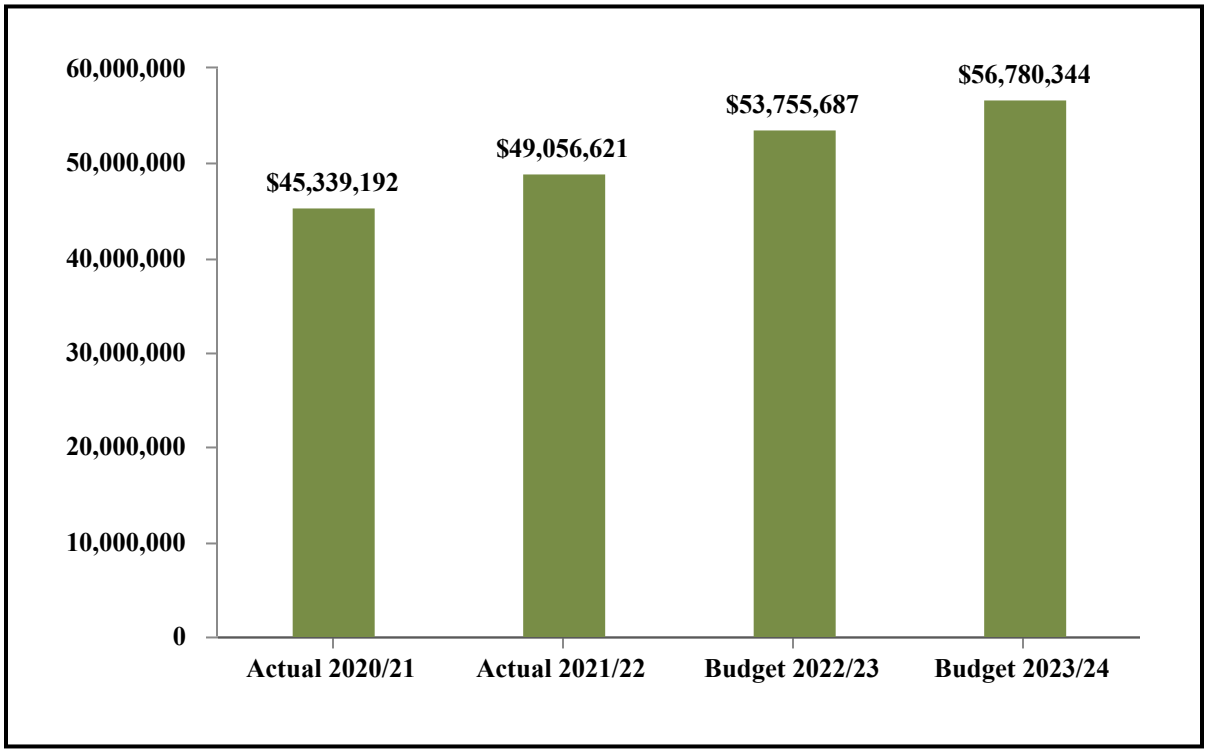
| Summary of Services Provided |
|---|
| **Office of the Chief** |
| The Office of the Chief is responsible for overall administration and leadership of the police department, ensuring the department is aligned with the City Council's Strategic Objective of fostering safe and healthy communities in Clearwater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

## Budget Summary

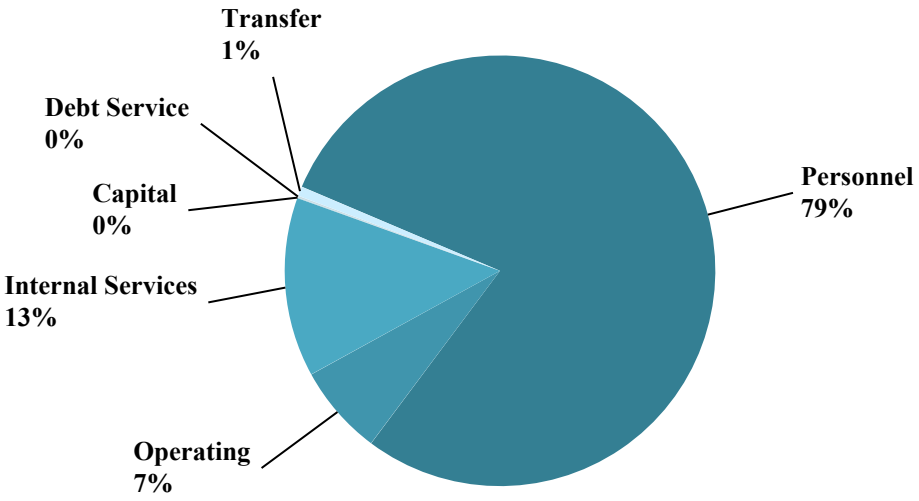
| | Actual 2020/21 | Actual 2021/22 | Budget 2022/23 | Budget 2023/24 | % Change |
|---|---|---|---|---|---|
| Office of the Chief | 1,416,948 | 1,312,696 | 1,289,946 | 1,220,497 | (5) % |
| Criminal Investigations | 7,219,908 | 7,422,871 | 7,514,710 | 8,516,298 | 13 % |
| Patrol | 24,938,247 | 26,435,773 | 29,529,959 | 30,758,300 | 4 % |
| 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** | **53,755,687** | **56,780,344** | **6 %** |

| **Full Time Equivalent Positions General Fund** | | | | | |
|---|---|---|---|---|---|
| Office of the Chief | 7.0 | 7.0 | 8.0 | 7.0 | (1.0) |
| Criminal Investigations | 57.0 | 55.0 | 55.0 | 59.0 | 4.0 |
| Patrol | 207.9 | 209.9 | 221.1 | 228.1 | 7.0 |
| Support Services | 53.5 | 54.5 | 53.5 | 52.3 | (1.2) |
| Communications | 42.6 | 41.6 | 41.6 | 41.8 | 0.2 |
| Subtotal - General Fund | 368.0 | 368.0 | 379.2 | 388.2 | 9.0 |
| Special Program Fund | 7.3 | 7.3 | 8.1 | 8.1 | 0.0 |
| **Total Police FTEs** | **375.3** | **375.3** | **387.3** | **396.3** | 9.0 |

## Total Department Summary



## Fiscal Year 2023/24 Budget by Category



## Budget Highlights

- The Police Department is supported by 396.3 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: 7.1 (Special Program Fund)**

**School Crossing Guard Program**

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

**Program Expenditures: $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**

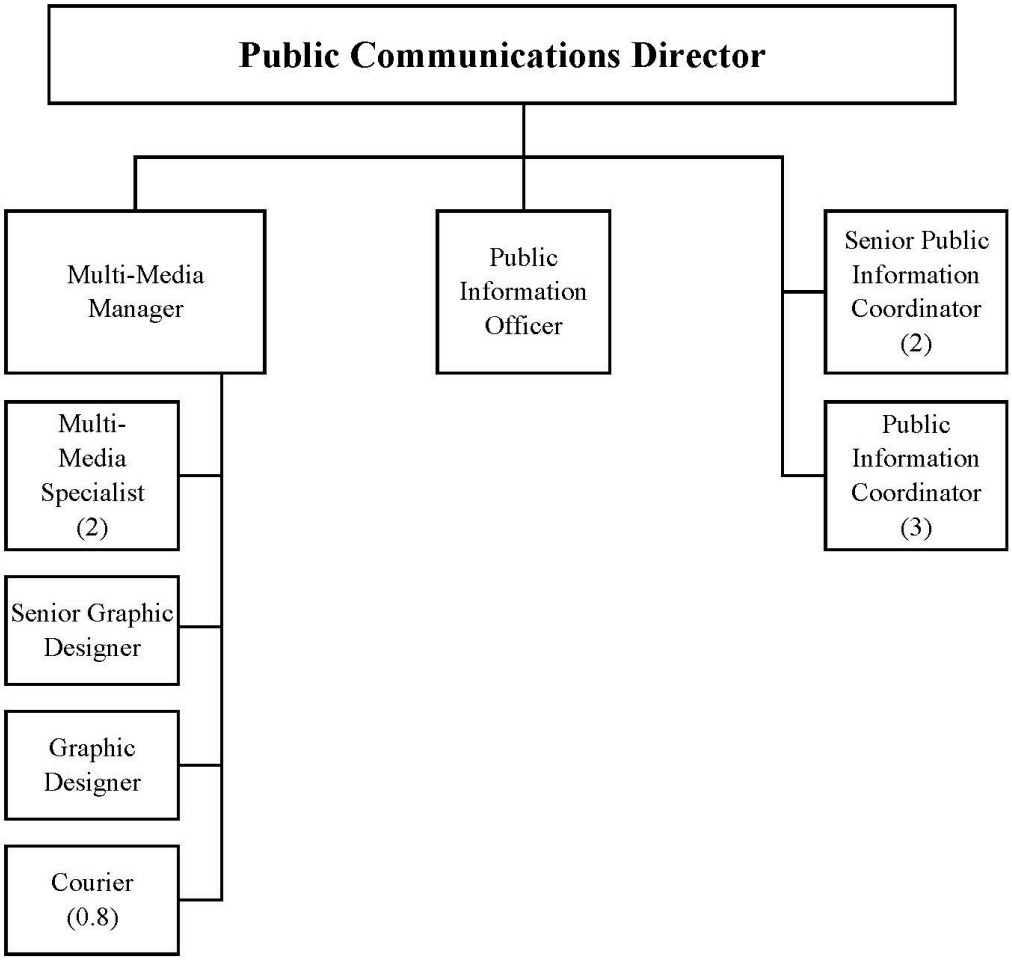
**General Operations**
The General Operations program accounts for expenditures for special events overtime, internal charges, and general office supplies for the department. Also included in this program are expenditures that may benefit the entire department.
**Program Expenditures: $6,063,307**
**Program 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 document's, 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.

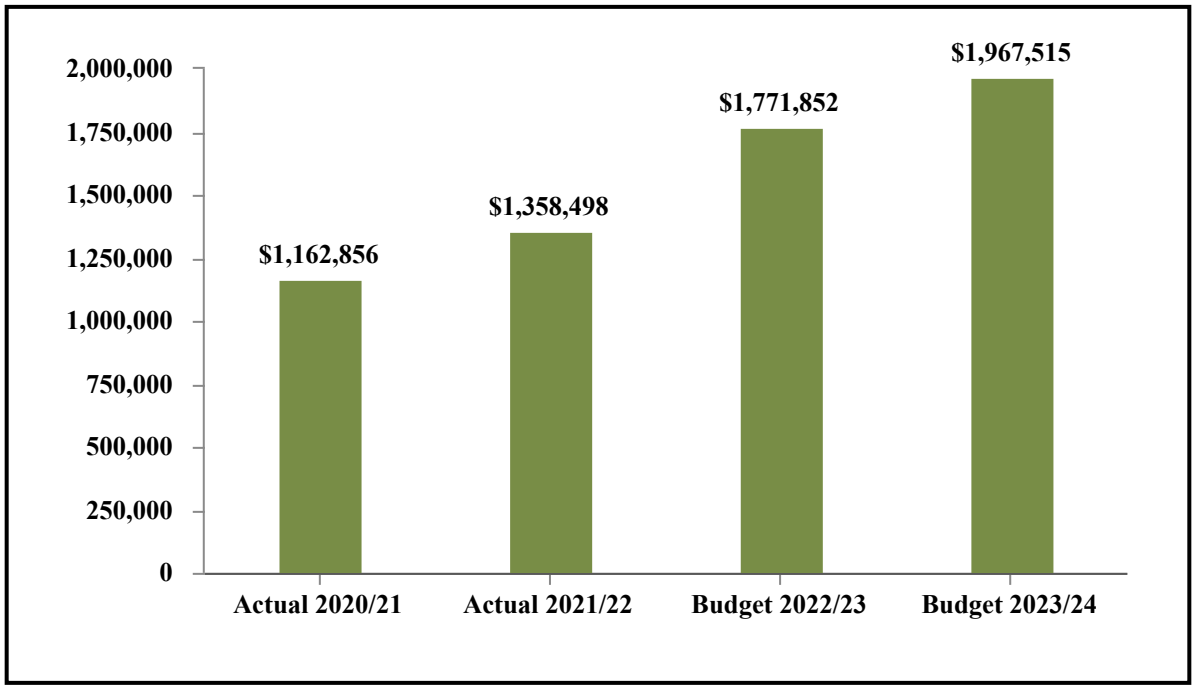
### Courier

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.

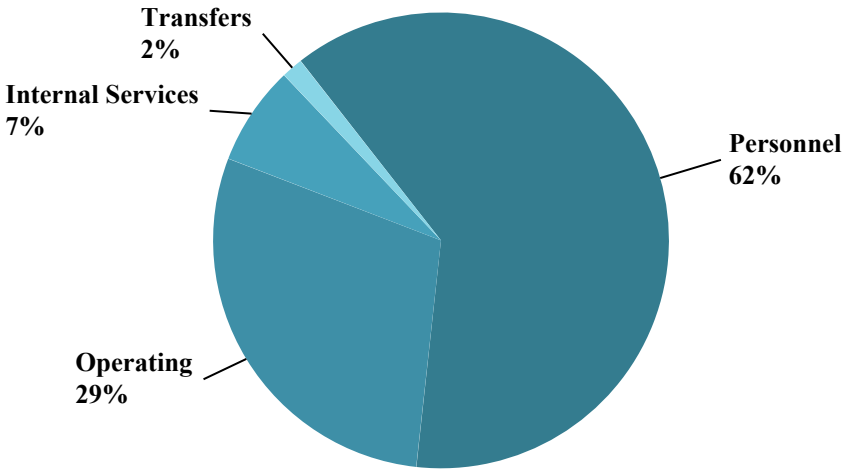
## Budget Summary

| | 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.

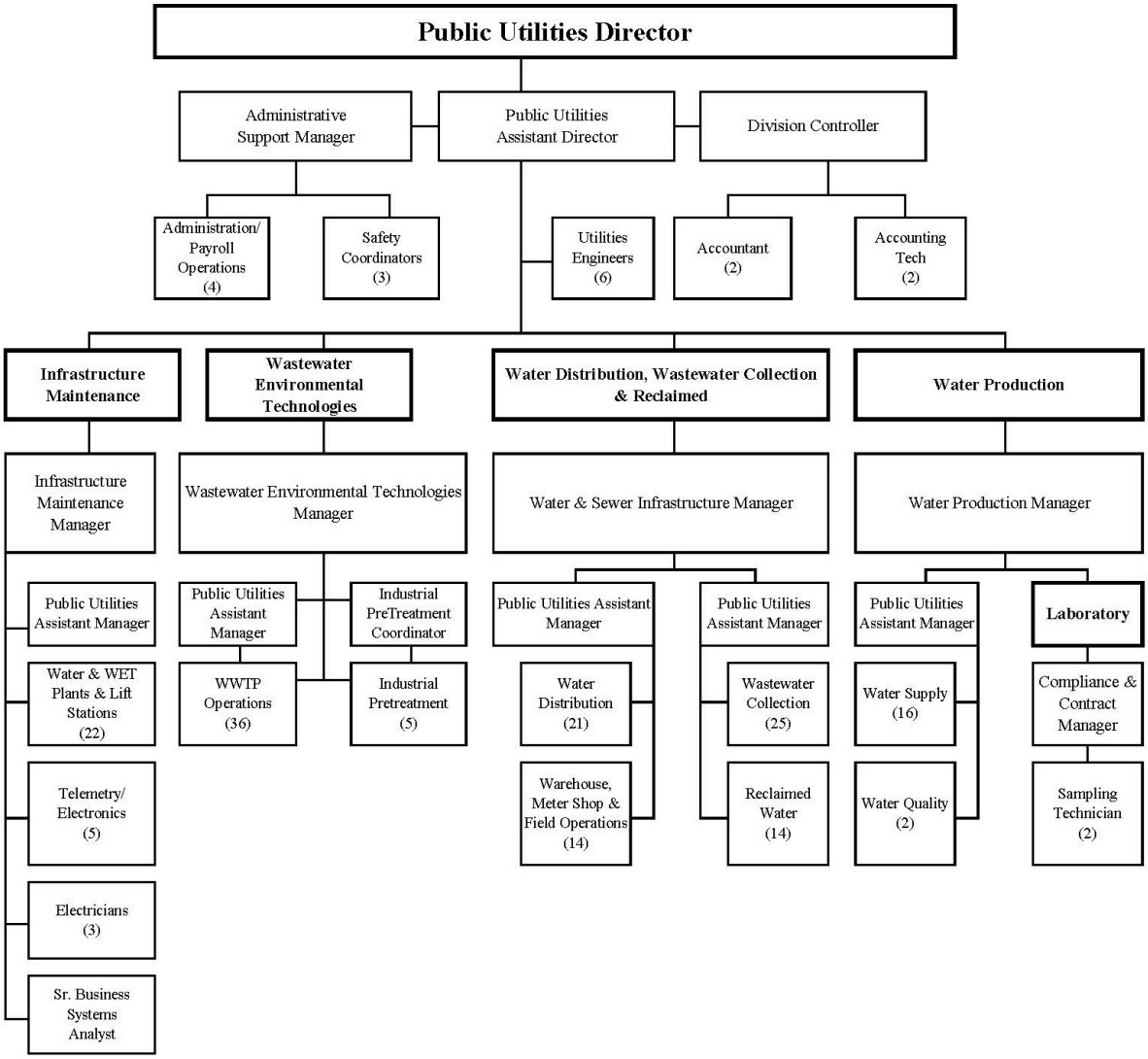
## Administrative Services Fund
## Courier Budget Highlights

- 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.

- The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2022/23 budget.

- Postage costs are budgeted at $152,000 in this program, a 2% increase from 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. |

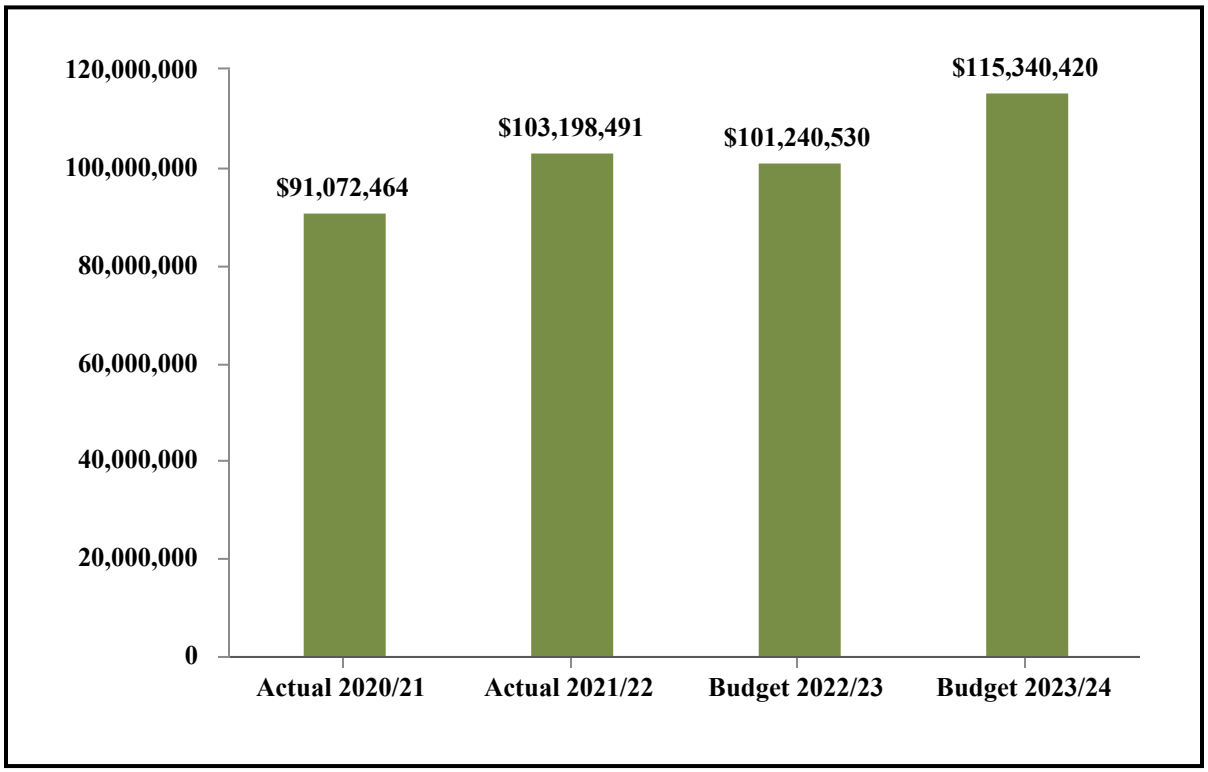
| Summary of Services Provided (continued) |
|---|
| **Water Distribution** |
| The Water Distribution program provides for the safe transmission and distribution of the City's public potable water supply. Functions include the construction and maintenance of the system as well as direct customer related activities, such as meter replacement, fire hydrant maintenance, and repair of water main breaks.<br><br>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. |

## Budget Summary

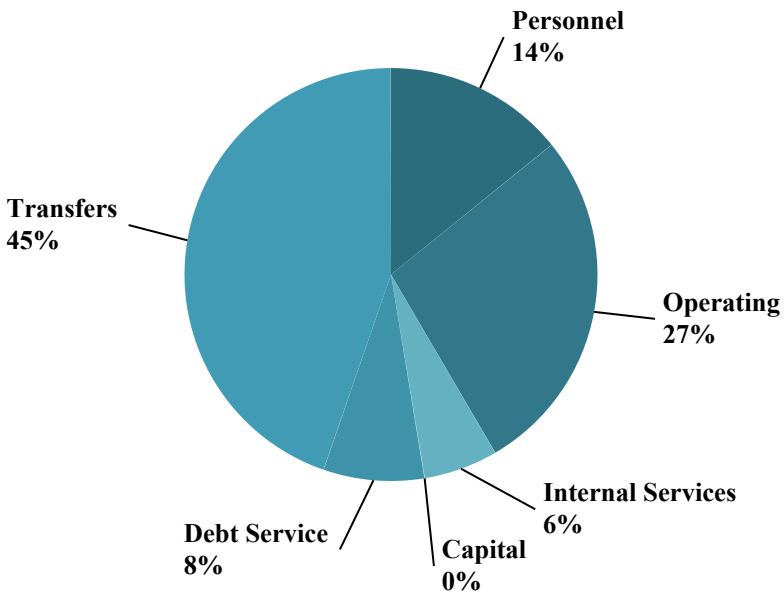
| | Actual 2020/21 | Actual 2021/22 | Budget 2022/23 | Budget 2023/24 | % Change |
|---|---|---|---|---|---|
| **Water And Sewer Fund** | | | | | |
| Administration | 1,531,073 | 1,981,125 | 3,137,339 | 4,313,747 | 37 % |
| Wastewater Collection | 12,818,739 | 15,305,009 | 13,624,801 | 25,665,870 | 88 % |
| 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.

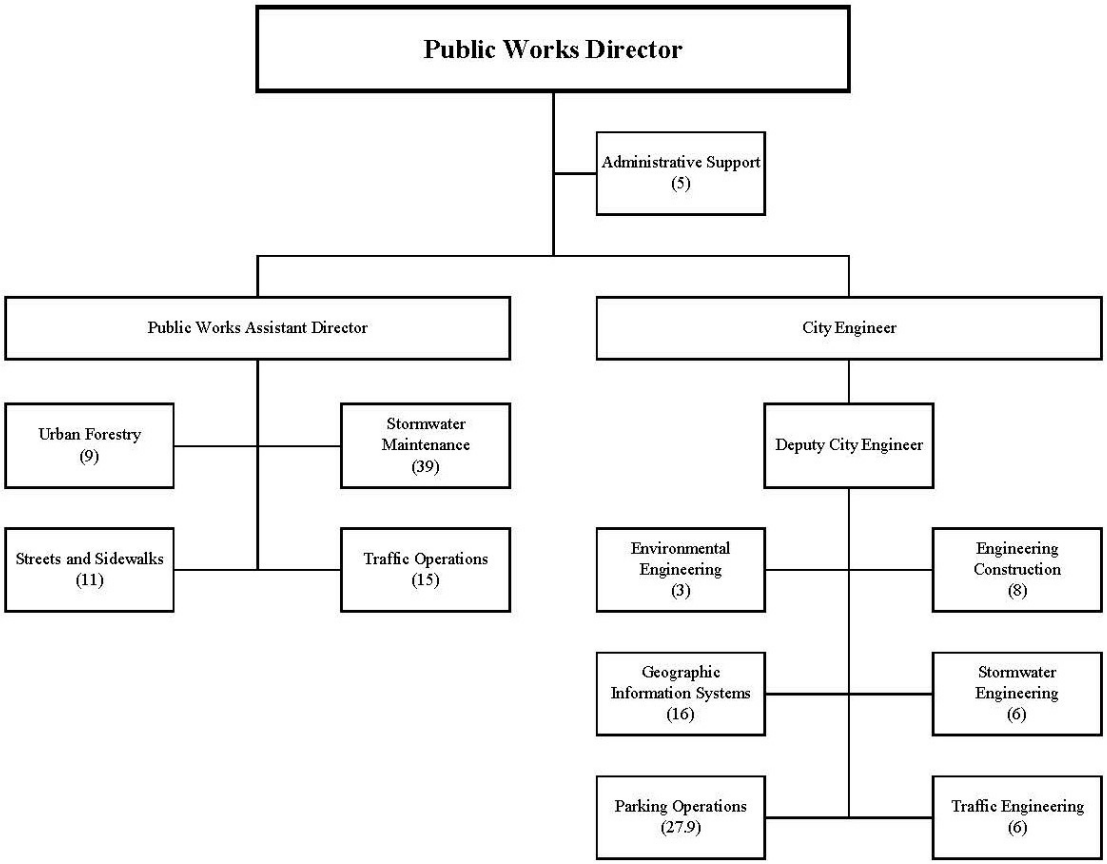
- There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2023/24 budget reflects a 14% increase from 2022/23.

## 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.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915




**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.

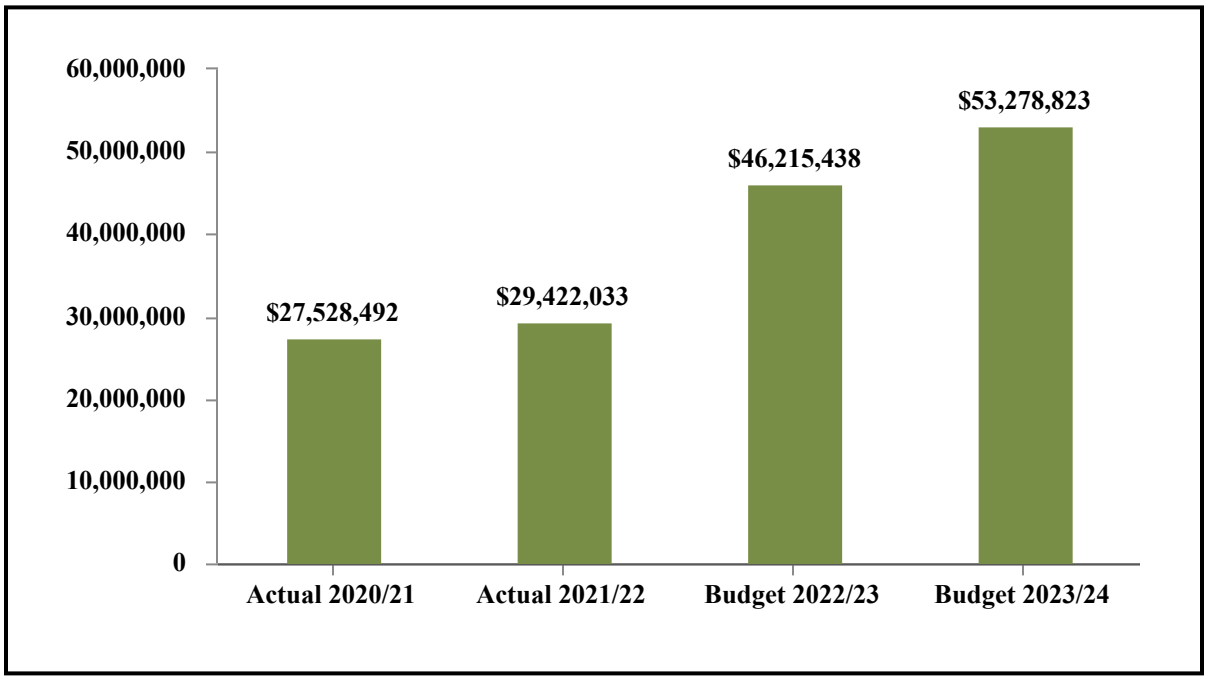
| Summary of Services Provided |
|---|
| **Public Works Administration and Urban Forestry** |
| The objective of Public Works department is to centralize long term and short term management of city rights of way and city infrastructure within one department. The Public Works Maintenance division is responsible 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 acceptable level. |
| **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. |

## Budget Summary

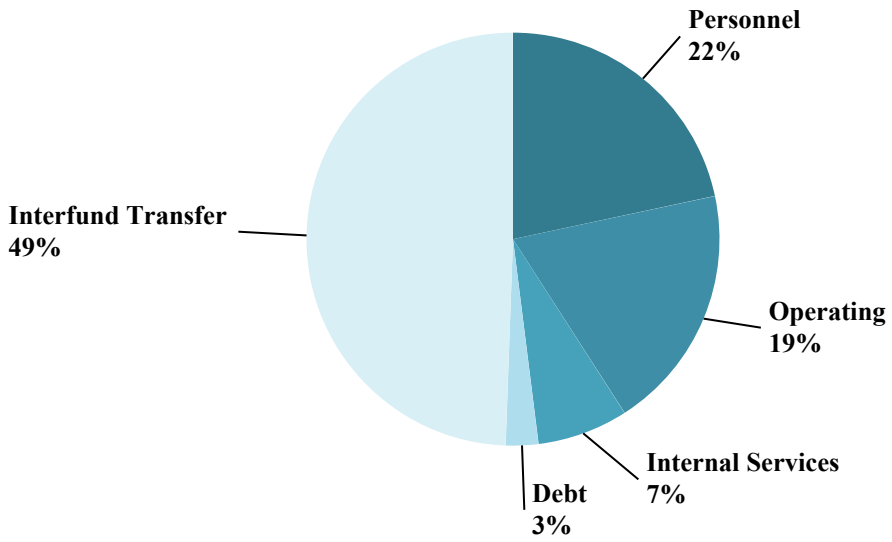
| | Actual 2020/21 | Actual 2021/22 | Budget 2022/23 | Budget 2023/24 | % Change |
|---|---|---|---|---|---|
| **General Fund** | | | | | |
| Public Works Administration | — | 12,818 | 973,832 | 1,810,085 | 86 % |
| Urban Forestry | — | 8,504 | 1,534,648 | 1,827,400 | 19 % |
| Streets and Sidewalks | — | — | 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 | 16,644,523 | 19,925,598 | 20 % |
| Parking Enforcement | 828,492 | 1,064,804 | 998,737 | 1,109,050 | 11 % |
| Subtotal - Parking Fund | 5,231,671 | 7,214,886 | 17,643,260 | 21,034,648 | 19 % |
| **Total Public Works** | **27,528,492** | **29,422,033** | **46,215,438** | **53,278,823** | **15 %** |

| **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 | 15.9 | 1.0 |
| Parking Enforcement | 12.0 | 12.0 | 13.0 | 12.0 | (1.0) |
| 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** |

## 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.

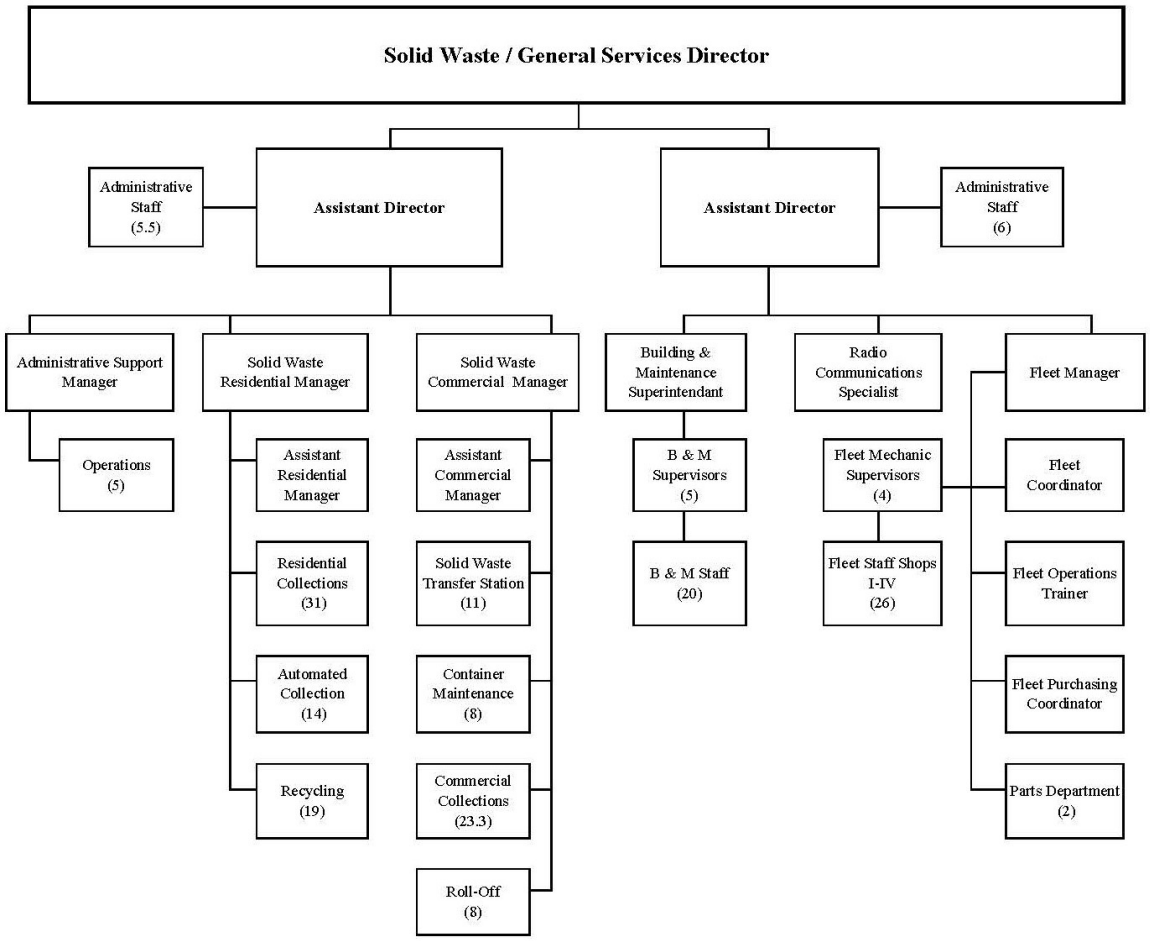
- Interfund transfers include $150,000 to the General Fund representing parking fine revenue net of the cost of the Parking Enforcement program. This transfer helps to fund the school crossing guard program.

- 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 19% from prior year.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915




**Solid Waste Fund – 111.8 FTEs**
**Recycling Fund – 20.0 FTEs**
**General Services/Fleet – 70.0 FTEs**
**Total Solid Waste/General Services – 201.8 FTEs**

## 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.

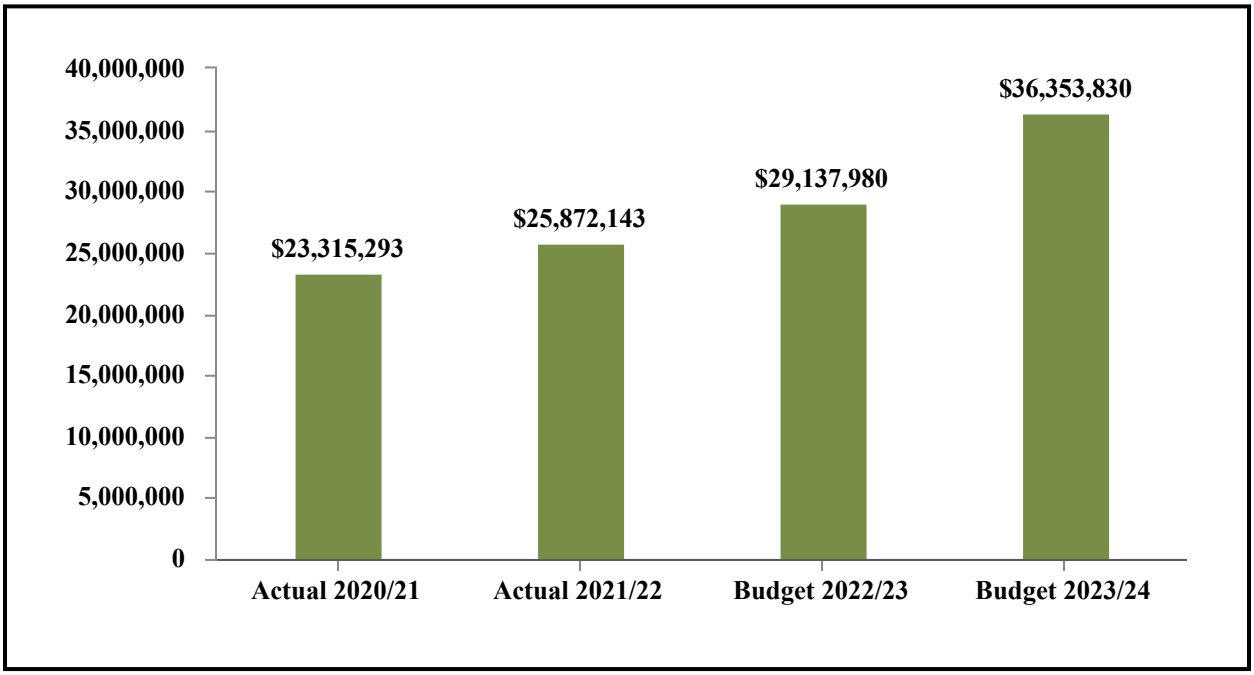
| Summary of Services Provided |
|---|
| **Solid Waste - Administration** |
| Solid Waste Administration provides direct supervision over the Solid Waste and Recycling system. It is divided into 9 divisions which include commercial refuse, residential refuse, roll-off dumpsters, administration, transfer 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. |

| 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. |

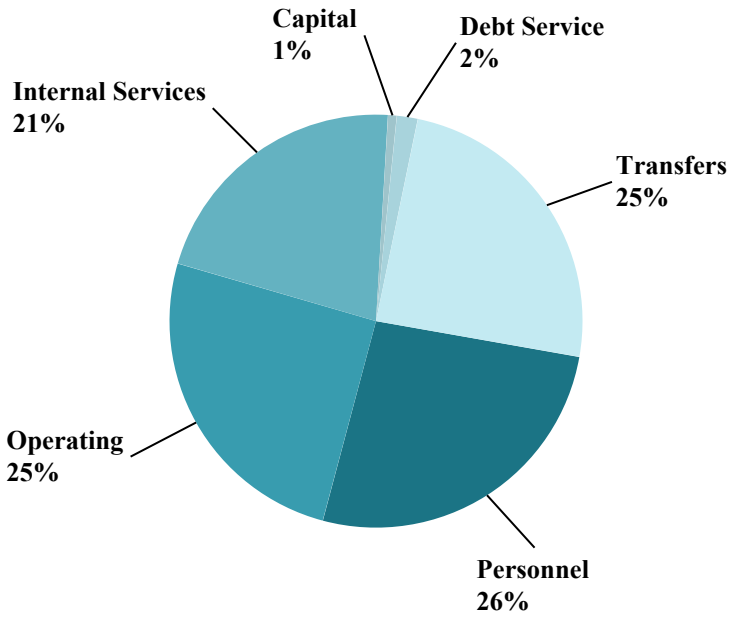
## Budget Summary

| | Actual 2020/21 | Actual 2021/22 | Budget 2022/23 | Budget 2023/24 | % Change |
|---|---|---|---|---|---|
| **Solid Waste** | | | | | |
| 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 % |
| **Recycling** | | | | | |
| 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 | 8.0 | 1.3 |
| Collection | 84.8 | 85.8 | 83.8 | 84.8 | 1.0 |
| Transfer | 11.0 | 11.0 | 11.0 | 11.0 | 0.0 |
| Container Maintenance | 9.0 | 9.0 | 9.0 | 8.0 | (1.0) |
| Subtotal - Solid Waste | 111.5 | 112.5 | 110.5 | 111.8 | 1.3 |
| **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 | 8.0 | (1.0) |
| Subtotal- Recycling | 22.0 | 21.0 | 21.0 | 20.0 | (1.0) |
| **Total Solid Waste and Recycling FTEs** | **133.5** | **133.5** | **131.5** | **131.8** | **0.3** |

## Total Department Summary




## Fiscal Year 2023/24 Budget by Category



## 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

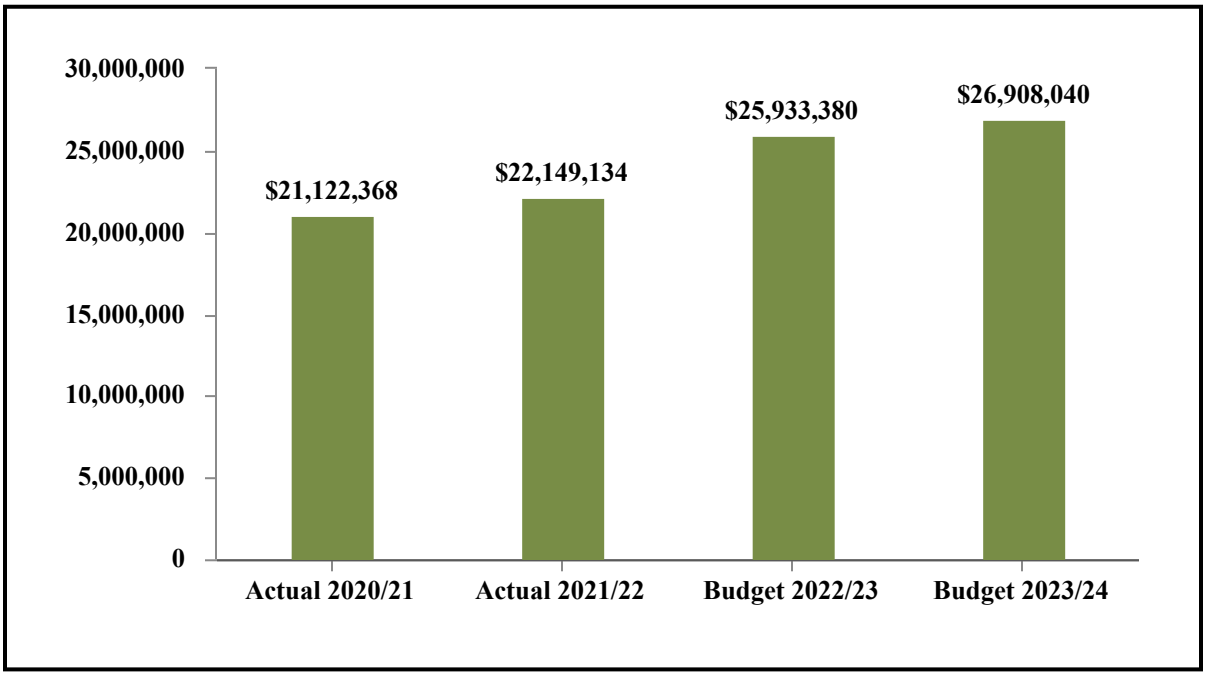
The objective of General Services is to provide quality service to all departments and divisions of the City of Clearwater. In furthering the City Council's Strategic Priority of High Performing Government, the main goal of General Services is to provide high quality service to all departments and divisions 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.<br><br>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. |

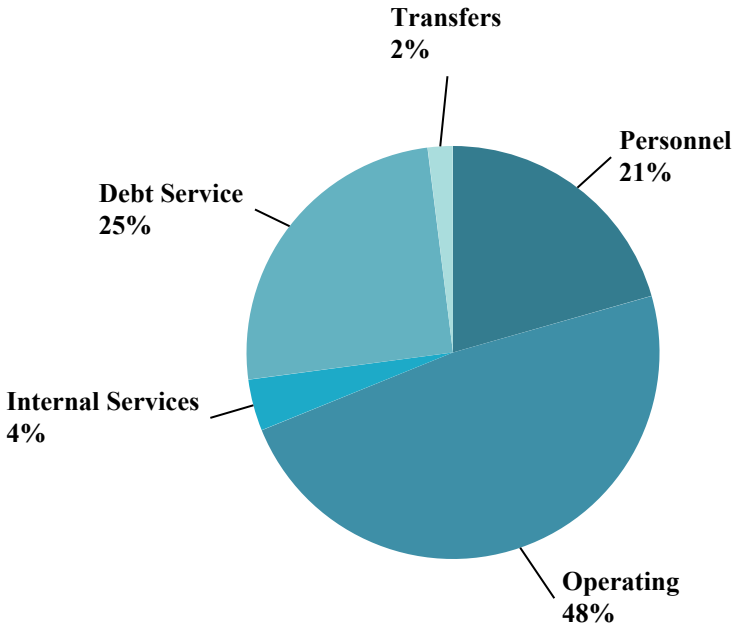
## Budget Summary

| | 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** |

## 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 2023/24, 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 DEVELOPMENT FUND
## ANNUAL OPERATING BUDGET
## FISCAL YEAR 2023/24

| Revenues: | 2021/22 Actual | 2022/23 Amended | 2023/24 Approved |
|---|---|---|---|
| Ad Valorem Taxes | 3,661,590 | 4,104,818 | 4,536,570 |
| Infrastructure Tax | 16,585,888 | 16,441,000 | 16,585,900 |
| Interest Earnings | 565,361 | 800,000 | 950,000 |
| Open Space Fees | 351,015 | 27,363 | — |
| Recreation Facility Impact Fees | 167,721 | 8,327 | — |
| Recreation Land Impact Fees | 470,154 | 67,258 | — |
| Fee in Lieu of Sidewalks | 10,208 | 49,650 | — |
| Multi-Modal Impact Fees | 760,642 | 353,000 | 400,000 |
| Local Option Gas Tax | 1,460,864 | 1,450,000 | 1,427,150 |
| Allocation of Assigned Fund Balance | — | 6,586,830 | 9,148,130 |
| **Total Revenues** | **24,033,443** | **29,888,246** | **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 | — | — | — |
| Recreation Facility Impact Fees | 0 | 79,200 | 0 |
| 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** | **28,545,390** | **32,097,750** |

## SPECIAL PROGRAM FUND
## ANNUAL OPERATING BUDGET
## FISCAL YEAR 2023/24

| Revenues: | 2021/22 Actual | 2022/23 Amended | 2023/24 Approved |
|---|---|---|---|
| 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 | 1,987,300 | — |
| Charges for Service Revenue | 1,726,648 | 1,461,664 | — |
| Judgments, Fines and Forfeit Revenue | 779,604 | 682,239 | — |
| Miscellaneous Revenue | 192,193 | 1,682,897 | — |
| 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 | 105,000 | 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 | 1,238,639 | — |
| **Total Revenues** | **39,930,106** | **9,539,205** | **1,953,217** |
| **Expenditures:** | | | |
| General Government | 374,673 | 631,180 | 237,380 |
| Public Safety | 2,671,825 | 4,805,597 | 252,000 |
| Physical Environment | 68,653 | 62,712 | — |
| Economic Environment | 813,789 | 823,117 | 551,926 |
| Human Services | 405,195 | 605,678 | 1,500 |
| Culture and Recreation | 327,970 | 2,086,563 | 70,000 |
| Interfund Transfers | 23,512,243 | 399,358 | 361,411 |
| Transfer to Capital Fund | — | 50,000 | — |
| **Total Expenditures** | **28,174,348** | **9,464,205** | **1,474,217** |

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

| Revenues: | 2021/22 Actual | 2022/23 Amended | 2023/24 Approved |
|---|---|---|---|
| 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** |


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

# COMMUNITY REDEVELOPMENT AGENCY (CRA)
# ANNUAL OPERATING BUDGET
# FISCAL YEAR 2023/24

| | | 2021-22 Actual Expenditures | 2022/23 Amended Budget | 2023-24 Approved Budget |
|---|---|---|---|---|
| **Revenues & Transfers In** | | | | |
| **Tax Increment Financing Revenues** | | | | |
| 338930 | Pinellas County | 2,171,143 | 2,302,789 | 2,581,329 |
| 381115 | City of Clearwater | 2,480,368 | 2,810,526 | 3,150,281 |
| 338935 | Downtown Development Board | 301,367 | 335,643 | 363,012 |
| | **Total TIF Revenues** | **4,952,878** | **5,448,958** | **6,094,622** |
| **Other Revenues** | | | | |
| 361101 | Interest Earnings | 113,986 | 90,019 | 265,000 |
| **Transfers In** | | | | |
| 369906 | DDB Administration | 78,747.96 | 81,504 | 84,357 |
| 388388 | CRA Capital Improvement Fund | 962,218.3 | — | — |
| | **Total Revenues & Transfers In** | **6,107,830** | **5,620,481** | **6,443,979** |
| **Expenditures & Transfers Out** | | | | |
| **Operating Expenditures** | | | | |
| 530100 | Professional Services | 82,685 | 116,704 | 125,000 |
| 530300 | Contractual Services | 16,728 | 50,000 | 50,000 |
| 540300 | Telephone Variable | 2,968 | 3,000 | 2,000 |
| 540700 | Postal Service | 6,820 | 5,000 | 5,000 |
| 541000 | City Internal Services | — | — | — |
| 541600 | Building & Maintenance Variable | 14 | 2,000 | 1,000 |
| 542500 | Postage | — | 200 | 200 |
| 543100 | Advertising | 13,853 | 20,000 | 20,000 |
| 543200 | Other Promotional Activities | 6,829 | 5,000 | 5,000 |
| 543400 | Printing & Binding | 40 | 2,500 | 2,500 |
| 544100 | Equipment Rental | 1,563 | 5,000 | 3,000 |
| 546300 | Disaster Response | 1,830 | — | — |
| 547100 | Uniforms | — | 1,000 | 2,000 |
| 547200 | Employee Expense-Travel | 163 | 10,000 | 15,000 |
| 547300 | Mileage Reimbursement | — | 1,500 | 3,000 |
| 548000 | Other Charges | 7,974 | 3,500 | 3,000 |
| 549000 | Relocation Expense | — | 3,000 | — |
| 550100 | Office Supplies | 4,056 | 3,000 | 3,000 |
| 550400 | Operating Supplies | 281 | 1,500 | 1,500 |
| 557100 | Memberships and Subscriptions | 3,530 | 6,000 | 6,000 |
| 557200 | Official Recognition - Employee | 77 | 296 | — |
| 557300 | Training and Reference | 6,290 | 15,000 | 15,000 |
| 581000 | Payments to Other Agencies - DDB | 301,367 | 335,643 | 363,012 |
| | **Total Operating Expenditures** | **457,066** | **589,843** | **625,212** |
| **Transfers Out** | | | | |
| 590200 | General Fund- Administrative | 520,356 | 691,422 | 982,526 |
| 590800 | Community Policing (R2001) | 252,550 | 266,703 | 257,643 |
| 590800 | Community Engagements (R2002) | 500,000 | — | 250,000 |

## COMMUNITY REDEVELOPMENT AGENCY (CRA)
## ANNUAL OPERATING BUDGET
## FISCAL YEAR 2023/24

| | | 2021-22 Actual Expenditures | 2022/23 Amended Budget | 2023-24 Approved Budget |
|---|---|---|---|---|
| **Transfers Out (continued)** | | | | |
| 590800 | Economic Development- City (R2003) | 500,000 | 1,769,724 | 500,000 |
| 590800 | Economic Development- County (R2004) | 335,020 | 250,000 | 250,000 |
| 590800 | Infrastructure- City (R2005) | — | — | — |
| 590800 | Infrastructure- County (R2006) | 1,870,000 | — | — |
| 590800 | Transportation- City (R2007) | — | — | 100,000 |
| 590800 | Transportation- County (R2008) | 223,724 | 352,789 | 250,000 |
| 590800 | Housing- City (R2009) | 476,021 | — | 1,147,269 |
| 590800 | Housing- County (R2010) | (194,896) | 1,700,000 | 2,081,329 |
| | **Total Transfers Out** | **4,482,775** | **5,030,638** | **5,818,767** |
| | **Total Expenditures & Transfers Out** | **4,939,842** | **5,620,481** | **6,443,979** |

## Community Redevelopment Agency (CRA)
## Capital Improvement Program 2023/24 - 2028/29

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

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| R2001 | | | | | | | | |
| **Community Policing** | | | | | | | | |
| | City TIF | 257,643 | 270,530 | 284,060 | 298,260 | 313,170 | 328,830 | 1,752,493 |

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2002 | | | | | | | | |
| **Community Engagement** | | | | | | | | |
| | City TIF | 250,000 | 294,561 | 498,763 | 506,537 | 514,237 | 514,237 | 2,578,335 |

This project provides funding for all placemaking events and programs throughout the Community Redevelopment Agency area. This includes art installations, marketing campaigns, special events, public meetings and resident and business outreach.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2003 | | | | | | | | |
| **Economic Development (City)** | | | | | | | | |
| | City TIF | 500,000 | 392,748 | 498,763 | 506,537 | 514,237 | 514,237 | 2,926,522 |

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2004 | | | | | | | | |
| **Economic Development (County)** | | | | | | | | |
| | County TIF | 250,000 | 265,877 | 684,633 | 705,172 | 726,327 | 726,327 | 3,358,336 |

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

## Community Redevelopment Agency (CRA)
## 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 |
|---|---|---|---|---|---|---|---|---|
| R2005 | | | | | | | | |
| **Infrastructure (City)** | | | | | | | | |
| | City TIF | — | 98,187 | 99,753 | 101,307 | 102,847 | 102,847 | 504,941 |

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

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2006 | | | | | | | | |
| **Infrastructure (County)** | | | | | | | | |
| | County TIF | — | 132,938 | 136,927 | 141,034 | 145,265 | 145,265 | 701,429 |

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

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2007 | | | | | | | | |
| **Transportation (City)** | | | | | | | | |
| | City TIF | 100,000 | 98,187 | 99,753 | 101,307 | 102,847 | 102,847 | 604,941 |

This project provides City TIF funds used for trail improvements, streetscape improvements and mobility improvements. Funds can be used to provide transportation services.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2008 | | | | | | | | |
| **Transportation (County)** | | | | | | | | |
| | County TIF | 250,000 | 257,500 | 273,853 | 282,069 | 290,531 | 290,531 | 1,644,484 |

This project provides County TIF funds used for trail improvements, streetscape improvements and mobility improvements.

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## Community Redevelopment Agency (CRA)
## 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 |
|---|---|---|---|---|---|---|---|---|
| R2009 | | | | | | | | |
| **Housing (City)** | | | | | | | | |
| | City TIF | 1,147,269 | 1,080,056 | 798,021 | 810,459 | 822,780 | 822,780 | 5,481,365 |

This project provides City TIF funds used on land acquisition and construction of affordable housing developments and affordable housing program efforts/relocation assistance.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| R2010 | | | | | | | | |
| **Housing (County)** | | | | | | | | |
| | County TIF | 2,081,329 | 1,994,077 | 1,643,119 | 1,692,413 | 1,743,185 | 1,743,185 | 10,897,308 |

This project provides County TIF funds used on land acquisition and construction of affordable housing developments and affordable housing program efforts/relocation assistance.

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Total Comm Red Agency:** | **4,836,241** | **4,884,661** | **5,017,645** | **5,145,095** | **5,275,426** | **5,291,086** | **30,450,154** |


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

## 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 $937,177,400.

**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 approved 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 included 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 $3,030,00 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.

- 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.

**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.


CITY OF CLEARWATER, FLORIDA
ESTABLISHED 1915

**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.

**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C2006 | | | | | | | | |
| **ADA Transition Plan** | | | | | | | | |
| | General Fund | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 | 1,800,000 |

This project provides funding for 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C2106 | | | | | | | | |
| **Greenprint Implementation** | | | | | | | | |
| | General Fund | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 120,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| M2201 | | | | | | | | |
| **Studio/Production Equipment R&R** | | | | | | | | |
| | General Fund | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 180,000 |

This project provides funding for the repair and replacement of equipment used for the production of both live and produced video/television programming.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ENGF220001 | | | | | | | | |
| **New City Hall** | | | | | | | | |
| | Infrastructure Sales Tax/Penny | 7,000,000 | 6,300,000 | — | — | — | — | 13,300,000 |

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.

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| GSBM180001 | | | | | | | | |
| **Air Conditioners-City Wide Replacement** | | | | | | | | |
| | General Fund | 450,000 | 350,000 | 350,000 | 325,000 | 300,000 | 300,000 | 2,075,000 |

The project provides funding for the replacement of air conditioning systems in general government buildings that are in need of replacement due to age, deterioration, and excess energy usage. 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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180002 | | | | | | | | |
| **Flooring for Facilities** | | | | | | | | |
| | General Fund | 250,000 | 200,000 | 150,000 | 125,000 | 125,000 | 125,000 | 975,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180003 | | | | | | | | |
| **Roof Repair and Replacements** | | | | | | | | |
| | General Fund | 325,000 | 325,000 | 350,000 | 350,000 | 350,000 | 350,000 | 2,050,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180004 | | | | | | | | |
| **Painting of Facilities** | | | | | | | | |
| | General Fund | 75,000 | 75,000 | 75,000 | 100,000 | 100,000 | 100,000 | 525,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180005 | | | | | | | | |
| **Fencing of Facilities** | | | | | | | | |
| | General Fund | 10,000 | 10,000 | 15,000 | 15,000 | 15,000 | 15,000 | 80,000 |

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.

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| GSBM180006 | | | | | | | | |
| **Light Replacement & Repair** | | | | | | | | |
| | General Fund | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 | 450,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180007 | | | | | | | | |
| **Elevator Refurbish & Modernization** | | | | | | | | |
| | General Fund | 100,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,100,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| GSBM180008 | | | | | | | | |
| **Building Systems** | | | | | | | | |
| | General Fund | 550,000 | 600,000 | 700,000 | 800,000 | 800,000 | 800,000 | 4,250,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180009 | | | | | | | | |
| **New A/C System Chiller** | | | | | | | | |
| | General Fund | 300,000 | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 | 2,300,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180010 | | | | | | | | |
| **General Services R&R** | | | | | | | | |
| | General Services Fund | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |

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.

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| GSBM180011 | | | | | | | | |
| **Generator Maintenance** | | | | | | | | |
| | General Fund | 20,000 | 25,000 | 25,000 | 50,000 | 50,000 | 50,000 | 220,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| GSBM180012 | | | | | | | | |
| **General Facility Building Renovation** | | | | | | | | |
| | General Fund | 700,000 | 700,000 | 500,000 | 50,000 | 50,000 | 50,000 | 2,050,000 |

This project provides funding for departmental space allocation and will include carpeting, cubicles and security enhancements throughout general government buildings to better protect City staff and the general public. Additional building enhancements may include shatter-proof glass, card swipes, controlled access and hurricane screen replacement.

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

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|---|---|---|---|---|---|---|---|---|
| 94233 | | | | | | | | |
| **Motorized Equip Replacement - Cash** | | | | | | | | |
| | Garage Fund | 179,500 | 188,480 | 197,900 | 207,790 | 218,180 | 229,090 | 1,220,940 |

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.

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|---|---|---|---|---|---|---|---|---|
| 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 | 49,065,800 |

This project is for the replacement of motorized vehicles /equipment estimated to cost $25,000 or more per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

Annual Operating Costs: Annual debt service payments are budgeted in the Garage Fund based upon bank financing or internal loans.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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 | 16,387,170 |

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.

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

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| GSFL180001 | | | | | | | | |
| **Fleet Facility Repair & Replacement** | | | | | | | | |
| | Garage Fund | 250,000 | 50,000 | 75,000 | 325,000 | 50,000 | — | 750,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 94729 | | | | | | | | |
| **Citywide Connectivity Infrastructure** | | | | | | | | |
| | Administrative Services Fund | 200,000 | 150,000 | 200,000 | 150,000 | 200,000 | 150,000 | 1,050,000 |

This project will continue the deployment of fiber optic cable and high-speed wireless infrastructure to City buildings, connecting City operating facilities to the City's voice and data network. The sites range from facilities on the beach (marina, police beach sub-station, north beach fire station), to Countryside (police substation, wastewater treatment plant, library, recreation center, etc.). The architecture will include the creation of looped paths to create redundant connections for service resiliency.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 94736 | | | | | | | | |
| **Geographic Information System** | | | | | | | | |
| | Administrative Services Fund | 150,000 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 | 500,000 |

This project has been established to link location-based data from the City's numerous databases in an enterprise Geographic Information System (GIS). The development of a GIS will greatly increase the accessibility of infrastructure, capital asset, and customer information through an intuitive map-based query application. The system will also enable public and private access to mapped information via the internet. Funding includes costs for hardware and software as well as data collection and data conversion services.

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|---|---|---|---|---|---|---|---|---|
| 94828 | | | | | | | | |
| **Financial System Upgrades** | | | | | | | | |
| | Administrative Services Fund | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 | 75,000 | 525,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| 94829 | | | | | | | | |
| **CIS Upgrades** | | | | | | | | |
| | Administrative Services Fund | 75,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 325,000 |

This project provides funding for upgrades and replacement of the Customer Information System (CIS), tracking and document management systems. These systems support City utilities.

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|---|---|---|---|---|---|---|---|---|
| 94830 | | | | | | | | |
| **MS/Licensing Upgrades** | | | | | | | | |
| | Administrative Services Fund | 50,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 550,000 |

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.

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 94857 | | | | | | | | |
| **Accela Permitting & Code Enforcement Upgrade** | | | | | | | | |
| | Administrative Services Fund | 250,000 | 250,000 | 50,000 | 50,000 | 50,000 | 25,000 | 675,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| 94873 | | | | | | | | |
| **Citywide Cameras System** | | | | | | | | |
| | Administrative Services Fund | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 94874 | | | | | | | | |
| **City Enterprise Time Keeping System** | | | | | | | | |
| | Administrative Services Fund | 25,000 | 50,000 | 25,000 | 25,000 | 25,000 | 25,000 | 175,000 |

This project provides funding for the upgrade and replacement of time clocks and software licensing (Kronos).

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|---|---|---|---|---|---|---|---|---|
| 94880 | | | | | | | | |
| **Granicus Agenda Management System** | | | | | | | | |
| | Administrative Services Fund | 25,000 | 150,000 | 50,000 | 50,000 | 50,000 | 50,000 | 375,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 94883 | | | | | | | | |
| **Business Process Review & Implementation** | | | | | | | | |
| | Administrative Services Fund | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C2007 | | | | | | | | |
| **Citywide Audio/Video Solutions** | | | | | | | | |
| | Admin Services Fund | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |

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

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**OTHER GENERAL GOVERNMENT**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| L1906 & M2202 | | | | | | | | |
| **Telecommunication Upgrade** | | | | | | | | |
| | Administrative Services Fund | 100,000 | 100,000 | 100,000 | 100,000 | 50,000 | 50,000 | 500,000 |

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| L1907 & M1911 | | | | | | | | |
| **IT Disaster Recovery** | | | | | | | | |
| | Lease Purchase Proceeds | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| | Administrative Services Fund | 100,000 | 150,000 | 150,000 | 150,000 | 100,000 | 100,000 | 750,000 |

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

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| L1908 & M1912 | | | | | | | | |
| **Network Infrastructure & Server R & R** | | | | | | | | |
| | Lease Purchase Proceeds | 350,000 | 300,000 | 300,000 | 250,000 | 250,000 | 250,000 | 1,700,000 |
| | Administrative Services Fund | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 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.

Annual Operating Costs: Annual debt service expenditures to be funded by the Administrative Services Fund.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| M2007 | | | | | | | | |
| **City EOC Maintenance** | | | | | | | | |
| | Administrative Services Fund | 25,000 | 25,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |

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** |

**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:



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**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.

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|---|---|---|---|---|---|---|---|---|
| P1802 | | | | | | | | |
| **Police Equipment** | | | | | | | | |
| | General Fund | 130,000 | 120,000 | 120,000 | 110,000 | 110,000 | 110,000 | 700,000 |

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

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| P1902 | | | | | | | | |
| **Police Information Systems** | | | | | | | | |
| | General Fund | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |

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.

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**POLICE PROTECTION**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C26xx | | | | | | | | |
| **PD K9 Facility** | | | | | | | | |
| | General Fund | — | — | 1,626,050 | — | — | — | 1,626,050 |

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 |

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** |

## 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.

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

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 91260 | | | | | | | | |
| **Thermal Imaging Cameras (TIC)** | | | | | | | | |
| | General Fund | 26,220 | 26,980 | 27,800 | 28,660 | 29,530 | 30,400 | 169,590 |

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.

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**FIRE PROTECTION**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 91261 | | | | | | | | |
| **Personal Protective Equipment** | | | | | | | | |
| | General Fund | 150,000 | 175,000 | 200,000 | 250,000 | 275,000 | 300,000 | 1,350,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| 91264 | | | | | | | | |
| **Fire Hose Replacement** | | | | | | | | |
| | General Fund | 20,000 | 20,600 | 21,220 | 21,860 | 22,950 | 24,100 | 130,730 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C2401 | | | | | | | | |
| **Ladder Truck Replacement** | | | | | | | | |
| | Infrastructure Sales Tax/Penny | — | — | — | — | — | 700,000 | 700,000 |

This project will provide funding for the purchase and equipping of a replacement aerial unit for one of the existing 2006 vehicles in FY 2029/30. The last 2006 ladder truck fulfills the need as a reserve unit. Future funding will be 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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

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**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.

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

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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** |

## 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 91236 | | | | | | | | |
| **Rescue Vehicle** | | | | | | | | |
| | County Fire Reimbursement | 302,000 | — | — | 330,000 | — | 363,000 | 995,000 |

This project provides for the scheduled replacement of Fire/EMS first response vehicles. Clearwater Fire and Rescue provides EMS services on behalf of Pinellas County and the current contract allows for replacing one (1) county funded unit each year. 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.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs then their aging replacements. All expenses for these units are reimbursed by the County as part of the EMS ALS Agreement. This last year, Clearwater Fire & Rescue completed over 400 transports with these type units.

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|---|---|---|---|---|---|---|---|---|
| 91257 | | | | | | | | |
| **Auto External Defibrillator Program** | | | | | | | | |
| | Central Insurance Fund | 25,000 | 26,520 | 27,320 | 28,920 | 29,780 | 33,000 | 170,540 |

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.

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**FIRE RESCUE SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 91263 | | | | | | | | |
| **Extrication Tools** | | | | | | | | |
| | General Fund | — | — | 80,000 | — | — | 48,000 | 128,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| ENGF190002 | | | | | | | | |
| **Beach Guard Towers** | | | | | | | | |
| | Parking Fund | 66,000 | 67,980 | 70,000 | 72,000 | 74,300 | 76,000 | 426,280 |

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

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|---|---|---|---|---|---|---|---|---|
| ENGF200002 | | | | | | | | |
| **Beach Guard Adm Bldg** | | | | | | | | |
| | Parking Fund | 50,000 | 60,000 | 50,000 | 50,000 | 30,000 | 30,000 | 270,000 |

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

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Total Fire Rescue Services:** | **593,000** | **304,500** | **377,320** | **630,920** | **284,080** | **750,000** | **2,939,820** |

**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.

**GAS UTILITY SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 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 | 17,000,000 |

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 | 18,000,000 |

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 | 1,200,000 |

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 | 1,800,000 |

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 |

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 | 7,500,000 |

This project provides funding for gas load building objectives to include a system-wide neighborhood expansion program and any other capital marketing programs.

**GAS UTILITY SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 96387 | | | | | | | | |
| **Natural Gas Vehicle** | | | | | | | | |
| | Gas Fund | 200,000 | — | — | — | — | — | 200,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 96389 | | | | | | | | |
| **Future IMS Software and Hardware** | | | | | | | | |
| | Gas Fund | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 150,000 |

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

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 96391 | | | | | | | | |
| **Gas System - Pasco Building** | | | | | | | | |
| | Gas Fund | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,500,000 |

This project provides funding for the purchase of property and 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| M1904 | | | | | | | | |
| **Pinellas Building: Equipment Replacement and Repair** | | | | | | | | |
| | Gas Fund | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 | 1,200,000 |

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

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| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **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** |

## 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:

**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.

### 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 modification, maintenance, repair, and relocation of existing underground and above-ground refuse containers. This system uses less space above ground by featuring a secure kiosk appropriate for accepting large amounts of solid waste while keeping the trash in a large (up to 6.5 cubic yards) underground container. This prevents overflowing above-ground containers, wind-blown litter, and nuisance animals. The larger container holds more trash, and the monitoring system signals when the kiosks need to be emptied. These attributes potentially 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 |

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.

**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** |

## 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:



**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 |
|---|---|---|---|---|---|---|---|---|
| 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.

**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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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**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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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**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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 96739 | | | | | | | | |
| **Reclaimed Water Distribution System** | | | | | | | | |
| | Water Revenue | — | 447,790 | — | — | — | — | 447,790 |

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.

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**WATER-SEWER COMBINATION SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 96742 | | | | | | | | |
| **Line Relocation - Improvements** | | | | | | | | |
| | Water Revenue | 3,823,820 | 500,000 | 285,000 | — | — | — | 4,608,820 |

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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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 |

This project is to provide funding for the expansion of the City's existing R.O. plant, which includes plant equipment and piping modifications. This includes upgrades and improvements at RO 1.

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

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|---|---|---|---|---|---|---|---|---|
| 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 |

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.

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**WATER-SEWER COMBINATION SERVICES**

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

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.

Annual Operating Costs: Annual operating costs upon construction completion will approximately amount to $1,480,000, which includes eight (8) new FTE's.

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.

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|---|---|---|---|---|---|---|---|---|
| 96783 | | | | | | | | |
| **Water System Upgrades/Improvement** | | | | | | | | |
| | Water Revenue | 282,500 | 353,130 | 553,130 | 900,000 | 2,000,000 | 353,130 | 4,441,890 |

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.

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|---|---|---|---|---|---|---|---|---|
| 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 |

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.

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|---|---|---|---|---|---|---|---|---|
| 96786 | | | | | | | | |
| **Devices & Equipment - Water System** | | | | | | | | |
| | Water Revenue | 150,000 | — | — | 50,000 | 425,000 | — | 625,000 |

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.

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**WATER-SEWER COMBINATION SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| G2206 | | | | | | | | |
| **Portable Generators** | | | | | | | | |
| | Federal Disaster Relief | 141,000 | — | — | — | — | — | 141,000 |

The Scope of the Project is to purchase and setup seven (7) 85 kW portable emergency generators to provide emergency power to twenty (20) lift stations located in the City. The purpose of this project is to maintain lift stations operational during a storm event. This is to reduce and/or mitigate the damage that might otherwise occur from severe weather or other hazards.

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.

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|---|---|---|---|---|---|---|---|---|
| M1905 | | | | | | | | |
| **Marshall Street Plant R&R** | | | | | | | | |
| | Utility R&R | — | — | 100,000 | 520,000 | 550,000 | 180,000 | 1,350,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| M1906 | | | | | | | | |
| **Northeast Plant R&R** | | | | | | | | |
| | Utility R&R | — | — | 1,525,000 | 1,600,000 | 630,000 | 180,000 | 3,935,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| M1907 | | | | | | | | |
| **East Plant R&R** | | | | | | | | |
| | Utility R&R | — | — | — | 41,000 | 150,000 | 180,000 | 371,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| M1908 | | | | | | | | |
| **Reverse Osmosis #1 R&R** | | | | | | | | |
| | Utility R&R | — | — | 200,000 | 300,000 | — | — | 500,000 |

Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) 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.

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**WATER-SEWER COMBINATION SERVICES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| M1909 | | | | | | | | |
| **Reverse Osmosis #2 R&R** | | | | | | | | |
| | Utility R&R | — | — | 200,000 | 200,000 | 200,000 | — | 600,000 |

Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) 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 |

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 |

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** |

## 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 |

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.

**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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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**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.

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|---|---|---|---|---|---|---|---|
| **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** |

## 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.

**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 thought 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 protection 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 designation 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.

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|---|---|---|---|---|---|---|---|---|
| ENGF180006 | | | | | | | | |
| **Citywide Docks & Seawall** | | | | | | | | |
| | General Fund | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |

This project provides funding to replace or upgrade seawalls and other shoreline protection as needed 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.

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|---|---|---|---|---|---|---|---|---|
| ENGF180011 | | | | | | | | |
| **Environ Assessment & Cleanup** | | | | | | | | |
| | General Fund | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 420,000 |

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.

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**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.

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|---|---|---|---|---|---|---|---|---|
| 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 | — | 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.

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|---|---|---|---|---|---|---|---|---|
| M2006 | | | | | | | | |
| **Right of Way Tree Management Program** | | | | | | | | |
| | General Fund | 150,000 | 150,000 | 150,000 | 100,000 | 100,000 | 100,000 | 750,000 |
| | Central Ins Fund | 150,000 | 150,000 | 150,000 | 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.

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|---|---|---|---|---|---|---|---|
| **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** |

## 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:



**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.

| 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

**ROAD AND STREET FACILITIES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C2407 | | | | | | | | |
| **Nash Street** | | | | | | | | |
| | General Fund | — | 702,520 | 702,520 | — | — | — | 1,405,040 |
| | Stormwater Fund | 231,030 | 760,000 | 1,500,000 | — | — | — | 2,491,030 |
| | Utility R&R | — | 3,986,910 | 3,986,910 | — | — | — | 7,973,820 |
| | 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 is 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C2408 | | | | | | | | |
| **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).

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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 |

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.

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| 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| **ROAD AND STREET FACILITIES** | | | | | | | | |
| ENRD180007 | | | | | | | | |
| **Traffic Safety Infrastructure** | | | | | | | | |
| | Road Millage | 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 | 300,000 |
| | Fuel Tax | 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** | **22,982,620** | **23,925,690** | **20,138,860** | **18,345,950** | **10,358,540** | **109,929,630** |

## 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:

**High Performing Government**
Deliver Effective and Efficient Services by
by Optimizing City Assets and Resources

**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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 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.

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**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 provices 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** |

## 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**
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 |
|---|---|---|---|---|---|---|---|---|
| 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** |

## 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:

**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.

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| ENPK25xx | | | | | | | | |
| **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 |

The project provides for the resurfacing of various City Parking System lots as determined necessary by the Public Works department.

**PARKING FACILITIES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| ENPK180002 | | | | | | | | |
| **Parking Lot Improvements** | | | | | | | | |
| | Parking Fund | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 900,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ENPK180003 | | | | | | | | |
| **Parking Garages** | | | | | | | | |
| | Parking Fund | 184,000 | 379,000 | 184,000 | 284,000 | 184,000 | 184,000 | 1,399,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| ENPK230001 | | | | | | | | |
| **Downtown Parking Garage** | | | | | | | | |
| | Parking Fund | 13,500,000 | — | — | — | — | — | 13,500,000 |

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.

Annual Operating Costs: Annual costs include personal services for three (3) FTEs and other operating expenses for insurance, equipment repair, utilities, etc. These costs are estimated to be approximately $700,000.

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.

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**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** | **52,314,000** |

## 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:



**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 |
|---|---|---|---|---|---|---|---|---|
| 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** |

## 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 |

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** |

## PARKS & RECREATION

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

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



**High Performing Government**
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



**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 trials 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.

**PARKS & RECREATION**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 93618 | | | | | | | | |
| **Misc Parks & Rec Contract Services** | | | | | | | | |
| | General Fund | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 | 125,000 | 400,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C2209 | | | | | | | | |
| **Neighborhood Park Renovations** | | | | | | | | |
| | Infrastructure Sales Tax/ Penny | 100,000 | 100,000 | 100,000 | 100,000 | 400,000 | 350,000 | 1,150,000 |

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.

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| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| C27xx | | | | | | | | |
| **Woodgate Park Renovation** | | | | | | | | |
| | Infrastructure Sales Tax/ Penny | — | — | — | 1,800,000 | — | — | 1,800,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| C28xx | | | | | | | | |
| **McMullen Tennis Renovation** | | | | | | | | |
| | Infrastructure Sales Tax/ Penny | — | — | — | — | 700,000 | 2,100,000 | 2,800,000 |

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.

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**PARKS & RECREATION**

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

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.

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|---|---|---|---|---|---|---|---|---|
| M2207 | | | | | | | | |
| **Athletic Fields R&R** | | | | | | | | |
| | General Fund | 1,250,000 | 1,052,250 | 960,000 | 875,000 | 942,500 | 994,000 | 6,073,750 |

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.

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|---|---|---|---|---|---|---|---|---|
| C2404 | | | | | | | | |
| **Edgewater Drive Park Improvements** | | | | | | | | |
| | General Fund | 50,000 | 800,000 | — | — | — | — | 850,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| C2405 | | | | | | | | |
| **Moccasin Lake Nature Park Stormwater Repairs** | | | | | | | | |
| | General Fund | 100,000 | 900,000 | — | — | — | — | 1,000,000 |

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.

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**PARKS & RECREATION**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C2406 | | | | | | | | |
| **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.

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|---|---|---|---|---|---|---|---|
| **Total Parks & Rec:** | **4,455,000** | **4,456,000** | **2,720,000** | **4,522,500** | **3,977,500** | **5,543,000** | **25,674,000** |

## 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** |

## 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.

**SPECIAL RECREATION FACILITIES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| 93420 | | | | | | | | |
| **Fuel System R&R** | | | | | | | | |
| | Marina Fund | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 300,000 |

The project provides for continuous repair and/or replacement of fuel lines, dispensers, POS software, and underground storage tanks (including adherence to FDEP regulations) at the Beach Marina, utilizing contractors to continue to maintain 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.

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|---|---|---|---|---|---|---|---|---|
| 93499 | | | | | | | | |
| **Pier 60/Sailing Center Maintenance** | | | | | | | | |
| | General Fund | 100,000 | 500,000 | 500,000 | 100,000 | 100,000 | 200,000 | 1,500,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| C1905 | | | | | | | | |
| **Beach Marina Upgrade** | | | | | | | | |
| | Infrastructure Sales Tax/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.

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|---|---|---|---|---|---|---|---|---|
| C1906 | | | | | | | | |
| **Clw Hbr Marina Replace & Upgrade** | | | | | | | | |
| | Clw Harbor Marina Fund | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 600,000 |
| | Infrastructure Sales Tax/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.

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**SPECIAL RECREATION FACILITIES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C2001 | | | | | | | | |
| **Athletic Fields & Facility Renovation/Improvements** | | | | | | | | |
| | Infrastructure Sales Tax/Penny | 250,000 | 300,000 | 2,100,000 | — | — | — | 2,650,000 |

This project provides funding for much needed renovations and construction of athletic facilities needed to meet the demands for sports fields and facilities and to accommodate sports tourism. Projects planned for renovations and improvements include: the City's share of an agreement with the Phillies which will include renovations at both Carpenter and Spectrum Field. 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.

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|---|---|---|---|---|---|---|---|---|
| C2202 | | | | | | | | |
| **Long Center Major Renovations** | | | | | | | | |
| | Infrastructure Sales Tax/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: (1.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

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|---|---|---|---|---|---|---|---|---|
| C2204 | | | | | | | | |
| **Soccer Field Reno EC Moore** | | | | | | | | |
| | General Fund | — | 1,250,000 | — | — | — | — | 1,250,000 |

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.

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|---|---|---|---|---|---|---|---|---|
| C2403 | | | | | | | | |
| **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.

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**SPECIAL RECREATION FACILITIES**

| Project # / Project Name | Funding Source | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|---|
| C2406 | | | | | | | | |
| **Frank Tack Improvements** | | | | | | | | |
| | Infrastructure Sales Tax/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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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|---|---|---|---|---|---|---|---|---|
| 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.

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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 |

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.

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**SPECIAL RECREATION FACILITIES**

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

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.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| M2401 | | | | | | | | |
| **Amphitheater Repair & Improvements** | | | | | | | | |
| | General Fund | 806,000 | 806,000 | 806,000 | 806,000 | 806,000 | 806,000 | 4,836,000 |

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** |

# 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 | 22,982,620 | 23,925,690 | 20,138,860 | 18,345,950 | 10,358,540 | 109,929,630 |
| 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** | **189,290,790** | **148,584,630** | **154,797,040** | **147,203,240** | **143,916,020** | **937,177,400** |

# 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 | |
| | C2408 - 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 | |
| | C2404 - Edgewater Drive Park Improvements | 50,000 | |
| | C2405 - Moccasin Lake Park Stormwater Repairs | 100,000 | |
| | C2406 - Pour-in-place Playground Safety Program | 200,000 | |
| | M2206 - Parks & Beautification R&R | 1,450,000 | |
| | M2401 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 | |
| | C2403 - 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 | |
| | M2401 - 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 |
| C2402 - Frank Tack Impv | — | 200,000 | — | — | — | — | 200,000 |
| C2403 - McKay Playfield | 1,100,000 | — | — | — | — | — | 1,100,000 |
| C2404 - Edg Water Dr Park Impv | 50,000 | 800,000 | — | — | — | — | 850,000 |
| C2405 - Mocc Lake Pk SW Rep | 100,000 | 900,000 | — | — | — | — | 1,000,000 |
| C2406 - 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 |
| M2401 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 |
| C2407 - 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 |
| ENGF220001 - New City Hall | — | — | — | — | — | — | — |
| 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 & Sdwlks | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 700,000 | 4,200,000 |
| C2408 - 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 |
| C2402 - 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 |
| C2407 - 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 & Sidwlk | 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** | | | | | | | |
| C2403 - 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 |
| | **1,515,000** | **—** | **—** | **1,940,000** | **—** | **—** | **3,455,000** |
| **TBD** | | | | | | | |
| ENPK25xx - 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 |
|---|---|---|---|---|---|---|---|
| **SELF-SUPPORTING FUNDS** | | | | | | | |
| **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 |
| C2407 - Nash Street | — | — | — | — | — | — | — |
| 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** | **18,659,430** | **30,971,360** | **35,219,360** | **38,348,630** | **43,119,820** | **183,902,390** |
| **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 |

| | 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 |
| C2407 - Nash Street | — | 3,986,910 | 3,986,910 | — | — | — | 7,973,820 |
| 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 |
| C2408 - Osceola Streetscape | 666,070 | 2,261,020 | 2,134,180 | — | — | — | 5,061,270 |
| **Subtotal Utility R&R** | **13,816,850** | **18,120,000** | **24,555,040** | **19,545,600** | **20,408,910** | **15,917,680** | **112,364,080** |
| **Stormwater Utility Revenue** | | | | | | | |
| C2102 - Ft Harrison Construction | — | 2,060,000 | 693,970 | 4,641,140 | 3,277,280 | 186,130 | 10,858,520 |
| C2407 - 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 |

| | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | Total |
|---|---|---|---|---|---|---|---|
| **Stormwater Utility Revenue (continued)** | | | | | | | |
| C1908 - Storm Vehicle & Equip | 800,000 | 500,000 | 1,500,010 | 1,500,000 | 1,500,000 | 1,454,000 | 7,254,010 |
| C2408 - 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 Consrv | 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** | **86,479,350** | **95,219,090** | **94,870,400** | **93,480,140** | **92,678,840** | **551,596,980** |
| **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** |
| **BORROWING INTERNAL SERVICE FUNDS** | | | | | | | |
| **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** |
| **Lease Purchase - Administrative Services** | | | | | | | |
| 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** | **189,290,790** | **148,584,630** | **154,797,040** | **147,203,240** | **143,916,020** | **937,177,400** |

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| **ACFR** | Acronym for "Annual Comprehensive Financial Report". |
| **Accrual Basis** | The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government. |
| **ADA** | Acronym for "Americans with Disabilities Act". |
| **Ad Valorem Tax** | Meaning "according to value", an ad valorem tax is levied in proportion to the assessed value of real property (taxable land and improvements thereon). This tax is also known as property tax. |
| **Adopted Budget** | The financial plan for the fiscal year beginning October 1. Required to be approved by the City Council at the second of two public hearings in September. |
| **Amendment 1** | Legislation adopted by the citizens of Florida in January 2009 providing:<br>• An additional $25,000 homestead exemption for homeowners with assessed values between $50,000 and $75,000,<br>• The ability for homesteaded property owners to transfer up to $500,000 of the Save Our Homes benefit to a new homestead upon certain conditions,<br>• A $25,000 exemption for each tangible personal property return,<br>• A 10% assessment cap for non-homestead properties, which will take effect with the 2009 tax roll. |
| **Annual Financial Report** | Financial compendium published subsequent to the close of each fiscal year, encompassing all funds and financial activities of the City during the previous year, including balance sheets, comparative listing of revenues and expenditures and statements of bonded indebtedness. |
| **Appropriation** | Legal authorization granted by a legislative body (City Council) to make expenditures and incur financial obligations for specific purposes. |
| **ARPA** | Acronym for "American Rescue Plan Act". |
| **Assessed Value** | Dollar value given to real estate, utilities and personal property, on which taxes are levied. |
| **Assets** | Resources owned or held which have monetary value. |
| **Authorized Positions** | Employee positions, which are authorized in the adopted budget, to be filled during the fiscal year. |
| **Balanced Budget** | A budget in which estimated revenues equal estimated expenditures. |
| **Bond (Debt Instrument)** | A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures. |
| **Bonded Indebtedness** | That portion of a governmental unit's indebtedness that is represented by outstanding bonds. |
| **Brownfields Program** | Brownfields are sites that are generally abandoned, idled, or underused industrial or commercial properties where expansion or redevelopment is complicated by actual or perceived environmental contamination. The Clearwater Brownfields program seeks to turn these sites into productive Economic Development or Community Development Projects. |
| **Budget** | Financial plan consisting of estimated revenues and expenditures (and purposes) for a specified time. The operating budget provides for direct services and support functions of the City (e.g. Police, Fire, Public Services, etc.). The capital budget (Capital Improvement Program) provides for improvements to the City's infrastructure and facilities and utilizes long-term financing instruments as well as operating revenues. |

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| **Budget Amendment** | Legal means by which an adopted expenditure authorization or limit is increased; includes publication, public hearing and Council approval. |
| **Budgetary Basis** | This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual. |
| **Budget and Finance Policies** | The City's policies with respect to budgeting, taxation, spending, reserve requirements, asset maintenance, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding. |
| **Budget Calendar** | The schedule of key dates which a government follows in the preparation and adoption of the budget. |
| **Budget Hearing** | Public hearings conducted by the City Council to consider and adopt the Clearwater budget. |
| **Capital Expenditures** | An expenditure which leads to the acquisition of a physical asset with a cost of at least $5,000 up to $25,000, with a useful life of at least one year. Such expenditures are charged through an individual department's operating budget and do not include those provided for in the Capital Improvement Project Budget. |
| **Capital Improvement Project Budget** | A long-range plan for the purchase or construction of physical assets such as buildings, streets and sewers. Capital Improvement Projects (CIP) cost in excess of $25,000 and have a useful life of at least five years. |
| **Cash Basis** | A basis of accounting in which transactions are recognized only when cash is increased or decreased. |
| **CDBG** | Acronym for "Community Development Block Grant". |
| **CGS** | Acronym for "Clearwater Gas System". |
| **Charge for Services** | Charges for a specific governmental service which cover the cost of providing that service to the user (e.g. – building permits, parking fees). |
| **CHM** | Acronym for "Clearwater Harbor Marina". |
| **CIP** | Acronym for "Capital Improvement Program". |
| **City Council** | Elected representatives that set policy, approve budget, determine ad valorem tax rates on property within City limits, and evaluate job performance of City Manager and City Attorney. |
| **City Manager** | The City Manager is a professional administrator appointed by the City Council and serves as chief executive officer. The City Manager carries out policies determined by the City Council. |
| **COLA** | Acronym for "Cost of Living Adjustment". |
| **Community Redevelopment Agency** | The Community Redevelopment Agency (CRA) is a public agency created for the purpose of undertaking activities and projects in a designated redevelopment area. Incremental tax revenues raised in the designated area are mandated for use in the Community Redevelopment Agency district only. |
| **Comprehensive Plan** | A method to utilize and strengthen the existing role, processes and powers of local governments to establish and implement comprehensive planning programs which guide and control future development. |
| **Contingency** | A budgetary reserve set aside for emergency or unanticipated expenditures. The City Council must approve all contingency expenditures. |
| **Contractual Services** | Services rendered to a government by private firms, individuals, or other governmental agencies. Examples include utilities, rent, maintenance agreements, and professional consulting services. |
| **Cost Center** | An organizational budget/operating unit within each City department or program, i.e., Traffic Enforcement Unit is a cost center within the Police Department's Patrol program. |

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| **Cost-of-Living Adjustment** | An increase in salaries to offset the adverse effect of inflation on compensation. |
| **CPD** | Acronym for “Clearwater Police Department”. |
| **CPI** | Acronym for “Consumer Price Index”. |
| **CRA** | Acronym for “Community Redevelopment Agency”. |
| **CWA** | Acronym for “Communications Workers of America”. |
| **DDB** | Acronym for “Downtown Development Board”. |
| **Debt** | An obligation resulting from the borrowing of money for the purchase of goods and services. |
| **Debt Service** | The payment of principal and interest on borrowed funds and required contributions to accumulate monies for future retirement of bonds. |
| **Department** | Organizational unit of government that is functionally unique in delivery of services. |
| **Distinguished Budget Award** | A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents. |
| **Downtown Development Board** | The Downtown Development Board (DDB) is an independent special taxing district. The board is an aid to the City, the Clearwater Redevelopment Agency and the citizens to see that city services are properly planned for the downtown area. The board assists in preparing and maintaining an analysis of the economic condition and changes; assists in formulating short and long range plans for improving and developing Clearwater downtown and advises on policies and procedures which succeed in bringing business and residents into the downtown district, improving its tax base and overall economic condition. |
| **EHC** | Acronym for “Employee Health Center”. |
| **Employee Health Center** | City provided clinical services to City employees, retirees, and their dependents enrolled in the City’s medical insurance plan. |
| **EMS** | Acronym for “Emergency Medical Services”. |
| **EOC** | Acronym for “Emergency Operation Center”. |
| **Encumbrance** | An amount of money committed for the payment of goods and services not yet received. |
| **Enterprise Funds** | Funds established to account for operations that are financed and operated in a manner similar to private enterprises. The independent funds used to account for ongoing organizations and activities, which are supported primarily by user charges. The Enterprise Funds of the City are: Gas, Marina, Airpark, Parking, Clearwater Harbor Marina, Solid Waste and Recycling, Stormwater, and the Water and Sewer fund. |
| **Enterprise Zone** | An Enterprise Zone is a geographic area targeted for economic revitalization. The Clearwater Enterprise Zone program provides incentives and assistance to business and property owners in this area to assist them to redevelop the area. |
| **Expenditure** | Payment for goods and/or services provided including operating expenses, capital outlays, and debt service. |
| **Expenditure Categories** | Clearwater's expenditure categories encompass the following:<br>Personal Services: Expenditures relating to personnel and associated costs (e.g., medical insurance, life insurance, pension, social security, workers' compensation). |

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| **Expenditure Categories (continued)** | Operating Expenses: Various costs incurred in the operation of a unit of government, including utility charges, office supplies, travel, postage, equipment rental, subscriptions, etc.<br><br>Internal Services: Internal support services performed by the Information Technology, Finance, Human Resources and General Support Services Departments, and charged to the various operating and staff departments. These charges include: risk management, employee benefits, information technology services, telephone, fleet maintenance, radio communications, and building maintenance.<br><br>Capital: Expenditures for the acquisition of capital equipment, machinery, and construction materials and services. These items have a cost of $5,000-$25,000 each. Items costing more than $25,000 are budgeted as Capital Improvement Projects.<br><br>Debt Service: Principal and interest on indebtedness and bond sinking fund requirements.<br><br>Transfer: Payments from one department or fund to another, generally for Capital Improvement Projects. |
| **FDEP** | Acronym for “Florida Department of Environmental Protection”. |
| **FDLE** | Acronym for “Florida Department of Law Enforcement”. |
| **FDOT** | Acronym for “Florida Department of Transportation”. |
| **FEMA** | Acronym for “Federal Emergency Management Agency”. |
| **FGU** | Acronym for “Florida Gas Utility”. |
| **Fiduciary Funds** | Used to account for resources that are managed in a trustee capacity or as an agent for other parties or funds. These funds are the Employee’s Pension Fund, Firemen's Pension Fund, Police Supplemental Pension Fund, Firemen's Supplemental Pension, Deferred Compensation Fund, Rehabilitation Loan Fund, and Treasurer's Escrow Fund. |
| **Fiscal Year** | Any consecutive twelve-month period designated as the official budget year, and at the end of which a government determines its financial position and results of operation. The fiscal year (FY) for the City of Clearwater begins on October 1 and ends the next September 30th. |
| **FMLA** | Acronym for “Family and Medical leave Act”. |
| **FOP** | Acronym for “Fraternal Order of Police”. |
| **Franchise Taxes/Fees** | Charges levied against a corporation or individual by a local government in return for granting a privilege or permitting the use of public property. |
| **Fringe Benefits** | Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government’s share of costs for Social Security, retirement pension, medical, and life insurance plans. |
| **FTE** | Acronym for “Full Time Equivalent”. |
| **Full Time Equivalent** | Term used to convert the part-time employee positions to equate to full-time positions by dividing the total annual hours worked of the part-time employee by the total annual hours worked by the full-time employee (FTE). |
| **Fund** | A fiscal/accounting entity that is established to accomplish specific objectives and carry out specific activities. The operation of each fund is accounted for by providing a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues and expenditures. In governmental accounting, all funds are classified into eight generic fund types; General, Special Revenue, Debt Service, Capital Projects, Special Assessment, Enterprise, Internal Service, and Trust & Agency. |
| **Fund Balance** | Fund equity for governmental and trust funds which reflect the accumulated excess of revenues and other financing sources over expenditures and other uses for general governmental functions. |

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| **Funding Sources** | The type or origination of funds to finance ongoing or one-time expenditures. Examples are ad valorem taxes, user fees and grants. |
| **FY** | Acronym for “Fiscal Year”. |
| **GAAP** | Acronym for “Generally Accepted Accounting Principles”. |
| **GASB** | Acronym for “Government Accounting Standards Board”. |
| **General Fund** | Fund used to account for resources, such as property taxes, which are not designated or dedicated for a specific purpose. |
| **General Fund Reserve** | City Council policy requires that the unappropriated retained earnings of the General Fund be maintained at no less than 8.5% of the subsequent year’s budgeted expenditures. |
| **General Obligation Bonds** | When the City pledges its full faith and credit to the repayment of the bonds it issues, than those bonds are general obligation bonds (GOB). In Florida, general obligation bonds must be authorized by public referendum. |
| **Generally Accepted Accounting Principles** | Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles. |
| **GFOA** | Acronym for “Government Finance Officers Association”. |
| **GIS** | Acronym for “Geographical Information System”. |
| **Goal** | A statement of a department/program's direction, purpose or intent based on the needs of the community. The City's established goals are specific and have a designated time for achievement. |
| **Governmental Funds** | Funds primarily used to account for tax-supported services (as distinguished from those services supported primarily from user charges). The five governmental fund types are the general, special revenue, debt service, capital projects, and special assessment funds. |
| **Grant** | A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds. |
| **Greenprint 2.0** | A sustainability plan that identifies a series of tangible actions across eight topic areas that have the potential to reduce energy consumption, pollution, and greenhouse gas emissions while stimulating the local economy and improving quality of life. |
| **HIPPA** | Acronym for “Health Insurance Portability and Accountability Act”. |
| **HOME** | Acronym for “Home Investment Partnerships. |
| **Homestead Exemption** | Pursuant to the Florida State Constitution, the first $25,000 of assessed value of a home, which the owner occupies as principal residence, is exempt from property tax. With the approval of Amendment 1 in January 2008, home owners now have an additional $25,000 exemption based on the assessed value between $50,000 and $75,000. |
| **IAFF** | Acronym for “International Association of Fire Fighters”. |
| **Imagine Clearwater** | A Master Plan for the downtown area of Clearwater utilizing the ‘Waterfront” as the anchor. This will include construction of a new 4,000-seat covered amphitheater in Coachmen Park. |
| **Infrastructure** | The physical assets of a government (e.g., streets, water and sewer systems, public buildings, parks, etc.). |
| **Infrastructure Tax** | Commonly referred to as “Penny for Pinellas” or "Penny", this one-cent sales tax was initially approved by Pinellas County voters for a ten-year period starting in 1990. Since that time, citizens have voted three times to extend the infrastructure tax for an additional ten-year period ending in 2030. The funds may be spent only on capital infrastructure and specific public safety vehicle expenditures. |
| **Interfund Transfers** | Legally authorized transfer of monies between funds of the same governmental entity. |
| **Intergovernmental Revenues** | A major revenue category that includes all revenues received from federal, state, and other local government sources in the form of grants, shared revenues, and payment in lieu of taxes. |

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| **Internal Service Funds** | Funds established to finance and account for services and commodities furnished by a designated department to other departments within the City or to other governmental entities on a cost basis. Internal Service Funds include: Garage Fund, Administrative Service Fund, General Service Fund, and Central Insurance Fund. |
| **IT** | Acronym for "Information Technology". |
| **JWB** | Juvenile Welfare Board |
| **Levy** | To impose taxes for the support of government activities. |
| **Long-Term Debt** | Debt with a maturity of more than one year including General Obligation Bonds, revenue bonds, special assessment bonds, notes, leases and contracts. |
| **Mandate** | A requirement imposed by a legal act of the federal, state, or local government. |
| **MGD** | Acronym for "Million Gallons per Day". |
| **Millage Rate** | The tax rate on real property, which generates ad valorem revenue. The millage rate is established annually and is based on $1 per $1,000 of taxable value. See also "Taxing Authorities". |
| **Modified Accrual Accounting** | Accounting method where expenditures are recognized in the accounting period when the liability is incurred, if measurable, but revenues and other resources are recognized in the accounting period when they become available and measurable. |
| **MSB** | Acronym for "Municipal Services Building". |
| **Net Budget** | The legally adopted budget less all interfund transfers and inter-departmental charges. |
| **Operating Budget** | Plan of current expenditures and the proposed means of financing them. Operating expenditures include salaries, supplies, employee travel, postage, current debt service and transfers. (See Expenditure Categories) |
| **Ordinance** | A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.<br><br>Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution. |
| **Overlapping Debt** | The proportionate share of the debts of local governmental units located wholly or in part within the limits of the City (such as the County and School Board) that must be borne by the property owners within the City. |
| **Payment in Lieu of Taxes** | Charges to an Enterprise Fund which are intended to replace General Fund revenues that the City would receive if the Enterprise were a private sector operation. The rate is 5.5% of prior year gross revenues. These charges are a result of Council policy and details are addressed in Budget and Financial Policies section of this document under City Council Policy "I". |
| **Penny** | Short name for "Penny for Pinellas" local option infrastructure sales tax. |
| **Penny for Pinellas** | Florida State Sales Tax was increased from 6% to 7% in Pinellas County effective in February 1990 due to voter approval of a 1% local option infrastructure sales tax. Initially approved for a ten- year period, the tax has been extended by the voters for three additional ten-year periods ending in 2030. The Penny tax only applies to the first $5,000 of a single purchase. This revenue is also known as "Infrastructure Tax" or "Penny" and may be used only for capital infrastructure and specific public safety vehicle expenditures. |
| **Per Capita** | Cost per unit of population to provide a particular service in the community. |
| **Performance Measure** | A management tool utilized to assess the performance of public services and programs through measures of output, efficiency, and outcome (key performance indicators). Data is collected and evaluated with an identified strategic objective in each department. |
| **PILOT** | Acronym for "Payment in Lieu of Taxes". |

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| **Prior Year Encumbrances** | Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated. |
| **Program** | A distinct function of city government provided to the public or a function providing support to the direct services of other city departments. |
| **Program Based Budget** | A budget which accounts for revenues and expenditures by specific program (activity or service) rather than by department or division. |
| **Property Tax** | A tax levied in proportion to the assessed value of real property (taxable land and improvements thereon). Also known as ad valorem tax. |
| **Property Tax Levy** | The total amount of taxes authorized by local government. (Total taxable property value x millage rate = total tax levy) Local government cannot budget less than 95% of the proposed levy. |
| **Proprietary Funds** | Used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector operating on a "for profit" basis. These include the Enterprise and Internal Service Funds. |
| **PSTA** | Acronym for “Pinellas Suncoast Transit Authority”. |
| **REH** | Acronym for “Ruth Eckerd Hall”. |
| **Revenue** | Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g. sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g. federal and state grants). The four main types of local revenue are taxes, user fees, licenses and permits, and intergovernmental revenue. |
| **Revised Budget** | A department’s authorized budget as modified by Council action, through appropriation transfers from contingency, or transfers from or to another department or fund. |
| **Road Millage** | Per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects. |
| **Rolled-Back Millage Rate** | The millage rate which when applied to the tax base, exclusive of new construction, would provide the same tax revenue to the City as was levied in the prior year. |
| **R&R** | Acronym for “Repair and Replacement”. |
| **Ruth Eckerd Hall** | A performing arts venue which is part of the Richard B. Baumgardner Center for the Performing Arts. The concert hall seats 2,180 for concerts, recitals, plays and special events and the Marcia P. Hoffman Performing Arts Institute accommodates the center's on-site educational programs. |
| **SAMP** | Supervisory, Administrative, Management, and Professional employees. These are all positions outside of the City union contracts. |
| **Save Our Homes (SOH)** | State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes by a maximum of 3% or the annual change in the Consumer Price Index, whichever is less. |
| **Special Assessment** | A special tax on property owners benefited by specific public improvements (paving, drainage, etc.) to defray costs of such improvements. Costs are apportioned according to the presumed relative benefits to the property. |
| **Special Development Fund** | A special revenue fund established to account for: all types of impact fees; proceeds from the sale and leasing of land (except land accounted for in the Proprietary Funds); property taxes restricted by City policy to be used for road maintenance and improvements; infrastructure sales tax; local option tax; and any revenue resources that are restricted legally, or by Council policy, to be used only for certain Capital Improvement Projects. |
| **SHIP** | Acronym for “State Housing Initiatives Partnership”. |
| **Strategic Direction** | A description of what strategy is needed to fulfill the Strategic Vision. The two strategies are 1) Facilitate development of the economy and 2) Provide cost effective municipal services and infrastructure. |

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| **Strategic Vision** | A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful. |
| **Surplus** | An excess of the assets of a fund over its liabilities and reserved equity. |
| **Tax** | Compulsory charge levied by a government to finance services performed for the common benefit. |
| **Tax Roll** | The master list of the assessed value of all taxable property within the government's jurisdiction. The list is certified to all local taxing authorities by the property appraiser by July 1 of each year. |
| **Taxable Value** | The assessed value of property minus the homestead exemption and any other exemptions which may be applicable. |
| **Tax Collection Ratio** | Ratio of ad valorem taxes collected to total ad valorem taxes levied. |
| **TIF** | Acronym for "Tax Increment Financing". |
| **Trend** | A systematic, measurable drift in a series of data, either positively or negatively, over a sustained period of time. |
| **TRIM Act** | The "Truth in Millage" Act, incorporated in Florida Statutes 200.065, requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings, and the content and order of business of the hearings. |
| **Trust and Agency** | These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Use of these funds facilitates the discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority. |
| **UCS** | Acronym for "Utility Customer Service". |
| **ULI** | Acronym for "Urban Land Institute." The Urban Land Institute is an independent global nonprofit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide. |
| **Unassigned Fund Balance** | The funds remaining from prior years that are available for appropriation and expenditure in the current year in Governmental Funds. |
| **Unrestricted Net Assets** | An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund. |
| **USERRA** | Acronym for "Uniformed Services Employment and Reemployment Rights Act". |
| **User Fee** | Charges for specific services provided only to those using such services. Examples would be sewer service charges and dock fees. |
| **Utility Funds** | The grouping of the City's Water & Sewer fund, Gas fund, Solid Waste & Recycling fund and the Stormwater fund. |
| **Utility Tax** | A tax levied on the consumers on various utilities such as electricity, gas, water, etc. |
| **User Fees** | The payment of a fee for a direct receipt of a public service by the party benefiting from the service. Also known as Charges for Service. |
| **WPC** | Acronym for "Water Pollution Control". |
| **WWTP** | Acronym for "Waste Water Treatment Plant". |

**MILLAGE ORDINANCE**

**ORDINANCE NO. 9713-23**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2023, AND ENDING SEPTEMBER 30, 2024, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.8850 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.8850 MILLS CONSTITUTES A 10.27% INCREASE FROM THE ROLLED BACK RATE OF 5.3370 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2023, and ending September 30, 2024, from ad valorem taxes is $95,220,000; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.8850 mills are necessary to generate $95,220,000; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA:

Section 1. It is hereby determined that a tax of 5.8850 mills against the non-exempt real and personal property within the City is necessary to raise the sums to be appropriated for operation purposes, including pensions, debt service, and road capital improvement projects, for the fiscal year beginning October 1, 2023.

Section 2. The levy of 5.8850 mills constitutes a 10.27% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2023.

PASSED ON FIRST READING — September 21, 2023

PASSED ON SECOND AND FINAL READING AND ADOPTED — October 2, 2023

DocuSigned by:
Brian Aungst
4C93DC98BD48D427...
Brian J. Aungst Sr.
Mayor

Approved as to form:
DocuSigned by:
David Margolis
630D3E9E13E041E...
David Margolis
City Attorney

Attest:
DocuSigned by:
Rosemarie Call
629DD5FEDFFE4CE...
Rosemarie Call
City Clerk

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## OPERATING BUDGET ORDINANCE

## ORDINANCE NO. 9714-23

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2023, AND ENDING SEPTEMBER 30, 2024; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE SERVICE PROGRAMS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONIES AND PROGRAMS AMONG THE DEPARTMENTS AND ACTIVITIES WITHIN ANY FUND AS PROVIDED BY CHAPTER 2 OF THE CLEARWATER CODE OF ORDINANCES; PROVIDING AN EFFECTIVE DATE

WHEREAS, the City Manager has submitted an estimate of the expenditures necessary to carry on the City government for the fiscal year beginning October 1, 2023, and ending September 30, 2024; and

WHEREAS, an estimate of the revenues to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the operating budget, and notice of the times and places where copies of the budget message and operating budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing on September 6, 2023, upon said budget and tax levy; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA;

Section 1. Pursuant to the City Manager's Annual Budget Report for the fiscal year beginning October 1, 2023, and ending September 30, 2024, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the operation of the City, a copy of which is attached as Exhibit A, and a summary of which is attached as Exhibit B.

Section 2. The budget as adopted shall stand and be the budget of the City for said fiscal year, subject to the authority of the City Council to amend or change the budget as provided by Section 2.519 of the Clearwater Code of Ordinances.

Section 3. The City Manager is authorized and directed to issue such instructions and directives that are necessary to achieve and accomplish the service programs authorized by the adoption of this budget.

Section 4. The City Manager is authorized for reasons of economy or efficiency to transfer part or all of any unencumbered appropriation balance among programs within an operating fund, provided such action does not result in the discontinuance of a program.

Section 5. It is the intent of the City Council that this budget, including amendments thereto, is adopted to permit the legal appropriation and encumbering of funds for the purposes set forth in the budget. All appropriated and encumbered but unexpended funds at the end of the fiscal year may be expended during the subsequent fiscal year for the purposes for which they were appropriated and encumbered, and such expenditures shall be deemed to have been spent out of the current budget allocation. It shall not be necessary to reappropriate additional funds in the budget for the subsequent fiscal year to cover valid open encumbrances outstanding as of the end of the current fiscal year.

Section 6. Should any provision of this ordinance be declared by any court to be invalid, the same shall not affect the validity of the ordinance as a whole, or any provision thereof, other than the provision declared to be invalid.

Section 7. This ordinance shall take effect October 1, 2023.

PASSED ON FIRST READING — September 21, 2023

PASSED ON SECOND AND FINAL READING AND ADOPTED — October 2, 2023

DocuSigned by:
Brian Aungst
4C93DC9BD49D427...
Brian J. Aungst Sr.
Mayor

Approved as to form:
DocuSigned by:
David Margolis
630D3E9E13F041E...
David Margolis
City Attorney

Attest:
DocuSigned by:
Rosemarie Call
629DD5FEDFFE46F...
Rosemarie Call
City Clerk

DS

**EXHIBIT A**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| GOVERNMENTAL FUNDS | General Fund | Special Development Fund | Special Program Fund | Other Housing Assistance Trust Funds | Total Governmental Funds |
|---|---|---|---|---|---|
| **Balances Brought Forward** | **56,930,220** | **16,320,354** | **23,983,662** | **2,825,169** | **100,059,405** |
| **Budgeted Revenues** | | | | | |
| Ad Valorem Taxes | 90,683,430 | 4,536,570 | | | 95,220,000 |
| Utility Taxes | 18,655,000 | | | | 18,655,000 |
| Local Option, Fuel & Other Taxes | 6,300,000 | 18,013,050 | | | 24,313,050 |
| Franchise Fees | 11,220,000 | | | | 11,220,000 |
| Other Permits and Fees | 3,934,500 | | | | 3,934,500 |
| Intergovernmental Revenue | 29,859,340 | | 913,337 | 1,660,579 | 32,433,256 |
| Charges for Services | 17,368,355 | 400,000 | | | 17,768,355 |
| Judgments, Fines and Forfeits | 1,384,000 | | | | 1,384,000 |
| Miscellaneous Revenues | 6,718,020 | 950,000 | 479,000 | | 7,197,020 |
| Transfers In | 13,335,875 | | 560,880 | | 13,896,755 |
| Other Financing Sources | | | | | |
| **TOTAL BUDGETED REVENUES** | **199,458,520** | **23,899,620** | **1,953,217** | **1,660,579** | **226,971,936** |
| **TOTAL REVENUES, TRANSFERS, AND BALANCES** | **256,388,740** | **40,219,974** | **25,936,879** | **4,485,748** | **327,031,341** |
| **Budgeted Expenditures** | | | | | |
| City Council | 553,197 | | | | 553,197 |
| City Manager's Office | 1,085,258 | | | | 1,085,258 |
| City Attorney's Office | 2,488,743 | | | | 2,488,743 |
| City Audit | 461,573 | | | | 461,573 |
| City Clerk | 1,420,406 | | | | 1,420,406 |
| CRA Administration | 982,526 | | | | 982,526 |
| Economic Development and Housing | 2,146,301 | | | | 2,146,301 |
| Finance | 3,142,043 | | | | 3,142,043 |
| Fire | 35,243,722 | | | | 35,243,722 |
| Human Resources | 2,181,218 | | | | 2,181,218 |
| Library | 9,110,053 | | | | 12,725,240 |
| Non-Departmental | 12,725,240 | | | | 12,725,240 |
| Office of Innovation | 1,003,260 | | | | 1,003,260 |
| Parks and Recreation | 44,790,781 | | | | 44,790,781 |
| Planning and Development | 8,577,878 | | | | 8,577,878 |
| Police | 56,780,344 | | 252,000 | | 57,032,344 |
| Public Communications | 1,761,372 | | | | 1,761,372 |
| Public Utilities | 445,580 | | | | 445,580 |
| Public Works | 14,559,025 | | | | 14,559,025 |
| General Government Services | | | 237,380 | | 237,380 |
| Economic Environment | | | 551,926 | 1,211,435 | 1,763,361 |
| Human Services | | | 1,500 | | 1,500 |
| Culture and Recreation | | | 70,000 | | 70,000 |
| Transfers Out | | 32,097,750 | 361,411 | 449,144 | 32,908,305 |
| **TOTAL BUDGETED EXPENDITURES** | **199,458,520** | **32,097,750** | **1,474,217** | **1,660,579** | **234,691,066** |
| **Fund Balances/Reserves/Net Assets** | **56,930,220** | **8,122,224** | **24,462,662** | **2,825,169** | **92,340,275** |
| **TOTAL EXPENDITURES AND BALANCES** | **256,388,740** | **40,219,974** | **25,936,879** | **4,485,748** | **327,031,341** |

Ordinance No. 9714-23

**EXHIBIT A**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| UTILITY FUNDS | Water & Sewer Fund | Stormwater Utility Fund | Solid Waste & Recycling Fund | Gas Fund | Total Utility Funds |
|---|---|---|---|---|---|
| **Balances Brought Forward** | **144,601,132** | **36,895,382** | **28,947,148** | **1,818,888** | **212,262,550** |
| **Budgeted Revenues** | | | | | |
| Ad Valorem Taxes | | | | | |
| Utility Taxes | | | | | |
| Local Option, Fuel & Other Taxes | | | | | |
| Franchise Fees | | | | | |
| Other Permits and Fees | | | 1,350 | | 1,350 |
| Intergovernmental Revenue | | | | | |
| Charges for Services | 107,302,650 | 17,720,120 | 30,388,180 | 51,351,740 | 206,762,690 |
| Judgments, Fines and Forfeits | 275,000 | 73,000 | 103,000 | 100,000 | 551,000 |
| Miscellaneous Revenues | 3,502,200 | 891,000 | 1,468,280 | 691,290 | 6,552,770 |
| Transfers In | | | | | |
| Other Financing Sources | | | | | |
| **TOTAL BUDGETED REVENUES** | **111,079,850** | **18,684,120** | **31,960,810** | **52,143,030** | **213,867,810** |
| **TOTAL REVENUES, TRANSFERS, AND BALANCES** | **255,680,982** | **55,579,502** | **60,907,958** | **53,961,918** | **426,130,360** |
| **Budgeted Expenditures** | | | | | |
| Water & Sewer Fund | | | | | |
| Public Utilities Administration | 4,313,747 | | | | 4,313,747 |
| Wastewater Collection | 25,665,870 | | | | 25,665,870 |
| Public Utilities Maintenance | 9,130,868 | | | | 9,130,868 |
| WPC Plant Operations | 21,999,320 | | | | 21,999,320 |
| WPC Laboratory Operations | 579,767 | | | | 579,767 |
| WPC Industrial Pretreatment | 1,023,207 | | | | 1,023,207 |
| Water Distribution | 26,223,970 | | | | 26,223,970 |
| Water Supply | 22,621,229 | | | | 22,621,229 |
| Reclaimed Water | 3,336,862 | | | | 3,336,862 |
| Stormwater Fund | | | | | |
| Stormwater Management | | 11,487,288 | | | 11,487,288 |
| Stormwater Maintenance | | 6,197,862 | | | 6,197,862 |
| Solid Waste & Recycling Fund | | | | | |
| Administration | | | 8,288,520 | | 8,288,520 |
| Solid Waste Collection | | | 20,410,477 | | 20,410,477 |
| Solid Waste Transfer | | | 2,441,444 | | 2,441,444 |
| Solid Waste Container Maintenance | | | 876,229 | | 876,229 |
| Recycling Residential | | | 1,477,411 | | 1,477,411 |
| Recycling Multi Family | | | 394,181 | | 394,181 |
| Recycling Commercial | | | 2,465,568 | | 2,465,568 |
| Gas Fund | | | | | |
| Administration and Supply | | | | 25,436,036 | 25,436,036 |
| Pinellas Gas Operations | | | | 13,420,262 | 13,420,262 |
| Pasco Gas Operations | | | | 8,417,065 | 8,417,065 |
| Gas Marketing and Sales | | | | 6,459,777 | 6,459,777 |
| **TOTAL BUDGETED EXPENDITURES** | **114,894,840** | **17,685,150** | **36,353,830** | **53,733,140** | **222,666,960** |
| **Fund Balances/Reserves/Net Assets** | **140,786,142** | **37,894,352** | **24,554,128** | **228,778** | **203,463,400** |
| **TOTAL EXPENDITURES AND BALANCES** | **255,680,982** | **55,579,502** | **60,907,958** | **53,961,918** | **426,130,360** |

Ordinance No. 9714-23

**EXHIBIT A**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| OTHER ENTERPRISE FUNDS | Airpark Fund | Marine Fund | Clearwater Harbor Marine Fund | Parking Fund | Total Other Enterprise Funds |
|---|---|---|---|---|---|
| **Balances Brought Forward** | **269,706** | **4,368,750** | **3,830,070** | **27,363,923** | **35,832,449** |
| **Budgeted Revenues** | | | | | |
| Ad Valorem Taxes | | | | | |
| Utility Taxes | | | | | |
| Local Option, Fuel & Other Taxes | | | | | |
| Franchise Fees | | | | | |
| Other Permits and Fees | | | | | |
| Intergovernmental Revenue | | | | | |
| Charges for Services | | 5,895,430 | 1,033,500 | 9,849,484 | 16,778,414 |
| Judgments, Fines and Forfeits | | 1,000 | 500 | 1,357,706 | 1,359,206 |
| Miscellaneous Revenues | 262,000 | 530,500 | 102,500 | 518,000 | 1,413,000 |
| Transfers In | | 15000 | | | |
| Other Financing Sources | | | | | |
| **TOTAL BUDGETED REVENUES** | **262,000** | **6,441,930** | **1,136,500** | **11,725,190** | **19,565,620** |
| **TOTAL REVENUES, TRANSFERS, AND BALANCES** | **531,706** | **10,810,680** | **4,966,570** | **39,089,113** | **55,398,069** |
| **Budgeted Expenditures** | | | | | |
| Airpark Fund | | | | | |
| Airpark Operations | 173,760 | | | | 173,760 |
| Marine Fund | | | | | |
| Marina Operations | | 7,007,270 | | | 7,007,270 |
| Clearwater Harbor Marine Fund | | | | | |
| Clearwater Harbor Marina Operations | | | 1,130,850 | | 1,130,850 |
| Parking Fund | | | | | |
| Parking System | | | | 19,925,598 | 19,925,598 |
| Parking Enforcement | | | | 1,109,050 | 1,109,050 |
| Beach Guard Operations | | | | 1,293,527 | 1,293,527 |
| Seminole Street Boat Ramp | | | | 158,605 | 158,605 |
| **TOTAL BUDGETED EXPENDITURES** | **173,760** | **7,007,270** | **1,130,850** | **22,486,780** | **30,798,660** |
| **Fund Balances/Reserves/Net Assets** | **357,946** | **3,803,410** | **3,835,720** | **16,602,333** | **24,599,409** |
| **TOTAL EXPENDITURES AND BALANCES** | **531,706** | **10,810,680** | **4,966,570** | **39,089,113** | **55,398,069** |

**EXHIBIT A**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| INTERNAL SERVICE FUNDS | Administrative Service Fund | General Service Fund | Garage Fund | Central Insurance Fund | Total |
|---|---|---|---|---|---|
| **Balances Brought Forward** | **5,522,079** | **11,191,963** | **11,094,508** | **13,916,522** | **41,725,072** |
| **Budgeted Revenues** | | | | | |
| Ad Valorem Taxes | | | | | |
| Utility Taxes | | | | | |
| Local Option, Fuel & Other Taxes | | | | | |
| Franchise Fees | | | | | |
| Other Permits and Fees | | | | | |
| Intergovernmental Revenue | | | | | |
| Charges for Services | 16,982,400 | 6,980,520 | 18,748,510 | 37,633,320 | 80,344,750 |
| Judgments, Fines and Forfeits | | | | | |
| Miscellaneous Revenues | 416,000 | 375,000 | 753,000 | 844,000 | 2,388,000 |
| Transfers In | | | | | |
| Other Financing Sources | | | | | |
| **TOTAL BUDGETED REVENUES** | 17,398,400 | 7,355,520 | 19,501,510 | 38,477,320 | 82,732,750 |
| **TOTAL REVENUES, TRANSFERS, AND BALANCES** | 22,920,479 | 18,547,483 | 30,596,018 | 52,393,842 | 124,457,822 |
| Budgeted Expenditures | | | | | |
| Administrative Services Fund | | | | | |
| Information Technology/Administration | 679,033 | | | | 679,033 |
| Network Services | 4,642,827 | | | | 4,642,827 |
| Network Security & Architecture | 2,839,489 | | | | 2,839,489 |
| Software Applications | 3,709,424 | | | | 3,709,424 |
| Enterprise Systems & Training | 934,558 | | | | 934,558 |
| Courier | 206,143 | | | | 206,143 |
| Utility Customer Service | 4,249,296 | | | | 4,249,296 |
| General Services Fund | | | | | |
| Administration | | 432,172 | | | 432,172 |
| Building and Maintenance | | 6,873,858 | | | 6,873,858 |
| Garage Fund | | | | | |
| Fleet Maintenance | | | 17,909,676 | | 17,909,676 |
| Radio Communications | | | 1,692,334 | | 1,692,334 |
| Central Insurance Fund | | | | | |
| Risk Management | | | | 456,593 | 456,593 |
| Employee Benefits | | | | 464,359 | 464,359 |
| Employee Health Center | | | | 1,730,900 | 1,730,900 |
| Non-Departmental | | | | 35,821,278 | 35,821,278 |
| **TOTAL BUDGETED EXPENDITURES** | **17,260,770** | **7,306,030** | **19,602,010** | **38,473,130** | **82,641,940** |
| **Fund Balances/Reserves/Net Assets** | **5,659,709** | **11,241,453** | **10,994,008** | **13,920,712** | **41,815,882** |
| **TOTAL EXPENDITURES AND BALANCES** | **22,920,479** | **18,547,483** | **30,596,018** | **52,393,842** | **124,457,822** |

**EXHIBIT B**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| ALL FUNDS | Total Governmental Funds | Total Utility Funds | Total Other Enterprise Funds | Total Internal Service Funds | Total All Funds |
|---|---|---|---|---|---|
| **Balances Brought Forward** | **100,059,405** | **212,262,550** | **35,832,449** | **41,725,072** | **389,879,476** |
| **Budgeted Revenues** | | | | | |
| Ad Valorem Taxes | 95,220,000 | | | | 95,220,000 |
| Utility Taxes | 18,655,000 | | | | 18,655,000 |
| Local Option, Fuel & Other Taxes | 24,313,050 | | | | 24,313,050 |
| Franchise Fees | 11,220,000 | | | | 11,220,000 |
| Other Permits and Fees | 3,934,500 | 1,350 | | | 3,935,850 |
| Intergovernmental Revenue | 32,433,256 | | | | 32,433,256 |
| Charges for Services | 17,768,355 | 206,762,690 | 16,778,414 | 80,344,750 | 321,654,209 |
| Judgments, Fines and Forfeits | 1,384,000 | 551,000 | 1,359,206 | | 3,294,206 |
| Miscellaneous Revenues | 8,147,020 | 6,552,770 | 1,413,000 | 2,388,000 | 18,500,790 |
| Transfers In Other Financing Sources | 13,896,755 | | 15000 | | 13,911,755 |
| **TOTAL BUDGETED REVENUES** | **226,971,936** | **213,867,810** | **19,565,620** | **82,732,750** | **543,138,116** |
| **TOTAL REVENUES, TRANSFERS, AND BALANCES** | **327,031,341** | **426,130,360** | **55,398,069** | **124,457,822** | **933,017,592** |
| **Budgeted Expenditures** | | | | | |
| City Council | 553,197 | | | | 553,197 |
| City Manager's Office | 1,085,258 | | | | 1,085,258 |
| City Attorney's Office | 2,488,743 | | | | 2,488,743 |
| City Audit | 461,573 | | | | 461,573 |
| City Clerk | 1,420,406 | | | | 1,420,406 |
| CRA Administration | 982,526 | | | | 982,526 |
| Economic Development and Housing | 2,146,301 | | | | 2,146,301 |
| Finance | 3,142,043 | | | | 3,142,043 |
| Fire | 35,243,722 | | | | 35,243,722 |
| Human Resources | 2,181,218 | | | | 2,181,218 |
| Library | 9,110,053 | | | | 9,110,053 |
| Non-Departmental | 12,725,240 | | | | 12,725,240 |
| Office of Innovation | 1,003,260 | | | | 1,003,260 |
| Parks and Recreation | 44,790,781 | | | | 44,790,781 |
| Planning and Development | 8,577,878 | | | | 8,577,878 |
| Police | 57,032,344 | | | | 57,032,344 |
| Public Communications | 1,761,372 | | | | 1,761,372 |
| Public Services | 445,580 | | | | 445,580 |
| Public Works | 14,559,025 | | | | 14,559,025 |
| General Government Services | 237,380 | | | | 237,380 |
| Economic Environment | 1,763,361 | | | | 1,763,361 |
| Human Services | 1,500 | | | | 1,500 |
| Culture and Recreation | 70,000 | | | | 70,000 |
| Transfers Out | 32,908,305 | | | | 32,908,305 |
| Water & Sewer Fund Expenditures | | | | | |
| Public Utilities Administration | | 4,313,747 | | | 4,313,747 |
| Wastewater Collection | | 25,665,870 | | | 25,665,870 |
| Public Utilities Maintenance | | 9,130,868 | | | 9,130,868 |
| WPC Plant Operations | | 21,999,320 | | | 21,999,320 |
| WPC Laboratory Operations | | 579,767 | | | 579,767 |
| WPC Industrial Pretreatment | | 1,023,207 | | | 1,023,207 |
| Water Distribution | | 26,223,970 | | | 26,223,970 |
| Water Supply | | 22,621,229 | | | 22,621,229 |
| Reclaimed Water | | 3,336,862 | | | 3,336,862 |
| Stormwater Fund | | | | | |
| Stormwater Management | | 11,487,288 | | | 11,487,288 |
| Stormwater Maintenance | | 6,197,862 | | | 6,197,862 |

**EXHIBIT B**
**CITY OF CLEARWATER**
**2023-24 BUDGET**

| ALL FUNDS | Total Governmental Funds | Total Utility Funds | Total Other Enterprise Funds | Total Internal Service Funds | Total All Funds |
|---|---|---|---|---|---|
| **Budgeted Expenditures** | | | | | |
| Solid Waste & Recycling Fund | | | | | |
| Administration | | 8,288,520 | | | 8,288,520 |
| Solid Waste Collection | | 20,410,477 | | | 20,410,477 |
| Solid Waste Transfer | | 2,441,444 | | | 2,441,444 |
| Solid Waste Container Maintenance | | 876,229 | | | 876,229 |
| Recycling Residential | | 1,477,411 | | | 1,477,411 |
| Recycling Multi Family | | 394,181 | | | 394,181 |
| Recycling Commercial | | 2,465,568 | | | 2,465,568 |
| Gas Fund | | | | | |
| Administration and Supply | | 25,436,036 | | | 25,436,036 |
| Pinellas Gas Operations | | 13,420,262 | | | 13,420,262 |
| Pasco Gas Operations | | 8,417,065 | | | 8,417,065 |
| Gas Marketing and Sales | | 6,459,777 | | | 6,459,777 |
| Airpark Fund | | | | | |
| Airpark Operations | | | 173,760 | | 173,760 |
| Marine Fund | | | | | |
| Marina Operations | | | 7,007,270 | | 7,007,270 |
| Clearwater Harbor Marine Fund | | | | | |
| Clearwater Harbor Marina Operations | | | 1,130,850 | | 1,130,850 |
| Parking Fund | | | | | |
| Parking System | | | 19,925,598 | | 19,925,598 |
| Parking Enforcement | | | 1,109,050 | | 1,109,050 |
| Beach Guard Operations | | | 1,293,527 | | 1,293,527 |
| Seminole Street Boat Ramp | | | 158,605 | | 158,605 |
| Administrative Services Fund | | | | | |
| Information Technology/Administration | | | | 679,033 | 679,033 |
| Network Services | | | | 4,642,827 | 4,642,827 |
| Network Security & Architecture | | | | 2,839,489 | 2,839,489 |
| Software Applications | | | | 3,709,424 | 3,709,424 |
| Enterprise Systems & Training | | | | 934,558 | 934,558 |
| Courier | | | | 206,143 | 206,143 |
| Clearwater Customer Service | | | | 4,249,296 | 4,249,296 |
| General Services Fund | | | | | |
| Administration | | | | 432,172 | 432,172 |
| Building and Maintenance | | | | 6,873,858 | 6,873,858 |
| Garage Fund | | | | | |
| Fleet Maintenance | | | | 17,909,676 | 17,909,676 |
| Radio Communications | | | | 1,692,334 | 1,692,334 |
| Central Insurance Fund | | | | | |
| Risk Management | | | | 456,593 | 456,593 |
| Employee Benefits | | | | 464,359 | 464,359 |
| Employee Health Center | | | | 1,730,900 | 1,730,900 |
| Non-Departmental | | | | 35,821,278 | 35,821,278 |
| **TOTAL BUDGETED EXPENDITURES** | **234,691,066** | **222,666,960** | **30,798,660** | **82,641,940** | **570,798,626** |
| **Fund Balances/Reserves/Net Assets** | **92,340,275** | **203,463,400** | **24,599,409** | **41,815,882** | **362,218,966** |
| **TOTAL EXPENDITURES AND BALANCES** | **327,031,341** | **426,130,360** | **55,398,069** | **124,457,822** | **933,017,592** |

Ordinance No. 9714-23

**CAPITAL IMPROVEMENT ORDINANCE**

**ORDINANCE NO. 9715-23**

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2023, AND ENDING SEPTEMBER 30, 2024; APPROVING THE SIX-YEAR CAPITAL IMPROVEMENT PROGRAM WHICH SHALL BE REEVALUATED AT THE BEGINNING OF EACH FISCAL YEAR; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE CAPITAL IMPROVEMENTS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONEY BETWEEN PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM; APPROPRIATING AVAILABLE AND ANTICIPATED RESOURCES FOR THE PROJECTS IDENTIFIED; PROVIDING AN EFFECTIVE DATE

WHEREAS, the City Manager has submitted a proposed Six-Year Capital Improvement Program, and has submitted an estimate of the amount of money necessary to carry on said Capital Improvement Program for the fiscal year beginning October 1, 2023, and ending September 30, 2024; and

WHEREAS, an estimate of the resources available and income to be received by the City during said period from ad valorem taxes and other sources has been submitted to the City Council; and

WHEREAS, a general summary of the Capital Improvement Budget, and notice of the times and places when copies of the budget message and capital budget are available for inspection by the public, was published in a newspaper of general circulation; and

WHEREAS, the City Council has examined and carefully considered the proposed budget; and

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing upon said proposed budget on September 6, 2023; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLEARWATER, FLORIDA:

Section 1. Pursuant to the Capital Improvement Program Report and Estimated Budget for the fiscal year beginning October 1, 2023, and ending September 30, 2024, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the capital improvement fund for the City of Clearwater, a copy of which is attached hereto as Exhibit A.

Section 2. The Six-Year Capital Improvement Program and Budget, a summary of which is attached hereto, marked Exhibit B, is approved in its present form, but prior to the beginning of each fiscal year the City Council shall reevaluate priorities, hold public hearings and formally adopt additions or corrections thereto.

Section 3. The budget as adopted shall stand and be the Capital Improvement Program Budget of the City for said fiscal year, subject to the authority of the City Council to amend or change the budget as provided by Section 2.519 of the Clearwater Code of Ordinances.

Section 4. The City Manager is authorized and directed to issue such instructions and directives that are necessary to achieve and accomplish the capital improvements authorized by the adoption of this budget.

Section 5. The City Manager is authorized to transfer appropriations within the capital budget, provided such transfer does not result in changing the scope of any project or the fund source included in the adopted capital budget.

Section 6. Should any provision of this ordinance be declared by any court to be invalid, the same shall not affect the validity of the ordinance as a whole, or any provision thereof, other than the provision declared to be invalid.

Section 7. This ordinance shall take effect October 1, 2023.

PASSED ON FIRST READING AS AMENDED — September 21, 2023

PASSED ON SECOND READING AND ADOPTED — October 2, 2023

DocuSigned by:
Brian Aungst
4C93DC9BD49D427...
Brian J. Aungst SR.
Mayor

Approved as to form:
DocuSigned by:
David Margolis
630D3E9E13E041E...
David Margolis
City Attorney

Attest:
DocuSigned by:
Rosemarie Call
620DD5FEDFFE4CF...
Rosemarie Call
City Clerk

DS

**Exhibit A**
**CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2023/24**

| | Budgeted Revenues 2023/24 |
|---|---|
| **GENERAL SOURCES:** | |
| General Operating Revenue | 16,456,290 |
| Penny for Pinellas | 24,994,030 |
| Road Millage | 4,536,570 |
| Local Option Fuel Tax | 1,427,150 |
| Grants | 1,656,000 |
| County Fire Reimbursements | 387,780 |
| Donations | 150,000 |
| Reimbursement Revenue | 1,515,000 |
| Multi-Modal Impact Fees | 1,140,000 |
| **SELF SUPPORTING FUNDS:** | |
| Parking Revenue | 14,025,000 |
| Marine Revenue | 1,150,000 |
| Clearwater Harbor Marina Fund | 175,000 |
| Airpark Revenue | 35,000 |
| Utility System: | |
| Water Revenue | 17,583,790 |
| Sewer Revenue | 14,308,780 |
| Utility R & R | 13,816,850 |
| Water Impact Fees | 160,000 |
| Sewer Impact Fees | 50,000 |
| Stormwater Utility Revenue | 7,639,740 |
| Gas Revenue | 12,725,000 |
| Solid Waste Revenue | 7,200,000 |
| **INTERNAL SERVICE FUNDS:** | |
| Garage Revenue | 429,500 |
| Administrative Services Revenue | 1,475,000 |
| General Services Fund | 100,000 |
| Central Insurance Fund | 175,000 |
| **BORROWING - INTERNAL SERVICE FUNDS:** | |
| Lease Purchase - Garage | 9,624,200 |
| Lease Purchase - Administrative Services | 450,000 |
| **TOTAL ALL FUNDING SOURCES:** | **$153,385,680** |

**Exhibit A**

**CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2023/24**

| | Budgeted Expenditures 2023/24 |
|---|---|
| **FUNCTION:** | |
| Other General Government | 22,363,700 |
| Police Protection | 355,000 |
| Fire Protection | 1,006,030 |
| Fire Rescue Services | 593,000 |
| Gas Utility Services | 12,725,000 |
| Solid Waste Services | 7,200,000 |
| Water-Sewer Services | 40,427,330 |
| Flood Protection/Stormwater Mgmt | 5,942,140 |
| Other Physical Environment | 4,420,980 |
| Road and Street Facilities | 14,177,970 |
| Airports | 3,065,000 |
| Water Transportation Systems | 150,000 |
| Parking Facilities | 13,909,000 |
| Other Transportation | 70,000 |
| Libraries | 110,000 |
| Parks & Recreation | 4,455,000 |
| Cultural Services | 40,000 |
| Special Recreation Facilities | 22,375,530 |
| **TOTAL PROJECT EXPENDITURES** | **$153,385,680** |

**Exhibit B**

**CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION**
**FY 2023-2024 THROUGH FY 2028-2029 CAPITAL IMPROVEMENT FUND**
**CITY OF CLEARWATER**

| Schedule of Planned Expenditures | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Function** | **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 Mgmt | 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 | 22,982,620 | 23,925,690 | 20,138,860 | 18,345,950 | 10,358,540 | 109,929,630 |
| 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 |
| | **153,385,680** | **189,290,790** | **148,584,630** | **154,797,040** | **147,203,240** | **143,916,020** | **937,177,400** |

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