

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

2022/2023



CITY OF CLEARWATER, FLORIDA

2022 – 2023 Annual Operating
and Capital Improvement Budget



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Mayor

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Councilmember

DAVID ALLBRITTON
Councilmember

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KATHLEEN BECKMAN
Councilmember

JON P. JENNINGS
City Manager

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CITY MANAGER

June 30, 2022

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 2022/23. The budget for 2022/23 is \$652,415,095 for citywide services and capital contributions, an increase of \$23.6 million across all city operations in comparison to the amended fiscal year 2021/22 budget. The General Fund budget reflects expenditures of \$184,629,760, an increase of 3% from the 2021/22 amended budget of \$178,938,624. This budget retains the current millage rate of 5.9550 mills.

This has been a year of change for the City of Clearwater, not the least of which was the swearing in of a new member of City Council and the transition from a long-term City manager and a long-term City Attorney. I want to commend both the City Council and the staff for approaching these changes not as a hindrance, but as an opportunity to transform who we are and who we want to be. Over the last eight months we have been able to focus on assessing the community and the organization, challenging long standing norms, and planning what we believe is the best approach to moving Clearwater forward. This budget is representative of how we plan to implement that approach.

Central to this year's budget is an organizational restructuring that refocuses our efforts on the maintenance and operation of public infrastructure. In an effort to centralize these public infrastructure functions, we have created a new department, Public Works, which will consist of what is currently the Engineering department as well as specific functions currently managed in our Parks and Recreation department. To enhance financial oversight, create a more resilient management structure and increase opportunities for staff development, all functions of Utility Customer Service are being transitioned to a division of the Finance Department. Additionally, we have reorganized the reporting structure for senior management, to place all infrastructure related departments under a single Assistant City Manager. We believe that this multi-level centralization will greatly improve coordination between departments and divisions, and will help to ensure that priorities are aligned between these groups.

Additionally, we have created a new department, the Office of Innovation, whose focus will be on creating a centralized framework for innovation throughout the city. The Office of Innovation will help us leverage the data and talent we have, and push us towards a more proactive approach to how we operate and interact with the community.

In addition to the structural changes proposed in this budget, we have also focused on trying to fix issues related to organizational capacity. We have a great community with wonderful amenities and very high levels of service, especially related to quality of life and public safety. But all of those amenities and demands for a high level of service come with a price tag, and what I have found is that our staff is simply stretched too greatly to maintain those levels. In total, staff is requesting 62.8 full-time positions, however 29 of those positions are being repurposed from other functions within the city. Shifting these 29 positions gives us an opportunity to rethink what is most important and staff those things accordingly.

The remaining 33.8 positions are new to the budget, however; the majority of those positions (18.8) have been planned for during previous budget processes as support for Imagine Clearwater/Coachman Park, which will open in the summer of 2023.

The third substantial impact in this budget relates to employee wages. At our annual strategic/budget planning meeting held in May, staff discussed changes in the labor market that are affecting our ability to hire and retain staff. While the city completed a full wage and benefit analysis in 2019 and implemented substantial structural changes to wages; one of the many impacts of the COVID-19 pandemic has been related to the job market and wages within that market. Staff is proposing immediate adjustments be made as a part of this budget that will realign positions that have been identified as below the market rates of our selected comparative agencies. Additionally, staff intends to do a more comprehensive review of wages and benefits in the coming year that will look at the organization as a whole. In an effort to contain costs and address the high turnover rate, all proposed positions are included, however; salaries in total were budgeted at 98% of projected cost. In addition to this overall decrease, vacant positions were budgeted at 95% of projected cost. All departments are required to manage these "salary savings" in the next fiscal year, which provides a reduction of approximately \$2.8 million across all operating funds, with the General Fund representing \$1.8 million of that total.

With respect to revenues, the City's largest revenue source, ad valorem taxes, saw substantial growth this year, and generally speaking, most of the city's revenue streams remain very stable. The same cannot be said for operating expenses and capital construction costs. Spikes in resource costs and supply chain issues have impacted construction projects, as well as the cost to operate day-to-day. These increases are straining our resources and impacting our ability to be responsive to operational demands. Regardless of these issues, staff is committed to overcoming these issues by rethinking how and why we do the things we do. This is an exciting time for Clearwater, because there are many opportunities to reimagine how we serve the community, and an eagerness by staff to explore those opportunities.

Public Process

The proposed budget will be formally presented to the City Council at the work session on July 18, 2022, and at the City Council meeting on July 21, 2022, where the City Council will set the tentative millage rate. At this meeting, City Council will have the opportunity to set a special budget meeting for later this summer to fully discuss the proposed budget and capital plan.

The first public hearing on the tentative millage rate, operating and capital budgets is planned to be held on the evening of September 15, 2022, at 6:00pm. The second and final public hearing to adopt the millage rate and budget is tentatively scheduled for the evening of September 29, 2022, at 6:00pm. The budget agenda and all pertinent documents will be available to citizens in advance on the City's website.

The fiscal year 2022/23 budget represents an opportunity for great change in our community, and while we have many difficult decisions to make in the next few years, I am confident that by partnering with City Council and the citizens of Clearwater, we can significantly improve Clearwater's long-term future. We look forward to a year of partnership and productive dialogue in 2022-2023.

Respectfully submitted,



Jon P. Jennings
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 2022 have increased by approximately 12.3%, from \$13.4 billion to \$15.1 billion, including new construction. The bulk of this increase (\$1.4 billion) is related to increases in current values, while the value of new construction and annexations totals \$240.4 million. Taxable values have experienced a dramatic rise this year 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

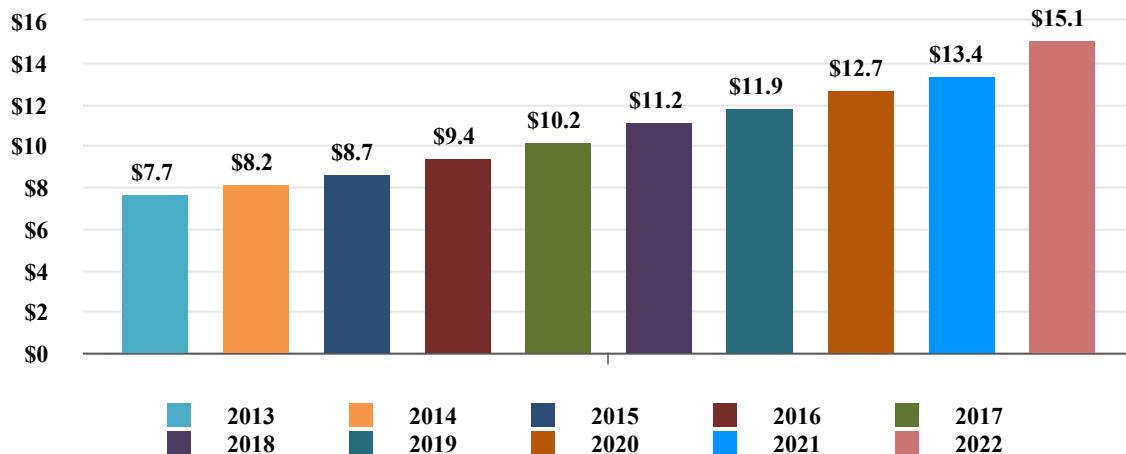
2022 Taxable Value	\$ 15,054,771,953
2021 Taxable Value	<u>13,401,399,718</u>
Net Increase	\$ 1,653,372,235

12.3%

Analysis of Taxable Value Increase:

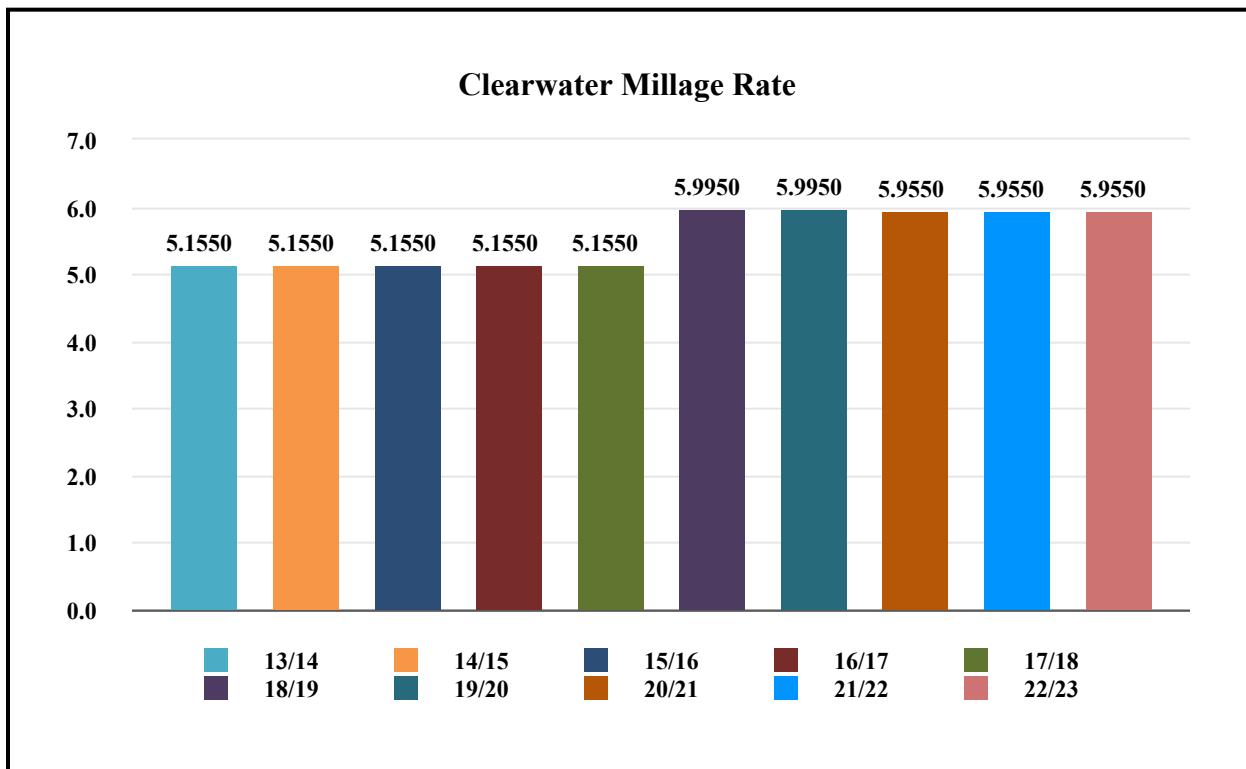
Increase in Current Values	\$ 1,412,962,824
New Construction and Annexations	<u>240,409,411</u>
Total Increase in Taxable Value	\$ 1,653,372,235

Clearwater Taxable Values (in billions)



City Millage Rate

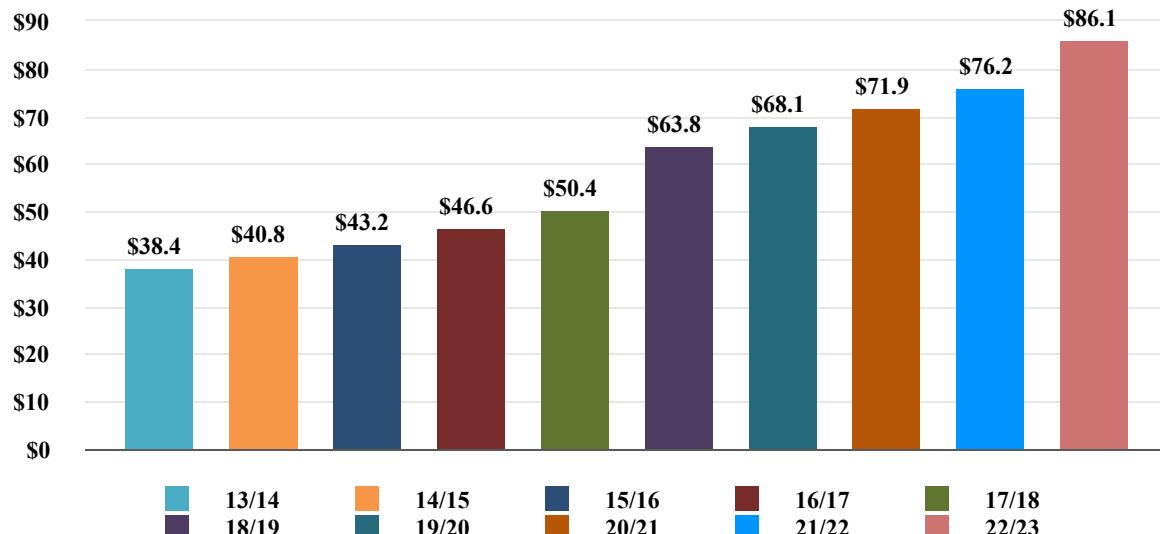
The following table provides ten years of history of the City's millage rate. The millage rate of 5.9550 mills is proposed for fiscal year 2022/23, this is the same rate as levied in the current year.



Property Tax Revenue

The property tax millage rate of 5.9550 mills will generate approximately \$86.1 million in fiscal year 2022/23. Property tax revenues that support General Fund operations are budgeted at \$82.0 million, an increase of approximately \$9.3 million, or 13%, from the amended 2021/22 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 \$4.1 million in 2022/23, an increase of \$466,070.

Clearwater Property Tax Revenue (in millions)



Change in Full-time Equivalents (FTE)

Total full-time equivalent (FTE) positions for 2022/23 are budgeted at 1,882.5 FTEs for all City operations, an increase of 33.8 FTEs from the 2021/22 amended budget. In the General Fund, this represents a net increase of 44.5 for a total of 1,158.4 FTEs. All other funds total 724.1 FTEs, a net decrease of 10.7 FTEs from the current amended budget.

The overall increase in positions is discussed in detail at the end of this section beginning on page 20.

Employee Wages

At our annual strategic direction and budget planning session, Council provided staff direction to prepare an implementation plan to adjust the wages for city employees based upon an in-house compensation study of approved comparator cities/counties. With the goal of an October 1, 2022, implementation date, the proposed budget includes estimated adjustments to wages based upon an amended pay plan including compression/equity adjustments to current employees who are in positions identified as below market.

The current contract for the CWA union was approved on December 17, 2020 for three years expiring September 30, 2023. The proposed budget includes approved merit increases of 3% for union employees in addition to a longevity award applied incrementally based upon years of service. Changes to the pay plan as a result of the recent compensation study will need to be approved by the union. These negotiations are anticipated to be completed over the summer.

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

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

For all employees not included in approved union contracts, general wage increases of 4% were included in the proposed budget for fiscal year 2022/23.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2022, indicates that a minimum required City contribution of \$11.7 million, 12.44% of total covered payroll, is required for fiscal year 2022/23. This is an increase of approximately \$298,000 from the City's fiscal year 2021/22 required contribution of \$11.4 million.

The plan's credit balance, which reflects actual contributions in-excess of actuarial required contributions in prior years, increased from \$31.55 million to \$33.82 million during calendar 2021, 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 enhancements to Police pension benefits during fiscal 2020, the actuary provides separate contribution rates for non-hazardous and hazardous employees. The proposed budget plans for a contribution rate of 6.46% for non-hazardous and 20.90% of hazardous covered payroll in fiscal year 2022/23, as provided in the actuary's valuation. This represents a slight decrease in the contribution rate for hazardous employees in comparison to the current fiscal year.

Medical Benefit Costs

For fiscal year 2022/23, the cost of medical care for employees is budgeted at \$22.5 million across all City operations, this includes an estimated 15% 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 \$13.9 million, an increase of \$1.7 million, or 14%, over the current budget. Total cost for health insurance, to include coverage for dependents and retirees is estimated at \$24.1 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 12th anniversary in July 2022. 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 2022/23 is estimated at \$5.5 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, 2020/21. The total allocated to departments for fiscal year 2022/23 is \$5.8 million, a 69% increase from the 2021/22 allocation of \$3.4 million. The allocation charged to the General Fund is \$2.6 million, a 68% increase from fiscal year 2021/22. The budgeted amount provides for insurance coverage on all City properties individually as well as \$75 million of coverage for multiple-property damage caused by a named storm; boiler and machinery coverage; terrorism coverage; various specialty policies; a package insurance policy consisting of coverage for automobile liability, commercial general liability, public official liability, emergency medical services, professional liability and crime & law enforcement activities. The City's self-insured retention per claim is \$100,000 for property losses and \$500,000 for liability.

Worker's Compensation

The City's budget for worker's compensation in fiscal year 2022/23, is estimated at \$1.7 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, 2020/21. The total allocated to departments for fiscal year 2022/23 is \$2.1 million, an increase of 26% from the 2021/22 allocation of \$1.6 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 \$1.5 million, an increase of 25% from fiscal year 2021/22. 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 this proposed General Fund budget, the City will maintain a General Fund unassigned reserve balance estimated at \$54.2 million, which is 29.4% of the fiscal year 2022/23 proposed operating budget. The ending unassigned reserve balance, in excess of the reserve requirement, is estimated to be approximately \$38.6 million, or 20.9% of the proposed 2022/23 budget.

General Fund Expenditures

General Fund expenditures for the fiscal year 2022/23 budget are estimated at \$184,629,760; an increase of approximately 3% from the 2021/22 amended budget.

Personnel costs reflect a net increase of 7% across all operations in comparison to the amended fiscal year 2021/22 budget. These costs include the contractually negotiated union increases for fiscal year 2022/23 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. Also included for fiscal year 2022/23 are estimated general wage increases of 4% for all employees not included in approved union contracts. This increase in overall personnel costs are primarily related to the increase in FTEs, inclusion of costs associated with wage adjustments, and increases anticipated for medical insurance. The budget for personnel costs are approximately 60.5% of total General Fund expenditures.

Operating costs are estimated \$29.0 million for fiscal year 2022/23, an 11% increase from the amended 2021/22 budget. Operating expenses include funding for professional and contractual services, utility costs for operations, operating supplies, and various expenses of everyday business to maintain current service levels. Also included in operating costs are funds budgeted for outside agency support which total \$819,400. This includes funding of \$250,000 for homeless initiatives, \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement, special event contributions of \$91,000, and various small annual contributions which total \$59,000. Fiscal year 2022/23 operating costs include pro-rated operating costs to support the new Imagine Clearwater/Coachman Park which is planned to open in the summer of 2023.

Internal service costs are budgeted at \$22.3 million a net increase of 22% for fiscal year 2022/23 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. Approximately 40% of this increase is primarily related to increases in fleet charges related to new vehicles added to support additional FTEs and operations and increased fuel costs. Other increases are related to debt costs of new Police radios purchased in fiscal year 2021/22 and increased support from Information Technology.

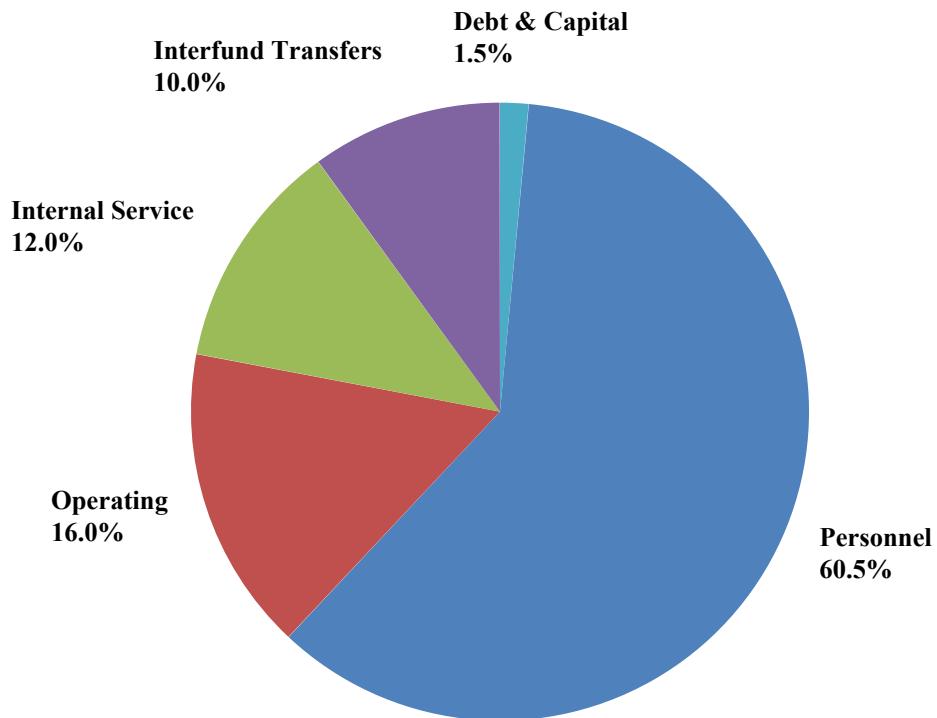
Interfund transfers in the General Fund are budgeted at \$18.5 million, a decrease of 36% from the fiscal year 2021/22 amended budget. Of this total, transfers to fund planned capital projects are budgeted at \$15.0 million, and funding for special programs total \$557,080. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a \$2.8 million for fiscal year 2022/23.

Debt service costs are budgeted at \$2.3 million a 171% increase from the amended fiscal year 2021/22 budget. This increase is due to debt costs estimated at \$1.6 million included for the first payments of Imagine Clearwater non-ad valorem revenue bonds due in fiscal year 2022/23. This total also includes cost of debt payments for new vehicles and equipment added to the City's fleet, fire engines/rescues, and police patrol vehicles estimated at \$711,584. Debt costs for fire and police vehicles are approximately 75% of this total.

Capital costs are budgeted at \$736,580 for fiscal year 2022/23. This reflects a decrease of 6% from amended fiscal year 2021/22 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases in other General Fund departments.

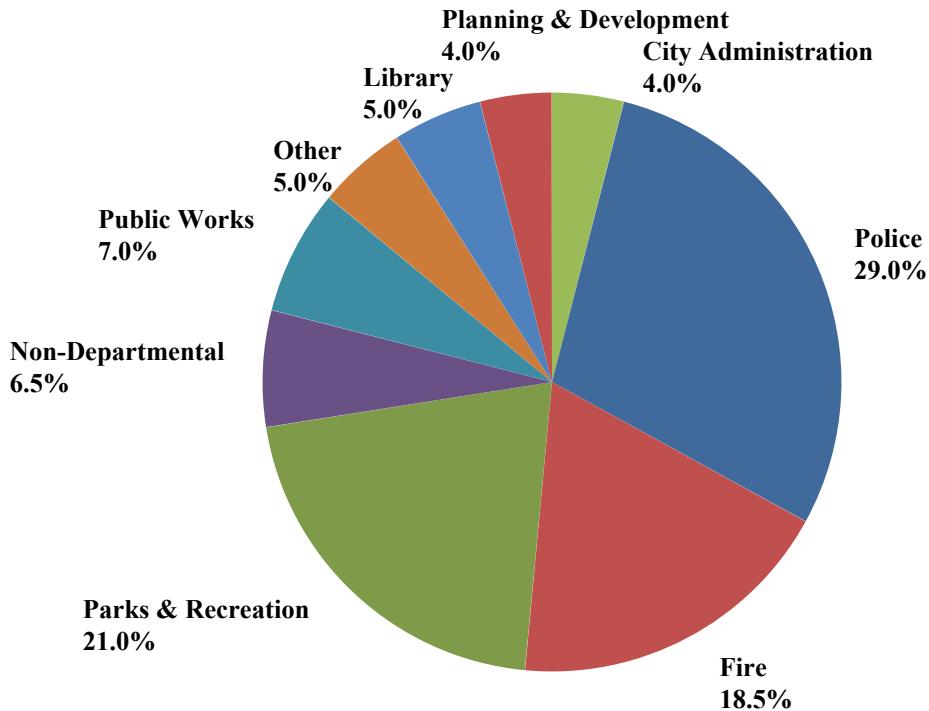
The tables and graphics provided on the following pages provide insight as to budget impacts by Department and by major General Fund category.

General Fund Expenditures by Category



Category	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Personnel	\$94,014,248	\$98,391,031	\$104,211,956	\$111,787,874	7%
Operating	23,288,091	23,267,462	26,074,656	29,024,349	11%
Internal Service	18,845,430	18,066,920	18,313,130	22,297,200	22%
Interfund Transfers	16,982,364	12,080,398	28,706,546	18,472,173	(36)%
Debt Service	787,690	861,910	851,931	2,311,584	171%
Capital	732,430	1,748,110	780,405	736,580	(6)%
Total Operating Budget	\$154,650,253	\$154,415,831	\$178,938,624	\$184,629,760	3%

General Fund Expenditures by Department



Department	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Police	\$45,096,056	\$47,290,564	\$50,129,397	\$53,505,918	7%
Fire	28,442,216	30,480,437	31,289,534	33,798,143	8%
Parks and Recreation	30,362,990	31,311,192	37,206,825	38,813,462	4%
Non-Departmental	14,876,689	9,600,248	21,494,351	11,763,576	(45)%
Public Works (3)	8,331,204	8,257,737	8,492,000	13,090,943	54%
Library	7,871,950	8,000,965	8,416,841	9,525,675	13%
Planning & Develop Svc	6,571,820	6,458,802	7,457,846	7,605,355	2%
City Administration (1)	5,284,139	5,392,105	6,031,486	7,349,054	22%
Finance (2)	2,747,367	2,637,861	2,800,310	2,938,832	5%
Economic Development (2)	1,907,626	1,829,014	2,042,554	2,019,501	(1)%
Human Resources (2)	1,575,860	1,562,180	1,904,855	2,233,506	17%
Public Communications (2)	1,192,686	1,196,256	1,274,555	1,573,275	23%
Public Util. Facility Maint (2)	389,650	398,470	398,070	412,520	4%
Total Operating Budget	\$154,650,253	\$154,415,831	\$178,938,624	\$184,629,760	3%

(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 44.5% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$82.0 million, up from \$72.6 million received in fiscal year 2021/22. This increase will provide an additional \$9.3 million to the General Fund, which is approximately a 13% increase due to growth in taxable property values.

Utility tax revenues represent approximately 10% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be \$17.9 million reflecting a 4% increase from the 2021/22 amended budget. This revenue source has shown stable growth over the past few years, with increases averaging 4% over the prior five fiscal years.

The category of Local Option, Fuel and Other Tax revenues represents approximately 3.5% of total General Fund revenue. This category includes business tax revenues, budgeted at \$2.3 million, and communication services tax revenues budgeted at \$4.1 million for fiscal year 2022/23. Total revenues in this category are estimated at \$6.4 million, reflecting a 6% increase in comparison to the amended 2021/22 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 2022/23 are projected at \$11.0 million, this is a 4% increase from the fiscal year 2021/22 amended budget. This revenue source represents approximately 6% of General Fund revenue.

The Other Permits and Fees revenue category represents approximately 2% of General Fund revenues. The largest source of revenue in this category is building permit revenues. Due to increased construction/building activity, revenues received in the prior fiscal year and received to date in fiscal year 2021/22 have surpassed original budget estimates. Other permits and fees are estimated at \$3.9 million, an increase estimated at 22% over fiscal year 2021/22 amended revenues.

Intergovernmental revenues are received from federal, state, or local governments, and account for \$28.8 million, or 15.5% of General Fund revenue. This category reflects an 18% increase in comparison to the final fiscal year 2021/22 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 2022/23, revenues are projected at \$10.3 million for sales tax; \$4.3 million for state revenue sharing; county fire and EMS revenues are estimated at \$9.6 million; state public safety pension revenues are estimated at \$2.1 million; and Pinellas County library cooperative revenues are projected at \$930,000.

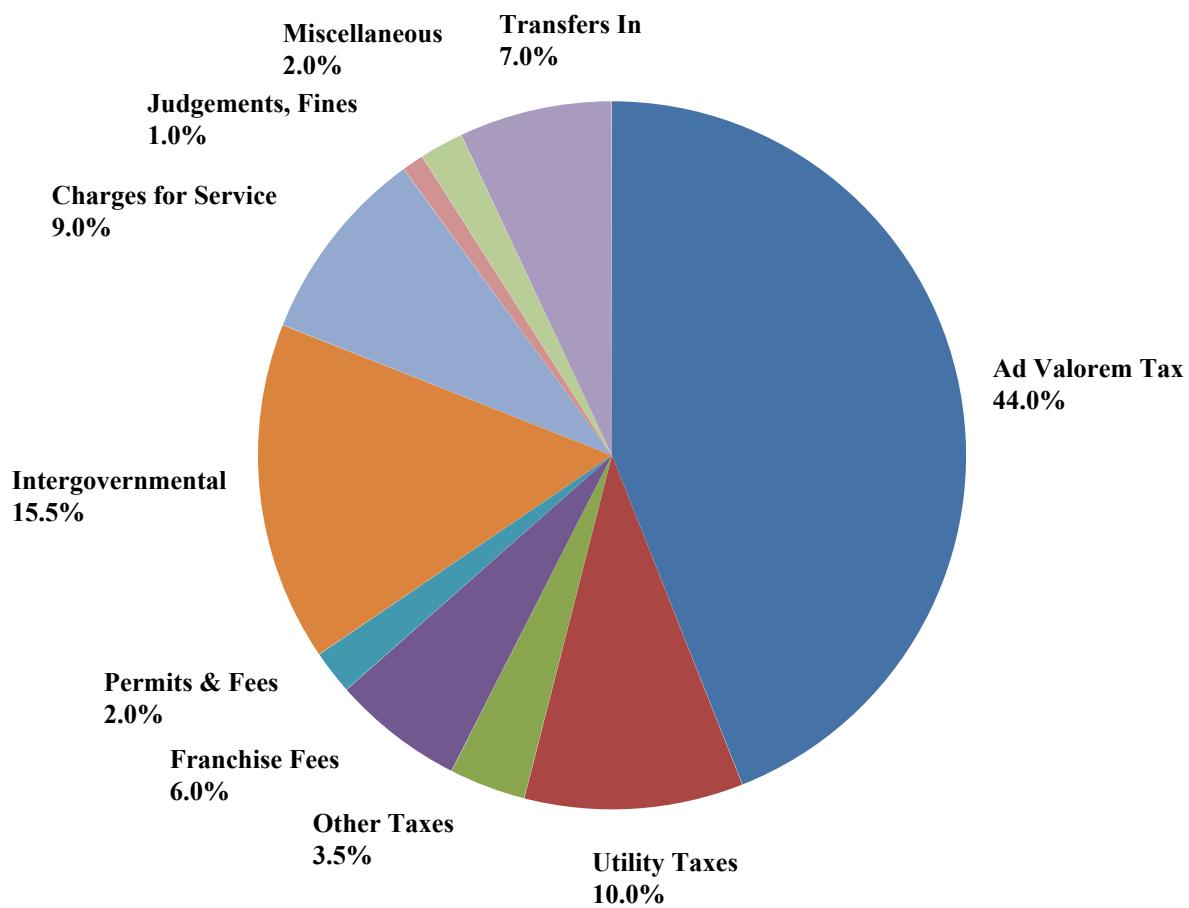
The category of revenue recognizing Charges for City Services accounts for approximately \$17.2 million and represents 9% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning 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 Engineering. This category of revenues budgeted at a 9% increase from the amended fiscal year 2021/22 budget. New in fiscal year 2022/23 is a charge of \$750,000 to the parking fund to allocate parking fees collected at Clearwater Beach to fund a portion the cost of new 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 (CDBG) and the CRA administrative staff.

The combined receipts provided by transfers to the General Fund from other funds are approximately \$12.5 million, representing 7% of total General Fund revenues. These revenue sources reflect a 9% increase from fiscal year 2021/22 amended revenues.

Other smaller General Fund revenue sources include the revenue categories of Judgments, Fines and Forfeits and Miscellaneous revenues. Together, these sources represent approximately 3% of General Fund revenues. Major revenues in the judgements and fines category include the City's portion of court fines which are estimated at \$500,000 and red-light camera fines revenues estimated at \$600,000 for fiscal year 2022/23. In the miscellaneous revenue category, major revenues include an estimate of \$800,000 in interest earnings and \$1.9 million in revenues for rental agreements on Clearwater Beach.

GENERAL FUND REVENUES



Revenue Source	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Ad Valorem Taxes	\$65,233,560	\$69,606,903	\$72,648,340	\$81,964,710	13%
Utility Taxes	16,525,000	17,380,000	17,270,000	17,890,000	4%
Local Opt, Fuel & Other Taxes	6,414,400	6,080,000	6,080,000	6,430,000	6%
Franchise Fees	10,060,000	10,264,770	10,527,550	11,000,000	4%
Other Permits & Fees	2,969,000	3,734,000	3,208,500	3,908,500	22%
Intergovernmental	22,013,853	25,162,103	24,399,380	28,768,720	18%
Charges for Service	14,154,430	15,410,380	15,799,810	17,218,270	9%
Judgments, Fines, & Forfeits	1,424,000	1,624,000	1,429,000	1,439,000	1%
Miscellaneous	4,797,252	2,793,956	2,719,226	3,553,600	31%
Transfers In	12,955,928	12,265,809	11,425,143	12,456,960	9%
Total Annual Revenue	\$156,547,423	\$164,321,921	\$165,506,949	\$184,629,760	12%
Transfer (to) from surplus	(1,897,170)	(9,906,090)	13,431,675	—	
Total Revenues	\$154,650,253	\$154,415,831	\$178,938,624	\$184,629,760	3%

Utility Funds

Fund	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Water & Sewer	\$100,908,316	\$102,289,480	\$110,251,710	\$100,828,010	(9%)
Gas	47,129,939	47,002,907	55,638,915	59,832,340	8%
Solid Waste & Recycling	27,280,342	25,703,731	28,044,120	28,437,980	1%
Stormwater	22,821,964	16,706,320	24,042,640	16,791,710	(30%)
Total	\$198,140,561	\$191,702,438	\$217,977,385	\$205,890,040	(6%)

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of \$100.8 million for fiscal year 2022/23, a 9% decrease from the 2021/22 amended budget primarily due to decreased transfers to the capital improvement fund. Operating revenues are budgeted at \$106.9 million, which will result in a contribution of approximately \$6.1 million to fund reserves. This contribution to reserves, which is estimated to increase fund equity by 5% in fiscal year 2022/23, is planned in the approved rate structure to provide funding for future capital infrastructure needs. The Public Utilities department is staffed with 198.0 FTEs, an increase of two from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

A water and sewer rate study is currently underway. Once completed, this study will go before Council in August/September 2022 to approve a new rate structure for the next five years.

Gas

Estimated Gas Fund expenditures are \$59.8 million for fiscal year 2022/23, which reflects an increase of 8% from the current year amended budget due to increased gas commodity prices and transfers to the capital improvement fund. Operating revenues are budgeted at \$56.0 million for fiscal year 2021/22 which will result in the use of approximately \$3.8 million of fund reserves. This use of reserves, which is estimated to decrease fund equity by 69% in fiscal year 2022/23, is planned in the approved rate structure to provide funding for capital infrastructure needs. The Clearwater Gas department is staffed with 97.0 FTEs, a decrease of 13 from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

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

Solid Waste and Recycling

The Solid Waste and Recycling Fund operating budget is estimated at \$28.4 million for fiscal year 2022/23. This is a 1% increase from the current year's amended budget. Budgeted revenues are estimated at \$30.4 million which will result in an increase of \$1.9 million, or 10% 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 Solid Waste and Recycling operations are staffed with 131.5 FTEs, a decrease of two from fiscal year 2021/22.

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.

Stormwater

Stormwater expenditures are budgeted at \$16.8 million for fiscal year 2022/23, a 30% decrease from the 2021/22 budget due to funding a bond pay off in the current year. Operating revenues are budgeted at \$17.7 million in fiscal year 2022/23 which will result in an increase \$923,130, 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, a decrease of one from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

A stormwater rate study is currently underway. Once completed, this study will go before Council in August/September 2022 to approve a new rate structure for the next five years.

Other Enterprise Funds

Fund	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Marine Fund	\$5,058,860	\$5,269,120	\$6,723,810	\$7,038,640	5%
Airpark Fund	300,987	360,770	333,690	406,990	22%
Harbor Marina Fund	821,500	866,930	909,680	1,003,610	10%
Parking Fund	6,235,079	6,696,343	8,352,932	18,867,130	126%
Total	\$12,416,426	\$13,193,163	\$16,320,112	\$27,316,370	67%

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately \$7.0 million in fiscal 2022/23 a 5% increase from fiscal year 2021/22. Operating revenues are budgeted at \$6.6 million which will result in the use of approximately \$486,730 of fund reserves. This use of reserves, which will reduce fund equity by approximately 13% in fiscal year 2022/23, is planned to provide funding for construction of the Beach Marina Upgrade project planned to break ground in fiscal year 2022/23. Capital projects for the Marine Fund continue to support the needed infrastructure maintenance of the docks, fuel system, and other beach marina facilities, keeping them safe and functional for all users. Marine operations are supported by 18.5 full-time equivalent positions, an increase of 2.9 FTEs from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of \$406,990 for fiscal year 2022/23, a 22% increase from the amended 2021/22 budget. Operating revenues are budgeted at \$382,000, which will result in the use of approximately \$24,990 of fund reserves. This use of reserves, which will reduce fund equity by 3% is planned to provide the City's matching funds for the apron repaving project at the Airpark. The fund is supported by 2.9 full-time equivalent positions, an increase of 0.3 from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is \$1.0 million for fiscal year 2022/23, a 10% increase from the 2021/22 amended budget. Operating revenues are anticipated at \$946,000 which will result in the use of approximately \$57,610 of fund reserves. This use of reserves, which will reduce fund equity by 3% is planned to provide increased funding for the Harbor Marina upgrade project. The fund is supported by 9.1 full-time equivalent positions, an increase of 0.3 from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

Parking

The Parking Fund operating budget for fiscal 2022/23 reflects anticipated expenditures of \$18.9 million, an increase of 126% from the 2021/22 amended budget. Operating revenues are anticipated at \$10.8 million, which will result in the use of approximately \$8.1 million of fund reserves. This use of reserves, which will reduce fund equity by 36%, 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, an increase of 0.2 from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

Internal Service Funds

Fund	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Administrative Services	\$12,765,969	\$13,254,670	\$15,025,984	\$16,069,230	7%
General Services	6,156,156	6,162,380	6,146,260	6,462,980	5%
Garage Fund	20,789,022	18,916,190	17,595,180	19,470,400	11%
Central Insurance Fund	25,590,100	30,470,970	32,285,530	35,752,330	11%
Total	\$65,301,247	\$68,804,210	\$71,052,954	\$77,754,940	9%

Administrative Services Fund

The Administrative Services Fund budget is approximately \$16.1 million in fiscal year 2022/23, an increase of 7% from the 2021/22 amended budget. Revenues from department chargebacks are budgeted at \$16.2 million which will result in an increase \$81,040, 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 80.8 full-time equivalent positions, an increase of three FTEs from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

General Services Fund

The General Services fund budget is approximately \$6.5 million in fiscal year 2022/23, a 5% increase from the 2021/22 amended budget. Operating revenues from department chargebacks are estimated at \$6.5 million. The General Services Fund, which provides building and maintenance services to all city facilities, is supported by 30.3 full-time equivalent positions, a decrease of four FTEs from fiscal year 2021/22. Changes in FTEs are described at the end of this section beginning on page 20.

Garage Fund

The Garage Fund budget is approximately \$19.5 million in fiscal year 2022/23, an 11% increase from the 2020/21 amended budget. Operating revenues from department charges are budgeted at \$19.5 million. Garage Fund operations, which oversee the purchase, replacement, and maintenance of all city vehicles and motorized equipment as well as the operations of radio communications, are supported by 37 full-time equivalent positions, the same level of staffing as the 2021/22 budget.

Central Insurance Fund

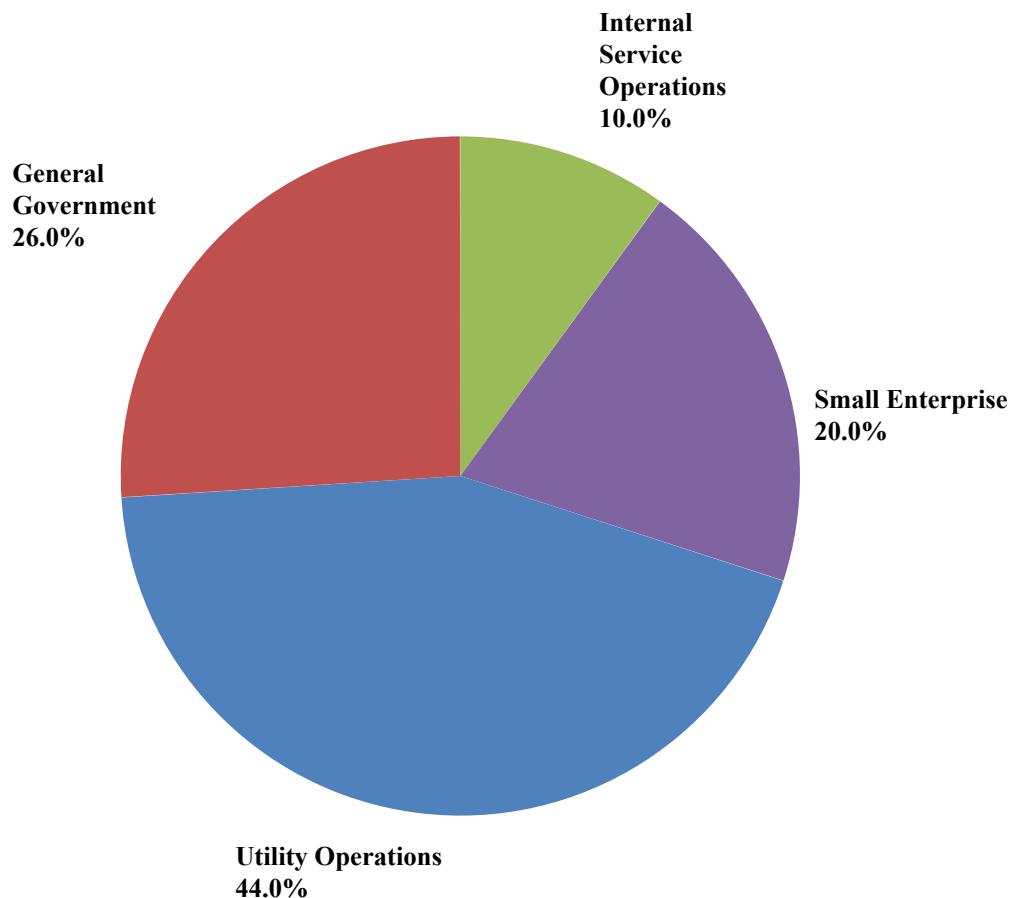
The Central Insurance Fund operating budget includes the programs supporting risk management and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$35.8 million in fiscal year 2022/23, an increase of 11% from the 2021/22 amended budget. Expenditures include \$3.4 million estimated as the employee and retiree portion of medical insurance, this is offset by revenues budgeted from payroll/pension withholding. Operating revenues from department and payroll chargebacks are estimated at \$35.8 million. Departmental costs (chargebacks) for both property/liability insurance and workers compensation are based on actual premiums and claims paid in fiscal year 2020/21. Expenditures budgeted for fiscal year 2022/23 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 2021/22 budget.

Capital Improvement Program

The capital improvement program budget is \$125.5 million for fiscal year 2022/23 and the six-year plan totals \$758.4 million. Of the total projects planned for 2022/23, approximately 44% of the projects, or \$55.8 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 \$32.4 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 \$12.7 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 \$24.6 million are those projects that support the City's parking, airpark, and marine operations.

Capital Improvement Program Expenditures



CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2019/20	Amended 2020/21	Amended 2021/22	Proposed 2022/23	% Change
Utility Operations	53,134,554	54,867,387	67,694,542	55,767,140	(18%)
General Government	32,286,237	107,360,371	40,370,640	32,426,340	(20%)
Internal Service Operations	8,232,300	7,655,322	9,080,980	12,673,700	40%
Small Enterprise	1,314,297	2,196,625	3,813,957	24,645,000	546%
Total	94,967,388	172,079,705	120,960,119	125,512,180	4%

The approved capital improvement program budget for fiscal year 2022/23 is \$125,512,180. This represents an increase of 4% from the 2021/22 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 an 18% decrease from the fiscal year 2021/22 amended budget. Planned Water and Sewer Fund infrastructure projects are budgeted at \$34.7 million in fiscal year 2022/23, a decrease of approximately \$13.6 million from the amended 2021/22 capital budget to better align project funding with planned construction. Projects for the Gas utility are funded at \$13.6 million, an increase of \$2.7 million to fund construction of two sub-aqueous gas mains to Clearwater Beach; Stormwater utility projects are funded at \$7.0 million; and Solid Waste and Recycling utility projects are budgeted at \$450,000.

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 \$32.4 million for fiscal year 2022/23. This is a 20% decrease from the amended 2021/22 budget due to large capital transfers for construction projects made in the current year.

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 2022/23, the budget for citywide fleet vehicle replacement is \$9.0 million, this is an increase of approximately \$5.0 million due to increased prices and the addition of vehicles and equipment to support new FTEs and facilities/programs; projects to support our information technology infrastructure are budgeted at \$2.4 million; funding for General Services and Fleet facilities is \$150,000; and funding for radio communications is \$1.0 million. This reflects an 40% increase from the amended fiscal year 2021/22, primarily due the increased funding for vehicle and equipment purchases and replacements.

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 2022/23 is budgeted at \$24.6 million, a 546% increase from the 2021/22 amended budget. Funding for fiscal year 2022/23 includes routine repair and maintenance projects which total \$150,000 for the Beach Marina Fund, \$75,000 for the Airpark, \$175,000 for the CHM, and \$795,000 for the Parking Fund. For fiscal year 2022/23, the increase in the capital budget is due to funding large construction projects which include \$13.0 million for the Beach Marina upgrade project, and \$10.5 million to fund the construction of a new parking garage in downtown Clearwater.

ANALYSIS OF FTE CHANGES

Proposed 2022/23 Budget

With the start of a new City Manager in fiscal year 2021/22, current operations are being examined with a fresh perspective which has identified opportunities for improvement and new ideas. This proposed budget includes department reorganization, creation of new departments as well as new infrastructure projects being completed and additional programs to support and enhance current levels of service. These changes result in the increase of full time equivalent (FTE) positions in many operating departments. In an effort to smooth the increase, existing positions which have remained vacant for more than one year have been eliminated. The proposed FTE increases have been categorized to identify the purpose for the addition. These categories include:

- **Accountability** - these positions are added to enhance financial, operational, or managerial accountability.
- **Operational Efficiency** - these positions are added in response to new initiatives and/or department reorganizations identified by the City manager.
- **New Capital** - these positions are added to support new infrastructure completed in fiscal year 2022/23 (Imagine Clearwater/Coachman Park, Cleveland Street improvements).
- **Level of Service** - these additional positions are added to provide new or enhanced levels of service to our residents, many based upon requests from the community.

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

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
General Fund				
<u>City Manager's Office</u>		(3.7)	Operational Efficiency	As part of department reorganization, the Sustainability Coordinator, Neighborhoods Manager, and Cultural Arts Coordinator (0.7) are transferring to the new Office of Innovation. The Assistant to the City Manager position is being repurposed to staff a position in the new Public Works Department.
<u>City Audit</u>	1.0		Accountability	<u>Auditor</u> - to increase the department's ability to proactively identify control/risk issues.
<u>City Clerk</u>	1.0		Operational Efficiency	<u>Grant Coordinator</u> - to pursue more grant opportunities. Over time this will become a cost neutral addition by shifting funding sources from city funds to grant funds.
		0.5		The Senior Staff Assistant position in Economic Development is being shared with the City Clerk's office to assist with administrative needs.
<u>Economic Development</u>	1.0		Operational Efficiency	<u>Senior Real Estate Coordinator</u> - to coordinate real estate transactions to be more efficient in disposing, acquiring and managing properties.
		(0.5)		The Senior Staff Assistant position in Economic Development is being shared with the City Clerk's office to assist with administrative needs.

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Engineering</u>	(1.0)	(56.0)	Operational Efficiency	<p>As part of department reorganization to create the Public Works Department, the Engineering department is being dissolved, transferring Civil Engineering (29) and Traffic Operations (21) to the new Public Works Department. The Utilities Engineering functions (6) are transferred to Public Utilities.</p> <p>One Utilities Engineer position is eliminated due to the long term vacancy.</p>
<u>Finance</u>	(2.0)			<p>Two Accounting Technicians are eliminated due to long term vacancy.</p>
<u>Fire Department</u>	1.0		Accountability	<p><u>Payroll Technician</u> - to enhance the department's payroll team to be more efficient to mitigate errors, and ensure resiliency in the complex payroll processing.</p>
<u>Human Resources</u>	1.0		Operational Efficiency	<p><u>Human Resources Manager</u> - to establish a centralized training program that will provide organization-wide learning, such as: communication skills, customer service, computer training, customized training, employee development, supervisor certification program, and leadership development.</p>
	1.0		Operational Efficiency	<p><u>Human Resources Analyst</u> - to be a part of the implementation team for development and implementation of new centralized training programs.</p>
<u>Library</u>	1.0		Level of Service	<p><u>Librarian</u> - to staff an increase of operating hours at the North Greenwood Branch Library by opening Saturdays and an earlier opening on Friday.</p>
	0.5		Level of Service	<p><u>Library Assistant</u> - to staff an increase of operating hours at the North Greenwood Branch Library by opening Saturdays and an earlier opening on Friday.</p>
<u>Office of Innovation</u>	1.0		Operational Efficiency	<p><u>Chief Innovation Officer</u> - this position will oversee this newly established department created to provide a centralized approach to create, implement and maintain innovation in City operations and community engagement.</p>
	1.0		Operational Efficiency	<p><u>Sustainability Specialist</u> - to provide additional resources for more efficient implementation and resiliency as we implement the City's Greenprint plan.</p>

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Office of Innovation (continued)</u>	3.0		Operational Efficiency	<u>Neighborhoods Coordinator</u> (3) - to assist the Neighborhoods Manager in enhancing the connection between city staff and the members of the community.
	2.7		Operational Efficiency	As part of department reorganization, the Sustainability Coordinator, Neighborhoods Manager, and Cultural Arts Coordinator (0.7) are transferring from the City Manager's Office.
<u>Parks and Recreation</u>	4.0		Level of Service	<u>Parks Foreman</u> and <u>Custodial Worker</u> (3) - to create a custodial team which will provide staffing to re-open six closed park restrooms, enhance cleaning of two park restrooms maintained by parks staff, and take over 13 athletic sites currently cleaned by outside contractors.
	4.5		New Capital	<u>Recreation Supervisor</u> and <u>Recreation Leader</u> (3.5) - to create a downtown core programming team responsible for recreation programming at Imagine/Coachman Park, Festival Plaza, and Crest Lake Park.
	14.3		New Capital	<u>Senior Manager</u> , <u>Landscape Manager</u> , <u>Parks Supervisor</u> , <u>Parks Foreman</u> (2), <u>Lead Parks Technician</u> (3), <u>Parks Service Technicians</u> (4.3), and <u>Custodial Worker</u> (2) - to establish the downtown core maintenance team responsible for the landscape maintenance operations for Imagine/Coachman Park, Cleveland Street, Station Square Park, Festival Plaza, and Crest Lake Park.
	(2.0)	(22.0)	Operational Efficiency	As part of departmental reorganization, Streets and Sidewalks (11), Urban Forestry (8), and the Landscape Contracts Team (3) are transferred to the new Public Works Department. A Tradesworker and Accounting Technician are eliminated due to long term vacancy.
<u>Planning and Development</u>	1.0		Accountability	<u>Development Review Planner</u> - to provide needed capacity to meet increasing demands, help the department meet its objectives, and uphold our customer service standards.

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Planning and Development</u> <u>(continued)</u>	1.0		Accountability	<u>Building Plans Examiner</u> - to provide additional staff in response to increased building permit applications which has resulted in inability to meet target review time goals on a regular basis. This will eventually reduce use of outside contract help.
<u>Police</u>	10.0		Level of Service	<u>Police Officer</u> (10) - to properly staff Clearwater Beach in response to increased development and tourism that has outpaced police deployment.
	1.2		Level of Service	<u>Variable Police Aide</u> (1.2) - to provide coverage of the Courtney Campbell Causeway recreation area on the weekends, holidays, and other peak periods to manage parking, ordinance compliance, and prevent overcrowding.
<u>Public Works</u>	1.0		Operational Efficiency	<u>Public Works Director</u> - to oversee the new Public Works Department created to centralize the management of long and short term construction of City infrastructure, right-of-ways, streets/traffic, parking and stormwater.
	6.0		Operational Efficiency	<u>Supervisor, Lead Technician</u> (2), and <u>Senior Technician</u> (3) - to create a Right-of-Way (ROW) Maintenance team to staff the maintenance responsibilities of the majority of the City's ROWs.
		73.0	Operational Efficiency	As part of department reorganization, the Engineering department is being dissolved, transferring Civil Engineering (29) and Traffic Operations (21) to the new Public Works Department. From Parks and Recreation, the functions of Streets and Sidewalks (11), Urban Forestry (8), and the Landscape Contracts Team (3) are transferred to the new Public Works Department. One position from the City Manager's office is being repurposed to fill a new Right-of-Way Manager position.
Total General Fund	50.5	(6.0)		

Utility Funds

Gas Fund (13.0)

Due to long term vacancy, the following positions are eliminated in the Gas System: Administrative Assistant, Payroll Technician, Gas System Specialist (3), and Gas Technicians (8).

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Public Utilities/ Water and Sewer Fund</u>	(4.0)	6.0	Operational Efficiency	As part of departmental reorganization, Utilities Engineering functions (6) have been transferred from the former Engineering Department. Due to long term vacancy, an Industrial Electrician and Water Distribution Operator Trainee (3) have been eliminated.
<u>Stormwater Fund</u>	(1.0)		Operational Efficiency	As part of departmental reorganization, all Stormwater Fund operations are managed by the Public Works Department. One Stormwater Technician is being eliminated due to long term vacancy.
<u>Solid Waste and Recycling Fund</u>	(2.0)			Due to long term vacancy, a Solid Waste Manager and Solid Waste Accounts Coordinator are eliminated.
Total Utility Funds	(20.0)	6.0		

Enterprise Funds

<u>Airpark Fund</u>	0.3	Level of Service	<u>Marina Parking Supervisor</u> (0.3) - is added to provide direct supervision for parking/security staff at Marine and Aviation Facilities (Airpark, Beach Marina, Harbor Marina). This full-time position is allocated to each facility.
<u>Clearwater Harbor Marina Fund</u>	0.3	Level of Service	<u>Marina Parking Supervisor</u> (0.3) - is added to provide direct supervision for parking/security staff at Marine and Aviation Facilities (Airpark, Beach Marina, Harbor Marina). This full-time position is allocated to each facility.
<u>Marine Fund</u>	1.0	Accountability	<u>Assistant Manager</u> - to provide direct oversight and supervision daily and act as a backup to the existing assistant manager to effectively support the daily needs of our team members and customers across three locations with 24-hour operations.
	0.4	Level of Service	<u>Marina Parking Supervisor</u> (0.3) - is added to provide direct supervision for parking/security staff at Marine and Aviation Facilities (Airpark, Beach Marina, Harbor Marina). This full-time position is allocated to each facility.
	1.0	Level of Service	<u>Parking Facility/Security Aide</u> - to provide additional coverage for after hour security at the Beach Marina, to allow for paired patrols, enhanced accountability and a relief factor to provide more consistent security coverage.

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
<u>Marine Fund (continued)</u>	0.5		Level of Service	<u>Marine Facility Operator</u> (0.5) - to upgrade an existing part-time position to full time. The additional hours for this full-time position will provide additional staffing at the Beach Marina fuel dock during peak operational periods over weekends and holidays
<u>Parking Fund</u>	0.2		Level of Service	<u>Parking Attendant</u> (0.2) - to upgrade an existing part-time position to full time. The additional hours for this full-time position is needed to provide additional support at all city owned garages and garage equipment.
Total Enterprise Funds	3.7	0.0		

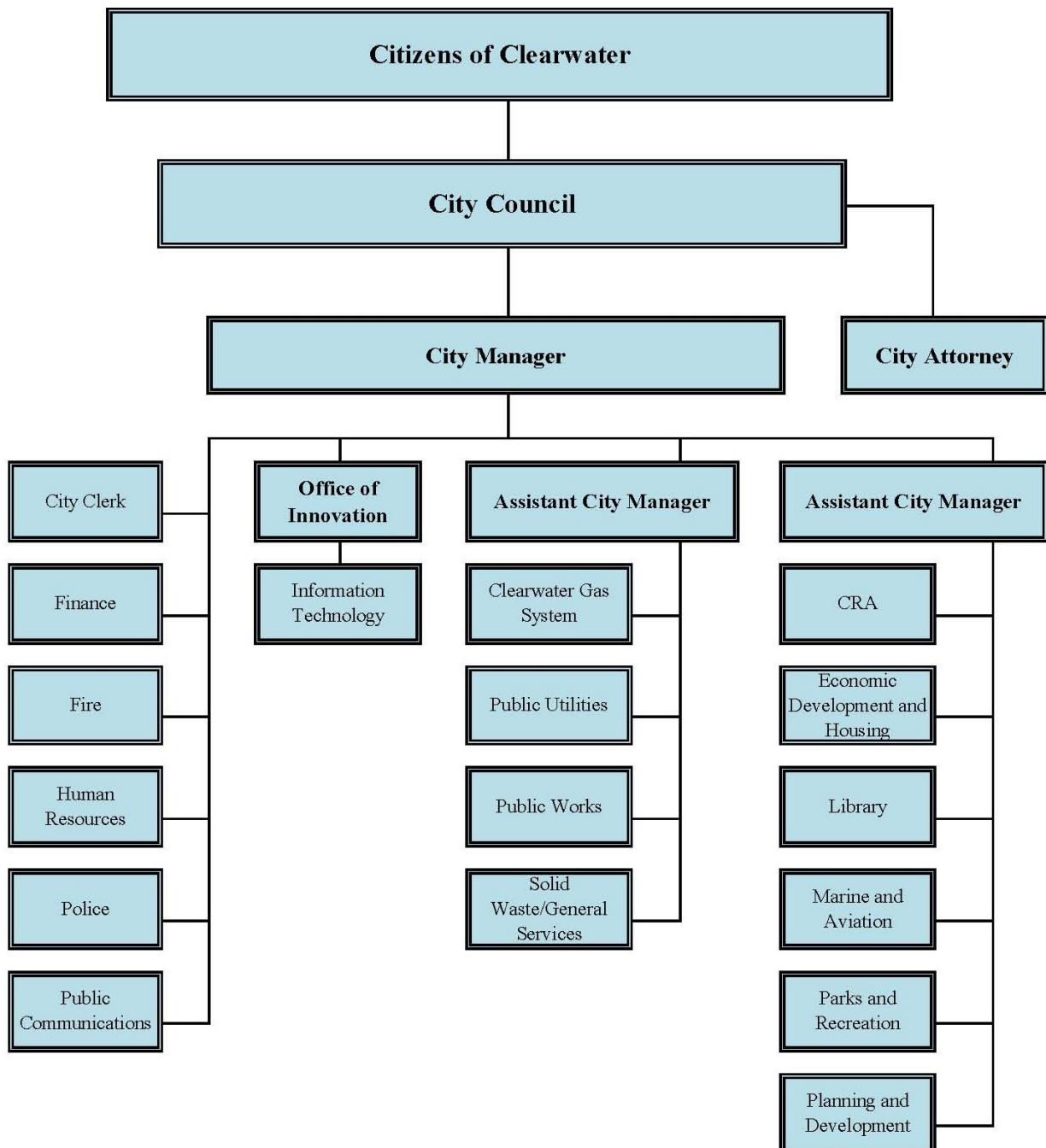
Internal Service Funds

<u>General Services Fund</u>	(4.0)			Due to long term vacancy, the following positions are eliminated in General Services: Skilled Tradesworker, Maintenance Worker, and Licensed Electrician (2).
<u>Administrative Services Fund</u>	1.0		Accountability	<u>Network Analyst</u> - Added in the Information Technology Department to increase the support to computer and network users Citywide as we increase both the number of personnel and system/technology used for service provision.
	2.0		Accountability	<u>Senior Systems Programmer, and Senior Business Systems Analyst</u> - Added in the Information Technology Department to appropriately support increased the number of 'enterprise scale' solutions added over the last several years and recent commitments which have broad reaching impacts to operations, including, training requirements and service level improvements for users and customers.
Total Internal Service Funds	(1.0)	0.0	Operational Efficiency	As part of departmental reorganization, the Utility Customer Service (UCS) department is being dissolved. All functions of UCS will be a division of the Finance Department under the supervision of the Finance Director. As an internal service which supports the four major utilities, all revenues/expenditures will remain as part of the Administrative Services Fund.

Department	Additions and (Deletions)	Transfers Within Departments	New FTE Category	Position Description
Special Program Funds				
<u>Special Program Fund</u>		0.6		Level of Service
Total Special Program Funds	0.6	0.0		
Total All Funds	33.8	0.0		

Recreation Leader (0.6) - this part-time position is added to assist with driving the bus to pick up kids at surrounding school for after school and summer camp and programs held at Ross Norton and North Greenwood Recreation Centers. This position is fully funded by the Juvenile Welfare Board (JWB).

City of Clearwater Organizational Chart





Budget Process Calendar

Fiscal Year 2022/23

Feb – April	City Manager and Assistant City Managers review six-year capital improvement plan, department organization, and proposed program changes with Department Directors
March – May	Departments prepare operating budgets
May 19	City Council Strategic Planning Special Meeting
May 31	Receipt of early “Estimate of Taxable Values” from Pinellas County
May/June	City Manager meetings with Departments to provide final direction and finalize department budgets
July 1	Receipt of Preliminary Taxable Values from Pinellas County (figures used in final budget)
July 18	City Manager presents Preliminary Operating and Capital Improvement Budget to the City Council
July 21	City Council sets preliminary millage rate
August 3	City must provide Pinellas County with preliminary millage rate
September 15	First Public Hearing on Annual Operating and Capital Improvement Budget
September 15	Public Hearing on Penny for Pinellas projects
September 29	Final Public Hearing on Annual Operating and Capital Improvement Budget



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

	2018/19	2019/20	2020/21	2021/22	2022/23					
ASSESSED PROPERTY VALUE:										
Taxable Valuation of Existing Structures	10,834,295,489	11,822,451,293	12,566,888,781	13,338,302,198	14,817,318,657					
Taxable Valuation of New Construction	325,629,958	90,101,411	151,069,991	63,097,520	237,453,296					
Total, Taxable Valuation:	<u>11,159,925,447</u>	<u>11,912,552,704</u>	<u>12,717,958,772</u>	<u>13,401,399,718</u>	<u>15,054,771,953</u>					
Value of a Mill	11,159,925	11,912,553	12,717,959	13,401,400	15,054,772					
Less Estimated Discount	(446,397)	(476,502)	(635,898)	(536,056)	(602,191)					
NET VALUE OF ONE MILL:	10,713,528	11,436,051	12,082,061	12,865,344	14,452,581					
	2018/19	2019/20	2020/21	2021/22	2022/23					
	Mills	Tax Revenue	Mills	Tax Revenue	Mills	Tax Revenue	Mills	Tax Revenue		
TAX LEVY:										
Operating:										
Employees' Pension	0.6962	7,458,920	0.6234	7,129,390	0.8242	9,958,486	0.7695	9,900,437	0.7291	10,536,678
General Operating	4.7993	51,417,717	4.8358	55,302,478	4.6228	55,852,841	4.6779	60,182,352	4.7186	68,195,423
PACT (Ruth Eckerd Hall)	0.0373	400,000	0.0350	400,000	0.0331	400,000	0.0311	400,000	0.0277	400,000
Community Redevelopment	0.1384	1,482,840	0.1771	2,025,240	0.1912	2,309,490	0.1928	2,480,667	0.1960	2,832,613
Total Operating:	5.6713	60,759,477	5.6713	64,857,108	5.6713	68,520,817	5.6713	72,963,456	5.6713	81,964,714
Capital Improvements:										
Road Maint. & Improvements	0.2837	3,039,583	0.2837	3,244,573	0.2837	3,427,855	0.2837	3,650,084	0.2837	4,100,406
GRAND TOTAL:	5.9550	63,799,059	5.9550	68,101,681	5.9550	71,948,672	5.9550	76,613,540	5.9550	86,065,120



GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
UNASSIGNED FUND BALANCE				54,247,789
REVENUES:				
Ad Valorem Taxes	69,613,078	72,648,340	72,648,340	81,964,710
Utility Taxes	17,745,583	17,270,000	17,270,000	17,890,000
Local Option, Fuel & Other Taxes	6,302,197	6,080,000	6,080,000	6,430,000
Franchise Fees	10,355,287	10,527,550	10,527,550	11,000,000
Other Permits and Fees	3,905,334	2,808,500	3,208,500	3,908,500
Intergovernmental Revenues	26,425,915	24,259,680	24,399,380	28,768,720
Charges for Services	15,659,883	15,799,810	15,799,810	17,218,270
Judgments, Fines & Forfeits	1,688,182	1,429,000	1,429,000	1,439,000
Miscellaneous Revenues	2,653,072	2,719,226	2,719,226	3,553,600
Transfers In	12,554,278	11,276,294	11,425,143	12,456,960
Other Financing Sources	—	—	—	—
TOTAL BUDGETED REVENUES	166,902,808	164,818,400	165,506,949	184,629,760
Transfer (to) from Surplus	—	—	13,431,675	—
TOTAL REVENUES	166,902,808	164,818,400	178,938,624	184,629,760
EXPENDITURES:				
City Council	374,162	419,450	419,450	459,136
City Manager's Office	1,152,135	1,485,330	1,485,384	1,032,745
City Attorney's Office	1,756,433	1,826,656	1,966,428	2,549,409
City Audit	149,736	233,752	233,764	372,930
City Clerk	1,035,801	1,307,108	1,307,156	1,274,878
CRA Administration	488,796	504,274	619,304	691,422
Economic Development & Housing	1,737,307	1,992,482	2,042,554	2,019,501
Finance	2,465,472	2,800,130	2,800,310	2,938,832
Fire	30,291,767	30,788,310	31,289,534	33,798,143
Human Resources	1,373,939	1,662,773	1,904,855	2,233,506
Library	7,471,305	8,416,337	8,416,841	9,525,675
Non-Departmental	9,484,128	8,854,656	21,494,351	11,763,576
Office of Innovation	—	—	—	968,534
Parks & Recreation	29,274,680	37,205,403	37,206,825	38,813,462
Planning & Development	6,151,815	7,057,846	7,457,846	7,605,355
Police	45,339,192	50,099,334	50,129,397	53,505,918
Public Communications	1,031,960	1,274,489	1,274,555	1,573,275
Public Utilities - Maintenance Facility	385,898	398,070	398,070	412,520
Public Works (Engineering through FY22)	7,848,751	8,492,000	8,492,000	13,090,943
TOTAL EXPENDITURES	147,813,276	164,818,400	178,938,624	184,629,760
Source/(Use) of Fund Equity				—
ENDING FUND BALANCE				54,247,789

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				114,776,044
REVENUES:				
Charges for Service	97,082,999	97,290,030	97,290,030	103,669,490
Judgments, Fines & Forfeits	350,641	271,000	271,000	271,000
Miscellaneous Revenues	1,492,613	1,010,000	1,010,000	2,939,610
Transfers In	6,469,993	—	—	—
TOTAL BUDGETED REVENUES	105,396,246	98,571,030	98,571,030	106,880,100
Fund Reserves	—	11,680,680	11,680,680	
TOTAL REVENUES	105,396,246	110,251,710	110,251,710	106,880,100
EXPENDITURES:				
Administration	1,580,869	2,036,598	2,036,598	3,137,339
Wastewater Collection	13,321,353	15,789,628	15,789,628	13,624,801
Infrastructure Maintenance	8,658,114	8,503,140	8,503,140	8,225,723
WW Environment Technologies	35,437,741	29,942,959	29,942,959	26,602,163
Laboratory Operations	1,228,585	546,103	546,103	611,067
Industrial Pretreatment	817,190	1,048,590	1,048,590	999,062
Water Distribution	17,751,512	25,566,884	25,566,884	19,485,328
Water Supply	19,467,293	22,115,654	22,115,654	23,124,370
Reclaimed Water	6,125,105	4,702,154	4,702,154	5,018,157
TOTAL EXPENDITURES	104,387,762	110,251,710	110,251,710	100,828,010
Source/(Use) of Fund Equity				6,052,090
ENDING FUND EQUITY (Unrestricted Net Assets)				120,828,134

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				29,596,429
REVENUES:				
Charges for Service	17,067,986	17,019,900	17,019,900	17,340,280
Judgments, Fines & Forfeits	69,771	73,000	73,000	73,000
Miscellaneous Revenues	586,325	281,560	281,560	301,560
Transfers In	898,259	—	—	—
TOTAL BUDGETED REVENUES	18,622,341	17,374,460	17,374,460	17,714,840
Fund Reserves	—	6,668,180	6,668,180	
TOTAL REVENUES	18,622,341	24,042,640	24,042,640	17,714,840
EXPENDITURES:				
Public Works/Stormwater Management	9,181,014	18,331,501	18,331,501	10,773,256
Public Works/Stormwater Maintenance	9,369,245	5,711,139	5,711,139	6,018,454
TOTAL EXPENDITURES	18,550,259	24,042,640	24,042,640	16,791,710
Source/(Use) of Fund Equity				923,130
ENDING FUND EQUITY (Unrestricted Net Assets)				30,519,559

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				5,522,457
REVENUES:				
Charges for Service	41,891,962	48,761,009	55,410,509	55,595,170
Judgments, Fines & Forfeits	84,095	100,000	100,000	100,000
Miscellaneous Revenues	1,170,290	374,691	227,508	321,370
Transfers In	5,917,463	—	660	—
TOTAL BUDGETED REVENUES	49,063,810	49,235,700	55,738,677	56,016,540
Fund Reserves	—	—	—	3,815,800
TOTAL REVENUES	49,063,810	49,235,700	55,738,677	59,832,340
EXPENDITURES:				
Gas Administration & Supply	23,588,919	22,687,939	29,016,904	29,734,623
Pinellas Gas Operations	11,594,806	12,318,997	12,507,780	14,305,023
Pasco Gas Operations	6,157,205	7,514,340	7,514,340	9,115,613
Gas System Marketing & Sales	7,940,485	6,655,694	6,599,891	6,677,081
TOTAL EXPENDITURES	49,281,415	49,176,970	55,638,915	59,832,340
Source/(Use) of Fund Equity				(3,815,800)
ENDING FUND EQUITY (Unrestricted Net Assets)				1,706,657

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				19,543,587
REVENUES:				
Other Permits and Fees	1,471	1,000	1,000	1,000
Charges for Service	25,958,398	26,060,000	26,060,000	26,874,691
Judgments, Fines & Forfeits	95,417	95,000	95,000	95,000
Miscellaneous Revenues	684,880	533,000	533,000	625,000
Transfers In	130,467	—	—	—
Subtotal Solid Waste Revenues	26,870,633	26,689,000	26,689,000	27,595,691
Other Permits and Fees	288	280	280	350
Charges for Service	2,635,911	2,465,000	2,465,000	2,557,274
Judgments, Fines & Forfeits	9,125	8,000	8,000	8,000
Miscellaneous Revenues	390,789	204,000	204,000	220,281
Transfers In	359	—	—	—
Subtotal Recycling Revenues	3,119,704	2,677,280	2,677,280	2,785,905
TOTAL BUDGETED REVENUES	29,990,337	29,366,280	29,366,280	30,381,596
Fund Reserves	—	—	—	—
TOTAL REVENUES	29,990,337	29,366,280	29,366,280	30,381,596
EXPENDITURES:				
Solid Waste Administration	1,051,254	1,050,904	1,050,974	1,362,394
Solid Waste Collection	17,152,849	18,875,621	18,875,351	20,030,254
Solid Waste Transfer	3,201,200	2,368,009	2,368,119	2,467,042
Container Maintenance	1,000,530	993,536	993,626	958,445
Subtotal Solid Waste Expenditures	22,405,833	23,288,070	23,288,070	24,818,135
Recycling-Residential	1,363,410	1,577,182	1,577,272	1,670,431
Recycling-Multi Family	450,245	435,068	434,888	430,139
Recycling-Commercial	1,340,190	2,743,800	2,743,890	1,519,275
Subtotal Recycling Revenues	3,153,845	4,756,050	4,756,050	3,619,845
TOTAL EXPENDITURES	25,559,678	28,044,120	28,044,120	28,437,980
Source/(Use) of Fund Equity				1,943,616
ENDING FUND EQUITY (Unrestricted Net Assets)				21,487,203

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				3,629,504
REVENUES:				
Intergovernmental Revenues				
Charges for Service	5,791,279	5,211,800	6,411,800	6,399,710
Judgments, Fines & Forfeits	700	3,200	3,200	3,200
Miscellaneous Revenues	135,116	136,000	136,000	149,000
Transfers In	50,928	—	—	—
TOTAL BUDGETED REVENUES	5,978,022	5,351,000	6,551,000	6,551,910
Use of Fund Equity	—	372,810	172,810	486,730
TOTAL REVENUES	5,978,022	5,723,810	6,723,810	7,038,640
EXPENDITURES:				
Marina Operations	5,494,464	5,723,810	6,723,810	7,038,640
TOTAL EXPENDITURES	5,494,464	5,723,810	6,723,810	7,038,640
Source/(Use) of Fund Equity				(486,730)
ENDING FUND EQUITY (Unrestricted Net Assets)				3,142,774

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				890,216
REVENUES:				
Intergovernmental Revenues				
Charges for Service	16,812	18,000	18,000	18,000
Miscellaneous Revenues	302,656	332,000	332,000	364,000
Transfers In	957,191	—	—	—
TOTAL BUDGETED REVENUES	1,276,659	350,000	350,000	382,000
Use of Fund Equity	—	—	—	24,990
TOTAL REVENUES	1,276,659	350,000	350,000	406,990
EXPENDITURES:				
Airpark Operations	496,783	333,690	333,690	406,990
TOTAL EXPENDITURES	496,783	333,690	333,690	406,990
Source/(Use) of Fund Equity				(24,990)
ENDING FUND EQUITY (Unrestricted Net Assets)				865,226

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				1,900,687
REVENUES:				
Charges for Service				
	878,237	900,630	900,630	913,500
Judgments, Fines & Forfeits				
	450	1,600	1,600	1,000
Miscellaneous Revenues				
	29,112	26,500	26,500	31,500
Transfers In				
	—	—	—	—
TOTAL BUDGETED REVENUES	907,799	928,730	928,730	946,000
Use of Fund Equity				
	—	—	—	57,610
TOTAL REVENUES	907,799	928,730	928,730	1,003,610
EXPENDITURES:				
Clearwater Harbor Marina Operations				
	1,104,713	909,680	909,680	1,003,610
TOTAL EXPENDITURES	1,104,713	909,680	909,680	1,003,610
Source/(Use) of Fund Equity				
	(57,610)			
ENDING FUND EQUITY (Unrestricted Net Assets)	1,843,077			

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				22,568,128
REVENUES:				
Charges for Service				
	9,773,460	8,600,430	8,600,430	9,561,080
Judgments, Fines & Forfeits				
	941,198	818,650	818,650	990,000
Miscellaneous Revenues				
	140,689	125,000	125,000	200,000
Transfers In				
	31,836	—	102	—
TOTAL BUDGETED REVENUES	10,887,183	9,544,080	9,544,182	10,751,080
Use of Fund Equity				
	—	—	—	8,116,050
TOTAL REVENUES	10,887,183	9,544,080	9,544,182	18,867,130
EXPENDITURES:				
Engineering/Parking System				
	4,989,608	4,671,650	6,171,650	16,472,238
Engineering/Parking Enforcement				
	890,920	980,857	980,857	1,046,022
Fire Dept/Beach Guards Operations				
	1,078,821	1,059,660	1,059,762	1,194,937
Marine & Aviation/Seminole Boat Ramp				
	225,818	140,663	140,663	153,933
TOTAL EXPENDITURES	7,185,167	6,852,830	8,352,932	18,867,130
Source/(Use) of Fund Equity				
	(8,116,050)			
ENDING FUND EQUITY (Unrestricted Net Assets)	14,452,078			

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				11,235,473
Charges for Service	6,097,959	6,046,260	6,046,260	6,368,650
Miscellaneous Revenues	110,604	100,000	100,000	130,000
Transfers In	(35,046)	—	—	—
TOTAL BUDGETED REVENUES	6,173,517	6,146,260	6,146,260	6,498,650
Fund Reserves	—	—	—	—
TOTAL REVENUES	6,173,517	6,146,260	6,146,260	6,498,650
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EXPENDITURES:				
Administration	489,068	468,795	468,795	512,198
Building & Maintenance	4,945,539	5,677,465	5,677,465	5,950,782
TOTAL EXPENDITURES	5,434,607	6,146,260	6,146,260	6,462,980
Source/(Use) of Fund Equity				35,670
ENDING FUND EQUITY (Unrestricted Net Assets)				11,271,143

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				4,910,651
Charges for Service	13,027,598	14,179,530	14,179,530	16,050,270
Miscellaneous Revenues	84,819	75,000	75,000	100,000
Transfers In	7,505	—	204	—
TOTAL BUDGETED REVENUES	13,119,922	14,254,530	14,254,734	16,150,270
Fund Reserves	—	771,250	771,250	
TOTAL REVENUES	13,119,922	15,025,780	15,025,984	16,150,270
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EXPENDITURES:				
Info Tech/Administration	446,533	475,548	475,752	515,877
Info Tech/Network Services	4,427,240	5,243,321	5,243,321	4,854,345
Info Tech/Network Security & Archit.	—	—	—	2,646,074
Info Tech/Software Applications	3,270,860	3,401,594	3,401,594	2,761,577
Info Tech/Telecommunications	831,735	1,807,617	1,807,617	—
Info Tech/Enterprise Systems & Training	—	—	—	1,091,360
Public Comm/Courier	130,863	190,860	190,860	198,577
Finance/Utility Customer Service	3,746,353	3,906,840	3,906,840	4,001,420
TOTAL EXPENDITURES	12,853,584	15,025,780	15,025,984	16,069,230
Source/(Use) of Fund Equity				81,040
ENDING FUND EQUITY (Unrestricted Net Assets)				4,991,691

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				1,696,770
Intergovernmental Revenues	124,990	—	—	—
Charges for Service	14,962,587	16,698,060	16,698,060	18,908,130
Miscellaneous Revenues	878,730	925,000	925,000	625,000
Transfers In	3,829,275	—	—	—
TOTAL BUDGETED REVENUES	19,795,582	17,623,060	17,623,060	19,533,130
Fund Reserves	—			—
TOTAL REVENUES	19,795,582	17,623,060	17,623,060	19,533,130
EXPENDITURES:				
Fleet Maintenance	19,045,785	16,631,707	16,631,707	17,789,189
Radio Communications	1,216,254	963,473	963,473	1,681,211
TOTAL EXPENDITURES	20,262,039	17,595,180	17,595,180	19,470,400
Source/(Use) of Fund Equity				62,730
ENDING FUND EQUITY (Unrestricted Net Assets)				1,759,500

CENTRAL INSURANCE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 20/21	BUDGET FY 21/22	AMENDED BUDGET FY 21/22	MID YEAR APPROVED FY 22/23
FUND EQUITY (Unrestricted Net Assets)				19,956,737
Charges for Service	25,405,330	29,719,086	29,719,086	35,413,700
Miscellaneous Revenues	1,317,272	300,000	300,000	340,000
Transfers In	92,279	—	—	—
TOTAL BUDGETED REVENUES	26,814,881	30,019,086	30,019,086	35,753,700
Fund Reserves	—	2,266,444	2,266,444	
TOTAL REVENUES	26,814,881	32,285,530	32,285,530	35,753,700
EXPENDITURES:				
Finance/Risk Management	355,433	417,216	417,234	438,663
Human Resources/Employee Benefits	285,280	439,346	439,346	414,160
Human Resources/Employee Health Center	1,660,826	1,721,400	1,721,400	1,731,900
Non-Departmental	28,613,013	29,707,568	29,707,550	33,167,607
TOTAL EXPENDITURES	30,914,552	32,285,530	32,285,530	35,752,330
Source/(Use) of Fund Equity				1,370
ENDING FUND EQUITY (Unrestricted Net Assets)				19,958,107

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Inc/(Dec) Over FY 21/22
	Amended	Amended	Amended	Proposed	
	FTEs	FTEs	FTEs	FTEs	Amended
<u>GENERAL FUND</u>					
City Council	1.0	1.0	1.0	1.0	
City Manager's Office	7.5	7.5	8.5	4.8	(3.7)
City Attorney's Office	11.5	11.5	11.5	11.5	
City Audit	2.0	2.0	2.0	3.0	1.0
CRA Administration	4.5	4.5	6.5	6.5	
City Clerk	8.0	8.0	8.0	9.5	
Economic Development & Housing					
Economic Development	5.5	5.5	5.5	5.8	0.3
Housing Services	5.5	5.5	6.5	6.7	0.2
Economic Development & Housing	11.0	11.0	12.0	12.5	0.5
Finance:					
Finance	26.5	26.5	26.5	23.5	(3.0)
Office of Management & Budget	3.0	3.0	3.0	4.0	1.0
Finance Department	29.5	29.5	29.5	27.5	(2.0)
Fire					
Administration	7.3	7.3	7.3	8.0	0.7
Support Services	2.7	2.7	2.7	3.0	0.3
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	105.0	105.0	99.0	99.0	
Emergency Medical Services	80.0	80.0	86.0	86.0	
Fire Department	204.0	204.0	204.0	205.0	1.0
Human Resources					
Administration	3.0	3.0	3.2	3.2	
Acquisition, Development & HRIS	5.7	5.7	6.0	8.0	2.0
Employee Relations & Benefits	2.0	2.0	2.0	2.0	
Diversity and Equity Services	2.0	2.0	2.0	2.0	
Human Resources	12.7	12.7	13.2	15.2	2.0
Library					
Centralized Library Services	14.0	14.0	14.0	14.0	
Main Library	33.9	33.2	33.1	33.1	
Countryside Branch Library	15.0	14.9	14.9	14.9	
East Branch Library	15.9	15.9	15.8	15.8	
North Greenwood Branch Library	3.1	3.5	3.5	5.0	1.5
Beach Branch Library	2.1	2.1	2.0	2.0	
Library	84.0	83.6	83.3	84.8	1.5
Office of Innovation	0.0	0.0	0.0	7.7	7.7
Parks & Recreation					
Administration	28.5	28.5	28.5	23.6	(4.9)
Recreation Programming	84.8	84.3	84.3	90.4	6.1
Parks & Beautification	100.4	103.4	105.4	114.0	8.6

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

	FY 19/20 Amended	FY 20/21 Amended	FY 21/22 Amended	FY 22/23 Proposed	Inc/(Dec) Over FY 21/22
Department	FTEs	FTEs	FTEs	FTEs	Amended
Parks & Recreation (continued)					
Streets & Sidewalks	11.0	11.0	11.0	—	(11.0)
Pier 60 Operations	8.2	8.2	8.2	8.2	
Parks & Recreation	232.9	235.4	237.4	236.2	(1.2)
Planning and Development					
Planning	15.6	15.6	14.8	14.6	(0.2)
Construction Services	27.4	27.4	28.1	30.2	2.1
Code Compliance	15.0	15.0	18.1	18.2	0.1
Planning & Development	58.0	58.0	61.0	63.0	2.0
Police					
Office of the Chief	8.0	7.0	7.0	8.0	1.0
Criminal Investigations	63.3	57.0	55.0	55.0	
Patrol	205.9	207.9	209.9	221.1	11.2
Support Services	48.2	53.5	54.5	53.5	(1.0)
Communications	41.6	42.6	41.6	41.6	
Police	367.0	368.0	368.0	379.2	11.2
Public Communications	11.0	11.0	11.0	11.0	
Public Works					
Public Works Administration	—	—	—	1.0	1.0
Right-of-Way Maintenance	—	—	—	18.0	18.0
Streets and Sidewalks	—	—	—	11.0	11.0
Civil Engineering	36.0	36.0	36.0	29.0	(7.0)
Traffic Operations	21.0	21.0	21.0	21.0	
Public Works	57.0	57.0	57.0	80.0	23.0
TOTAL, GENERAL FUND	1,101.6	1,104.7	1,113.9	1,158.4	44.5
<u>UTILITY FUNDS</u>					
Gas System					
Administration & Supply	11.8	11.8	13.8	11.0	(2.8)
Pinellas Gas Operations	54.9	54.9	55.9	49.9	(6.0)
Pasco Gas Operations	32.0	32.0	29.0	25.0	(4.0)
Gas Marketing & Pinellas Sales	11.3	11.3	11.3	11.1	(0.2)
Total Gas Fund	110.0	110.0	110.0	97.0	(13.0)
Public Utilities					
Public Utilities Administration	11.0	11.0	17.0	22.0	5.0
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	33.0	33.0	32.0	(1.0)
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	9.0	9.0	3.0	3.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	38.0	38.0	37.0	(1.0)
Water Supply	19.0	19.0	19.0	20.0	1.0
Reclaimed Water	17.0	17.0	17.0	15.0	(2.0)
Total Water & Sewer Fund	196.0	196.0	196.0	198.0	2.0

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Inc/(Dec) Over
	Amended	Amended	Amended	Proposed	FY 21/22
	FTEs	FTEs	FTEs	FTEs	Amended
Stormwater					
Public Works					
Stormwater Maintenance	42.0	42.0	42.0	41.0	(1.0)
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	52.0	52.0	52.0	51.0	(1.0)
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	6.7	
Solid Waste Collection	84.8	84.8	85.8	83.8	(2.0)
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	9.0	9.0	9.0	9.0	
Recycling					
Residential	10.0	10.0	9.0	9.0	
Multi-Family	3.0	3.0	3.0	3.0	
Commercial	9.0	9.0	9.0	9.0	
Total Solid Waste and Recycling Fund	133.5	133.5	133.5	131.5	(2.0)
TOTAL, UTILITY FUNDS	491.5	491.5	491.5	477.5	(14.0)

OTHER ENTERPRISE FUNDS

Parking					
Public Works					
Parking System	18.9	15.7	15.7	14.9	(0.8)
Parking Enforcement	9.0	12.0	12.0	13.0	1.0
Fire Department					
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	45.6	45.4	45.4	45.6	0.2
Marine Fund	18.9	15.6	15.6	18.5	2.9
Airpark Fund	1.6	2.6	2.6	2.9	0.3
Clearwater Harbor Marina Fund	6.5	8.8	8.8	9.1	0.3
TOTAL, OTHER ENTERPRISE	72.6	72.4	72.4	76.1	3.7

INTERNAL SERVICES FUNDS

Central Insurance Fund					
Finance					
Risk Management	3.0	3.0	3.0	3.0	
Human Resources					
Employee Benefits	3.5	4.0	3.5	3.5	
Total Central Insurance Fund	6.5	7.0	6.5	6.5	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 19/20	FY 20/21	FY 21/22	FY 22/23	Inc/(Dec) Over FY 21/22
	Amended	Amended	Amended	Proposed	
	FTEs	FTEs	FTEs	FTEs	Amended
General Services					
Administration	6.3	6.3	6.3	6.3	
Building & Maintenance	28.0	28.0	28.0	24.0	(4.0)
Total General Services Fund	34.3	34.3	34.3	30.3	(4.0)
Garage (Fleet Operations)					
Fleet Maintenance	35.0	35.0	35.0	35.0	
Radio Communications	2.0	2.0	2.0	2.0	
Total Garage Fund	37.0	37.0	37.0	37.0	
Administrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Operations & Security	15.0	15.0	15.0	18.0	3.0
Software Programming & Systems	16.0	16.0	16.0	16.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Finance					
Utility Customer Service	43.0	43.0	43.0	43.0	
Total Administrative Services Fund	77.8	77.8	77.8	80.8	3.0
TOTAL, INTERNAL SERVICES	155.6	156.1	155.6	154.6	(1.0)
<u>SPECIAL PROGRAM FUND</u>					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
School Resource Officers	5.8	5.8	5.8	5.8	
JWB Youth Programs	7.0	7.0	7.0	7.6	0.6
Special Events	1.0	1.0	1.0	1.0	
TOTAL, SPECIAL PROGRAM	15.3	15.3	15.3	15.9	0.6
TOTAL, ALL FUNDS	1,836.6	1,840.0	1,848.7	1,882.5	33.8

City Council

Department Objective

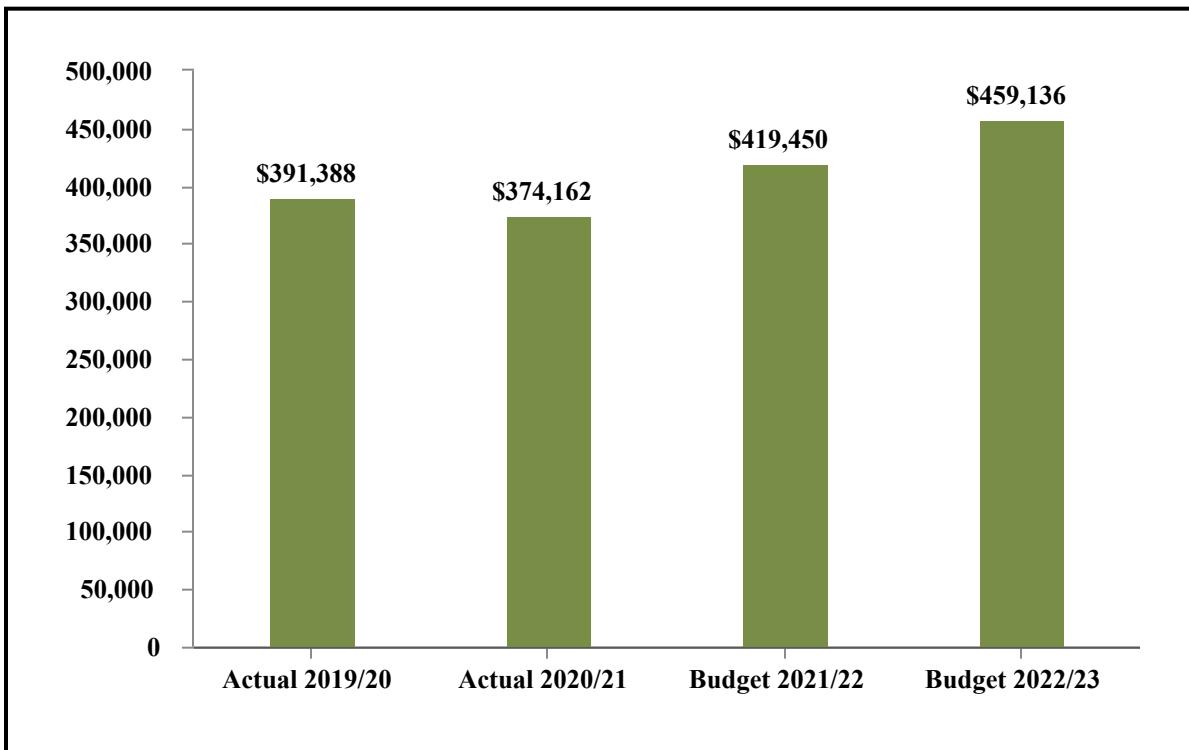
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Council members, who each serve four-year terms. The City Council is the legislative and policy-making body of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

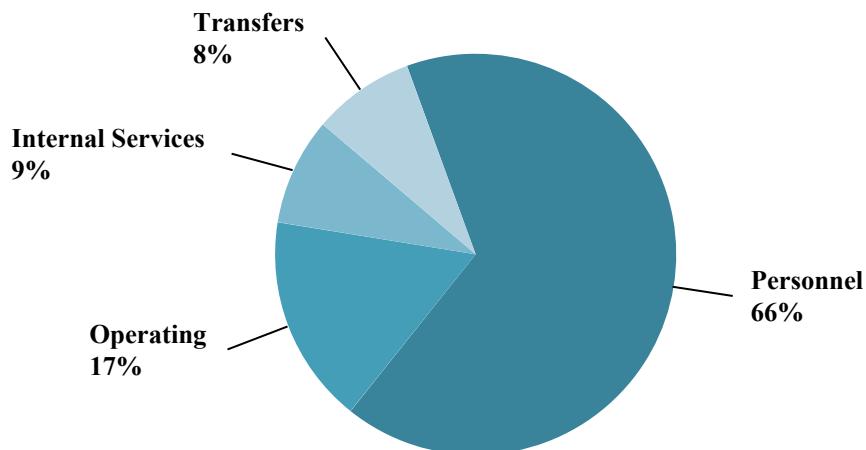
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	263,724	253,264	269,630	301,256	12 %
Operating	48,580	45,898	75,560	76,560	1 %
Internal Services	41,704	37,621	36,880	43,940	19 %
Transfers	37,380	37,380	37,380	37,380	— %
Total City Council Office	391,388	374,162	419,450	459,136	9 %
Total City Council Office FTEs	1.0	1.0	1.0	1.0	0.0

Total Department Summary



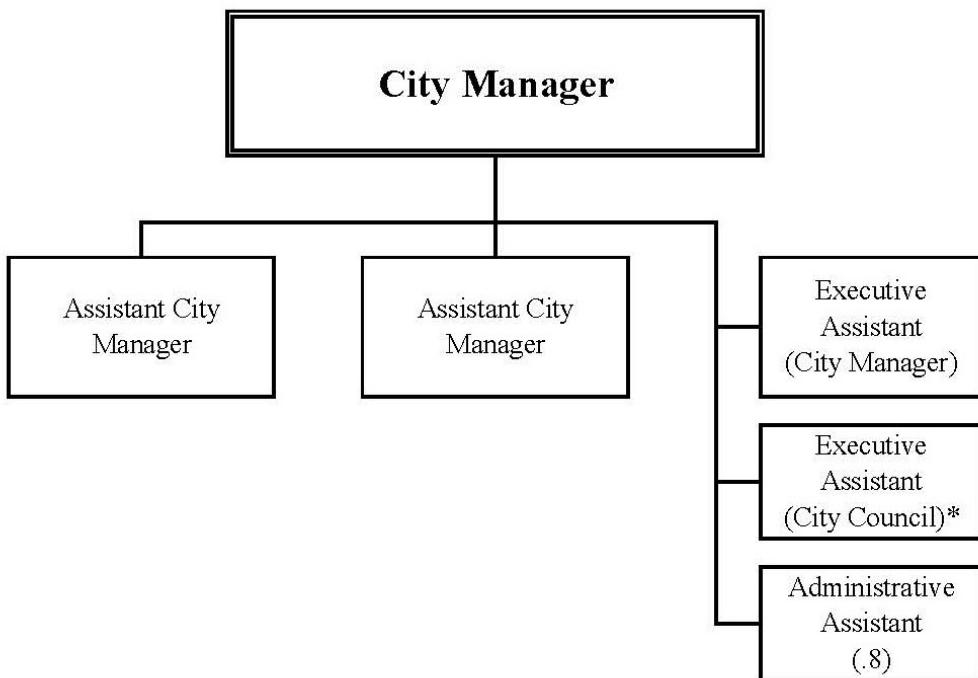
Fiscal Year 2022/23 Budget by Category



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 5.9% 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 2022/23 totaling \$30,570. Funding is included for memberships for the US Conference of Mayors, Florida League of Mayors, Amplify Clearwater, Florida League of Cities, Tampa Bay Regional Planning Council, as well as other ancillary memberships. This is the same level of funding as the current year.
- ◆ Council member travel is budgeted at \$15,960, the same level of funding as the 2021/22 budget.
- ◆ The budget for internal services includes charges for information technology, telecommunications, benefits, and risk management. This reflects an 19% increase from fiscal year 2021/22 due to increased cost for technology.
- ◆ Interfund transfers total \$37,380 in fiscal year 2022/23. 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 9% increase from the fiscal year 2021/22 budget.

City Manager's Office



City Manager's Office – 4.8 FTEs

***City Council – 1.0**

City Manager's Office

Department Objective

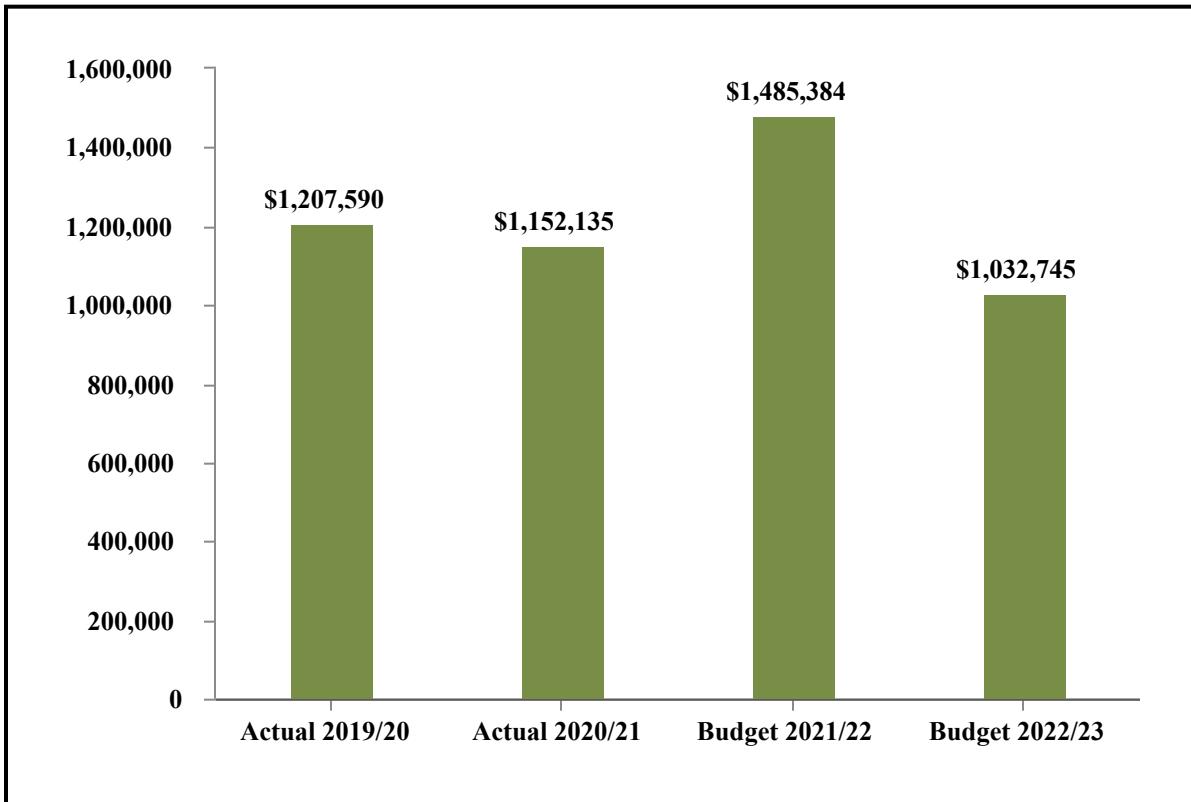
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic direction to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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

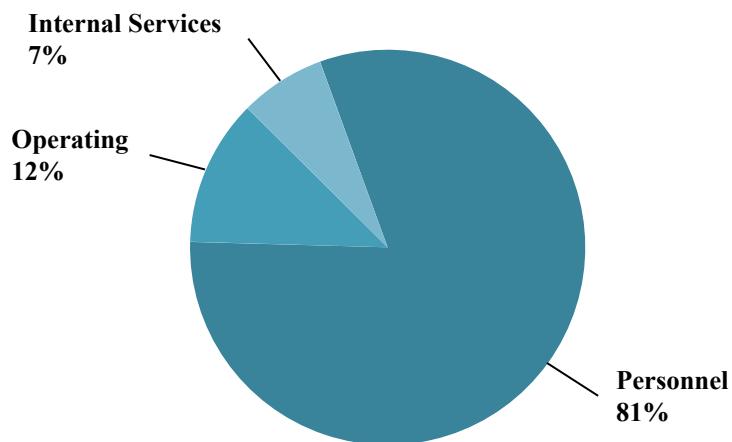
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	1,046,026	1,030,856	1,078,310	837,825	(22) %
Operating	121,250	75,136	230,814	120,370	(48) %
Internal Services	38,815	44,642	59,760	73,050	22 %
Interfund Transfer	1,500	1,500	116,500	1,500	(99) %
Total City Manager's Office	1,207,590	1,152,135	1,485,384	1,032,745	(30)%
Total City Manager's Office FTEs		7.5	7.5	8.5	4.8
					(3.7)

Total Department Summary



Fiscal Year 2022/23 Budget by Category

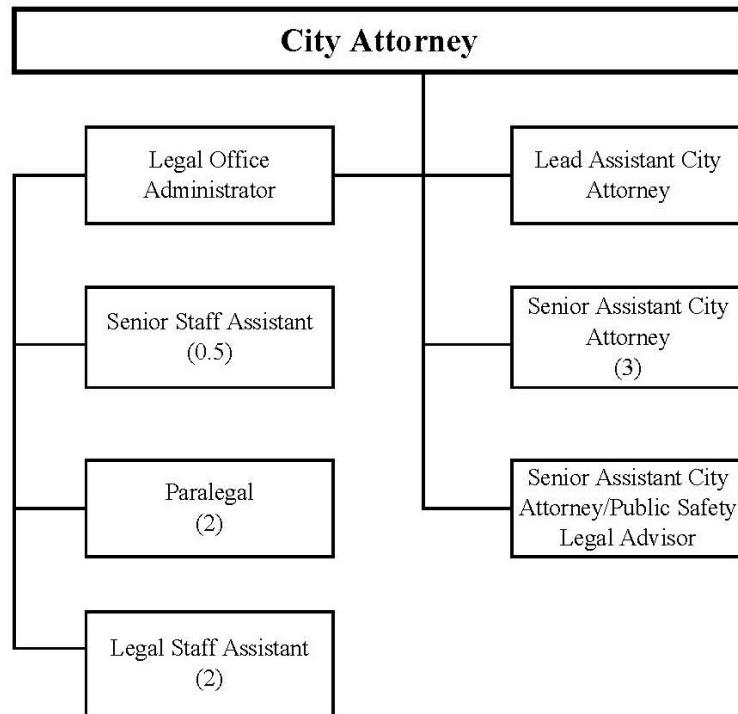


Budget Highlights

- ◆ The City Manager's Office is supported by 4.8 full time equivalent positions. Changes to FTEs in fiscal year 2022/23, include transferring the Sustainability Coordinator, Neighborhoods Manager, and Cultural Affairs Coordinator (0.7 FTE) to the new Office of Innovation; and the Assistant to the City Manager position is being eliminated to repurpose the FTE for a position in the new Public Works Department..
- ◆ 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 2021/22.
- ◆ Internal service charges reflect a 22% increase from fiscal year 2021/22 due to increases in support for technology.
- ◆ 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 30% decrease from the 2021/22 budget due to transferring the positions and all related expenditures for the sustainability and arts programs to the new Office of Innovation.



City Attorney's Office



City Attorney's Office – 11.5 FTEs

City Attorney's Office

Department Objective

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

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

Summary of Service Provided

City Attorney's Office

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

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

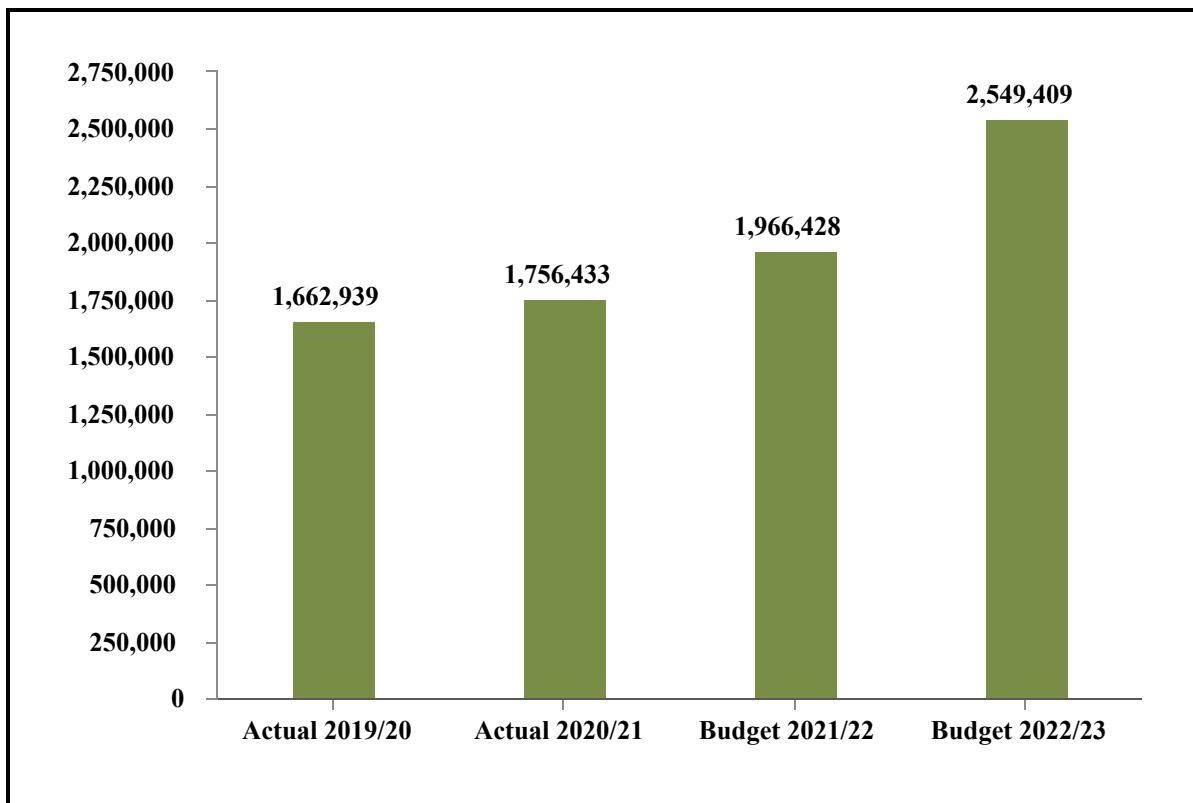
Legislation – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

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

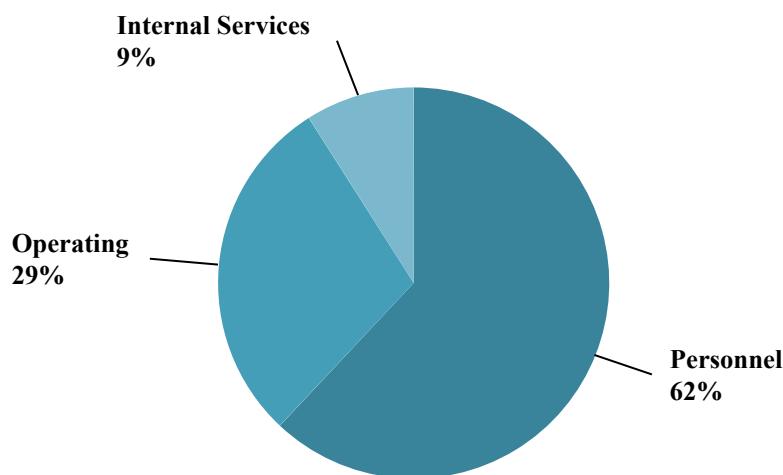
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	1,446,216	1,535,363	1,572,346	1,587,789	1 %
Operating	145,501	148,938	309,722	742,190	140 %
Internal Services	66,987	68,957	80,360	218,430	172 %
Capital	4,235	3,174	4,000	1,000	-75 %
Total City Attorney's Office	1,662,939	1,756,433	1,966,428	2,549,409	30 %
Total City Attorney's FTEs	11.5	11.5	11.5	11.5	0.0

Total Department Summary



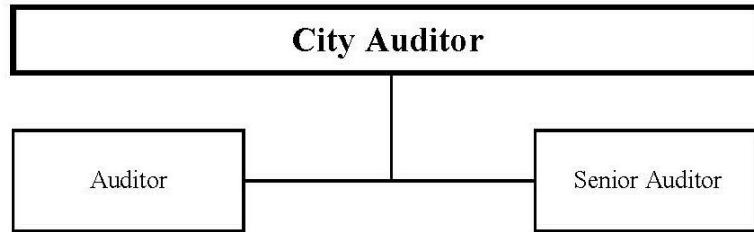
Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The City Attorney's Office is supported by 11.5 full time equivalent positions, the same level of staffing as the 2021/22 budget.
- ◆ Other operating expenditures include \$657,500 for city-wide outside legal services, which represents a 202% increase in funding from the 2021/22 budget due to inclusion of all contracts in the Attorney's Office instead of user departments.
- ◆ Capital expenditures represent funding for books and publications of \$1,000; this is a \$3,000 decrease from the 2021/22 budget.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects a 30% increase from the 2021/22 budget.
- ◆ Internal Service expenditures reflect an increase of 172% due to the cost of legal software upgrade/conversion planned for fiscal year 2022/23.

City Audit



City Audit – 3.0 FTEs

City Audit

Department Objective

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

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

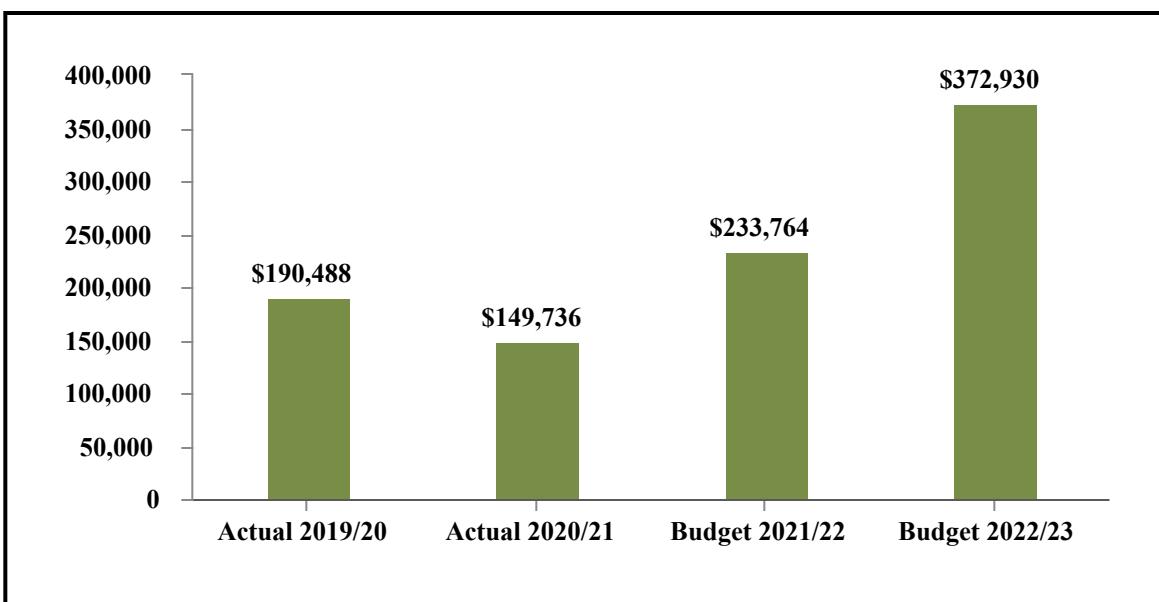
- Processes are properly designed, meet program objectives, and consider risks
- Effectiveness of internal controls for managing risks
- Management accountability over control activities and responses to risks

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

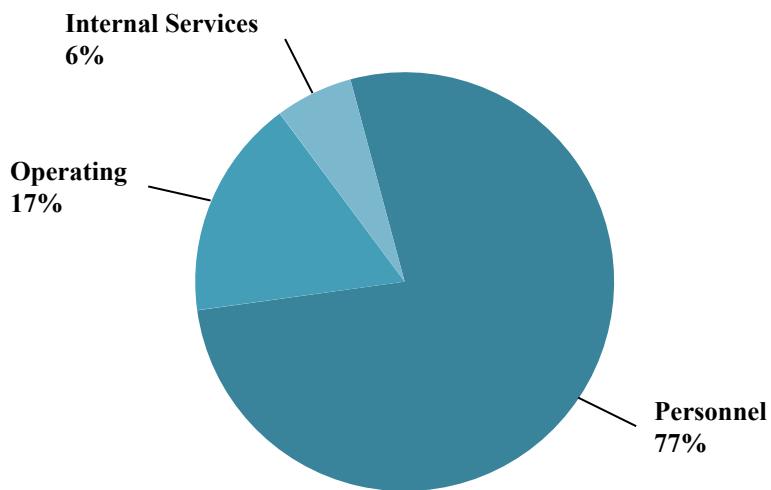
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	169,181	113,770	203,737	286,260	41 %
Operating	3,325	18,492	11,167	64,960	482 %
Internal Services	17,982	17,474	18,860	21,710	15 %
Total City Audit Office	190,488	149,736	233,764	372,930	60 %
Total City Audit Office FTEs	2.0	2.0	2.0	3.0	1.0

Total Department Summary



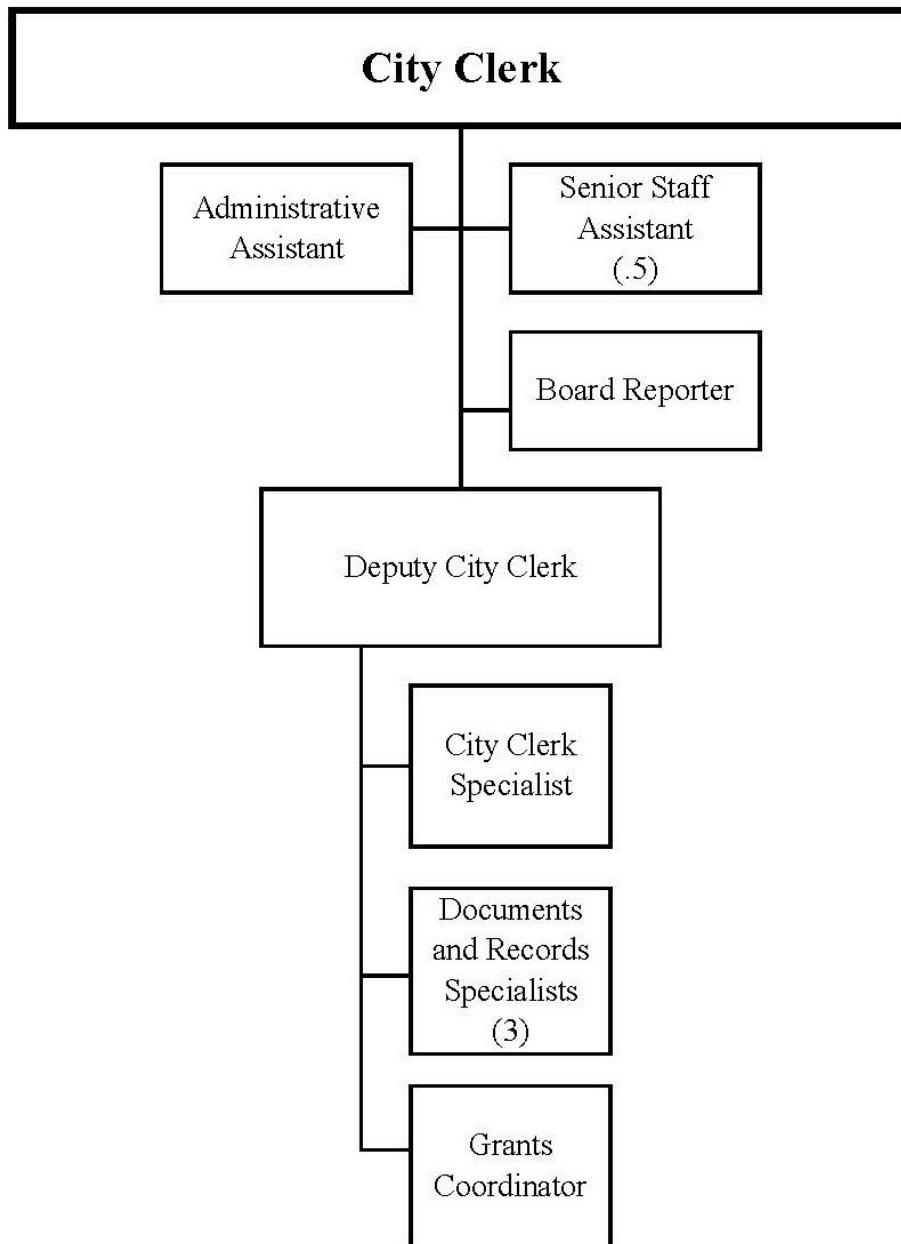
Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The City Auditor's Office is supported by three full time equivalent positions, an increase of one FTE from the 2021/22 budget to add an Auditor.
- ◆ There have been no other significant changes in the City Auditor's Office. The budget for this department reflects an increase of 60% in comparison to the 2021/22 budget.
- ◆ Operating expenses reflect an increase of 482% from fiscal year 2021/22 to fund the purchase of audit monitoring and data analytics software.

City Clerk



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

Summary of Services Provided

Official Proceedings Management

Processes items presented to the City Council for official action and follow-up. Prepares a written summary of official proceedings and actions taken by the City Council and board members. Provides staff and resources to prepare required ads for publication and notification to property owners of possible changes concerning their property. Ordinances and resolutions are distributed under this function.

Records Management

Coordinates retention and destruction of official records. This function includes maintenance of the City Code and distribution of supplements. Part of this program is to provide information to other departments, citizens, etc. by searching through city records. An integrated document management system captures official city documents, minutes and agendas in an electronic format for citywide access, establishes workflow for processing the agenda electronically, and facilitates research of information.

Property Assessments, Code Enforcements and Liens

Assesses property owners for improvements, tracks code enforcement fines, payments and files liens.

Elections

Establishes the election schedule for municipal elections, and coordinates election activities with the supervisor of elections. In addition, handles two employee elections, for the Pension Advisory Committee and Civil Service Board.

Legislative/Lobbyist

Coordinates the City's legislative priorities and appropriation requests with federal and state lobbyists and tracks proposed legislation through both House and Senate. Also provides staff and resources to coordinate the city's priorities and serve as liaison with lobbyists, Florida League of Cities, and legislators.

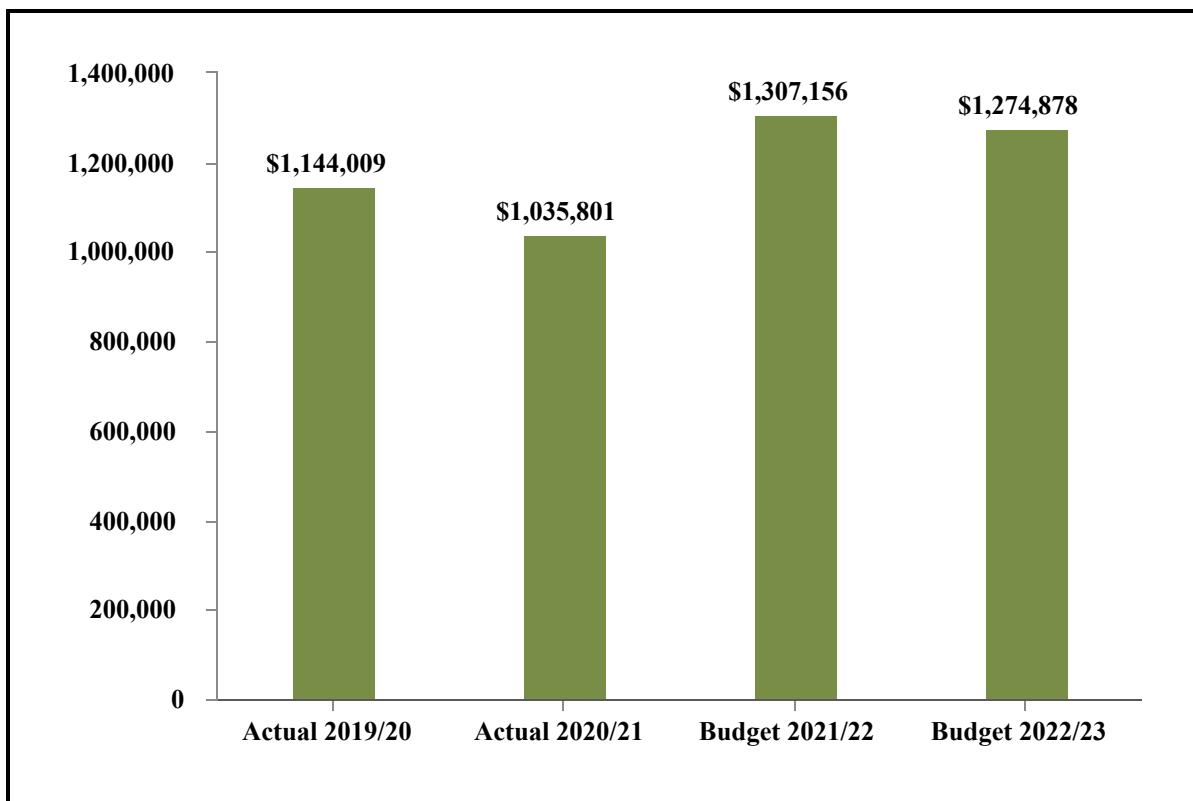
Grant Writing

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

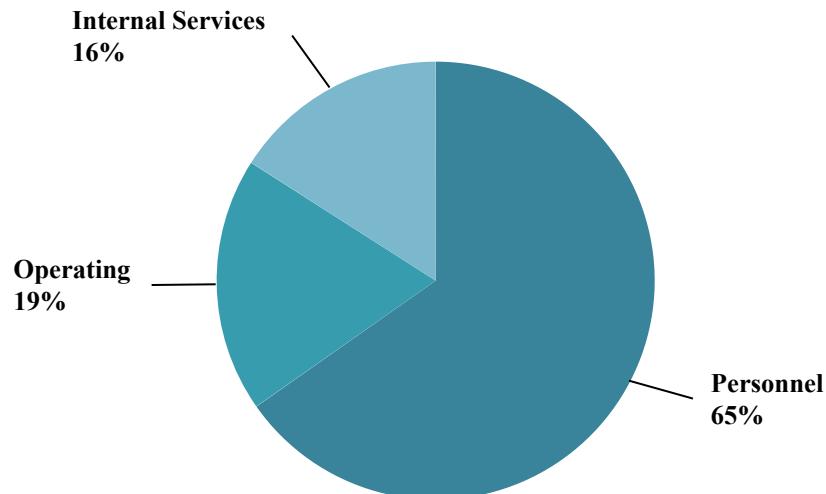
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	634,964	623,768	650,768	836,368	29 %
Operating	316,831	242,708	470,488	237,400	(50) %
Internal Services	192,214	169,326	185,900	201,110	8 %
Total City Clerk	1,144,009	1,035,801	1,307,156	1,274,878	(2)%
Total City Clerk FTEs	8.0	8.0	8.0	9.5	1.5

Total Department Summary

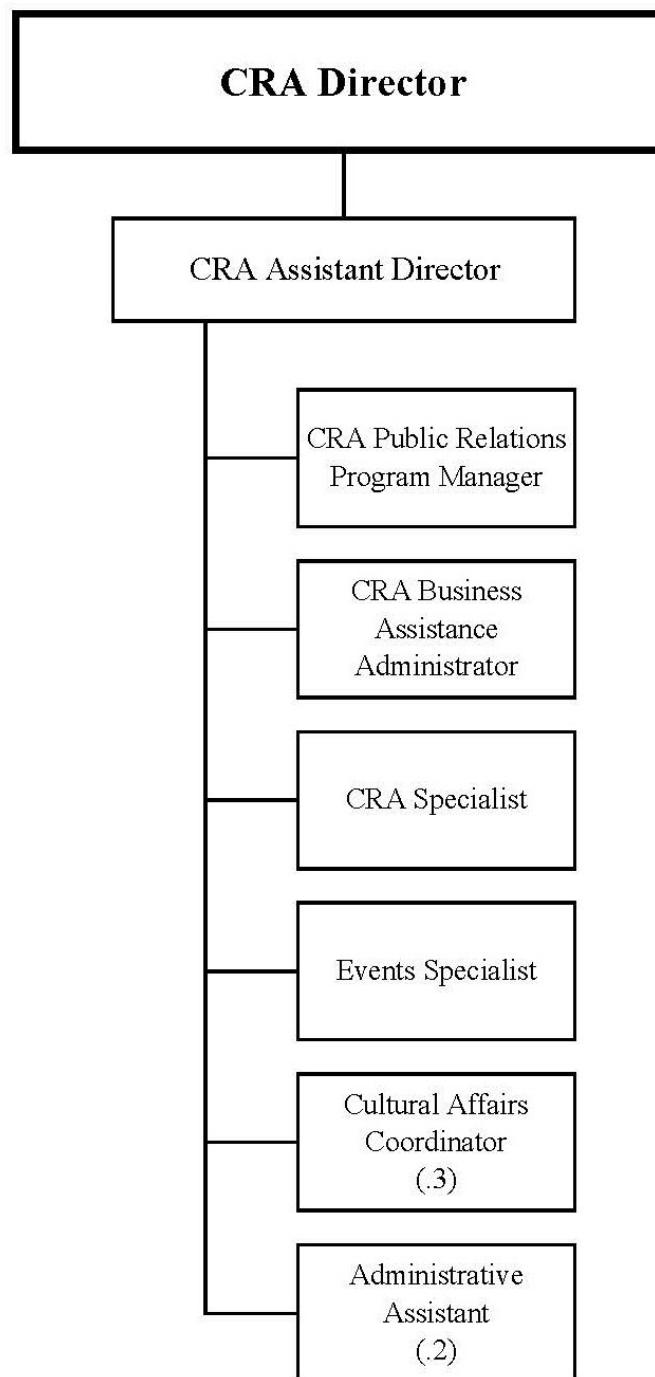


Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The City Clerk department is supported by 9.5 full time equivalent positions, an increase of 1.5 FTEs from the 2021/22 budget. For fiscal year 2022/23, a Grant Coordinator and Sr. Staff Assistant (0.5 FTE shared with Economic Development) are being added.
- ◆ Other operating costs include funding for the supervisor of elections (SOE) to administer the election process for scheduled elections and/or referendums in fiscal year 2022/23. For fiscal year 2022/23, funding for state and federal lobby contracts have been moved from the City Clerk to the City Attorney's Office, resulting in a 50% decrease in operating costs in comparison to fiscal year 2021/22.
- ◆ There have been no other significant changes. The total budget for City Clerk reflects a 2% decrease from fiscal year 2021/22.



CRA Administration – 6.5 FTEs

Department Objective

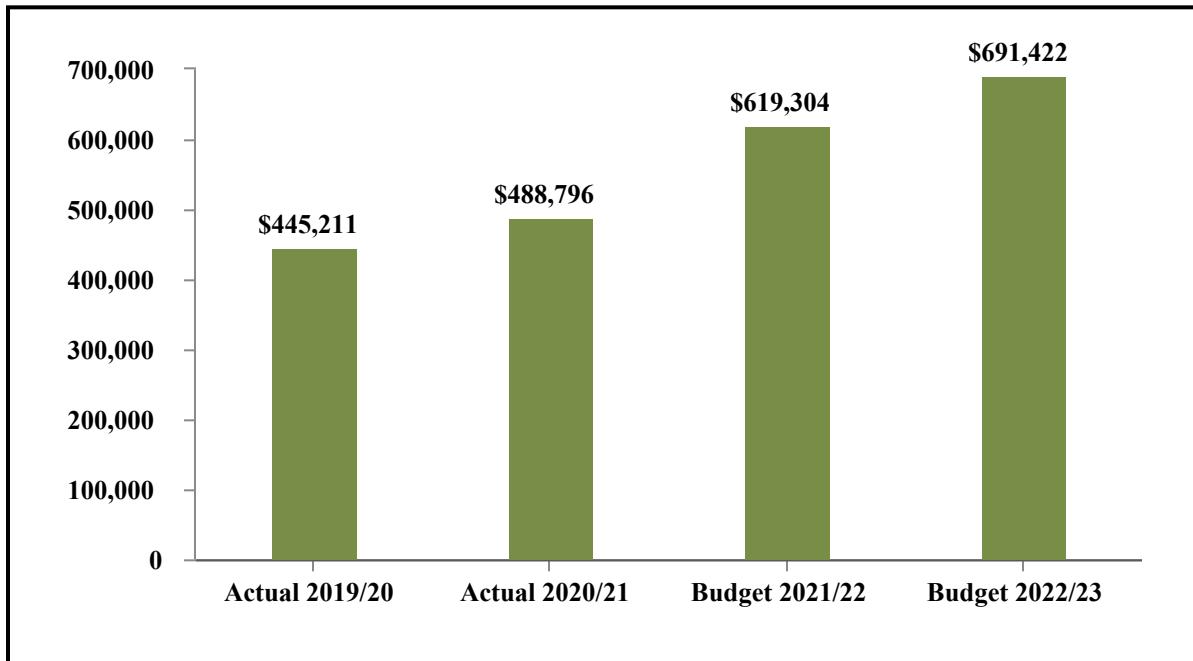
The Community Redevelopment Agency (CRA) is a dependent taxing district established by City government for the purpose of carrying out redevelopment activities that include reducing or eliminating blight, improving the tax base, creating and retaining employment opportunities, and encouraging public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

This departmental budget is for the City staff that administers the operations of the CRA.

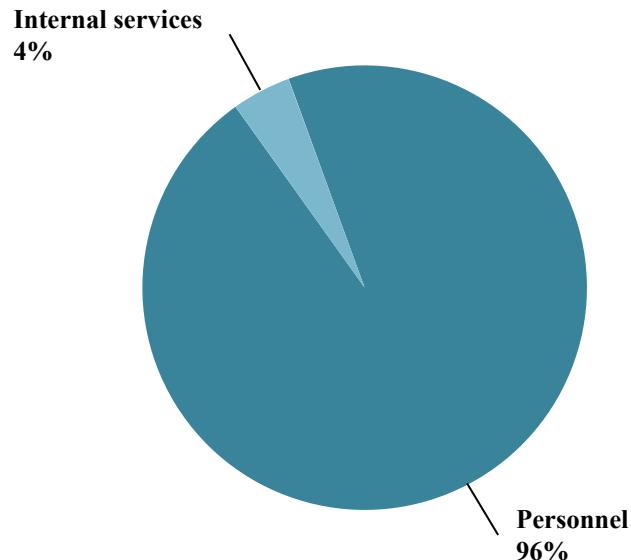
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	443,120	464,444	590,324	661,392	12 %
Other Operating	31	42.79	30	350	1067 %
Internal Services	2,060	24,310	28,950	29,680	3 %
Total CRA Administration	445,211	488,796	619,304	691,422	12 %
Total CRA FTEs	4.5	4.5	6.5	6.5	0.0

Total Department Summary



Fiscal Year 2022/23 Budget by Category

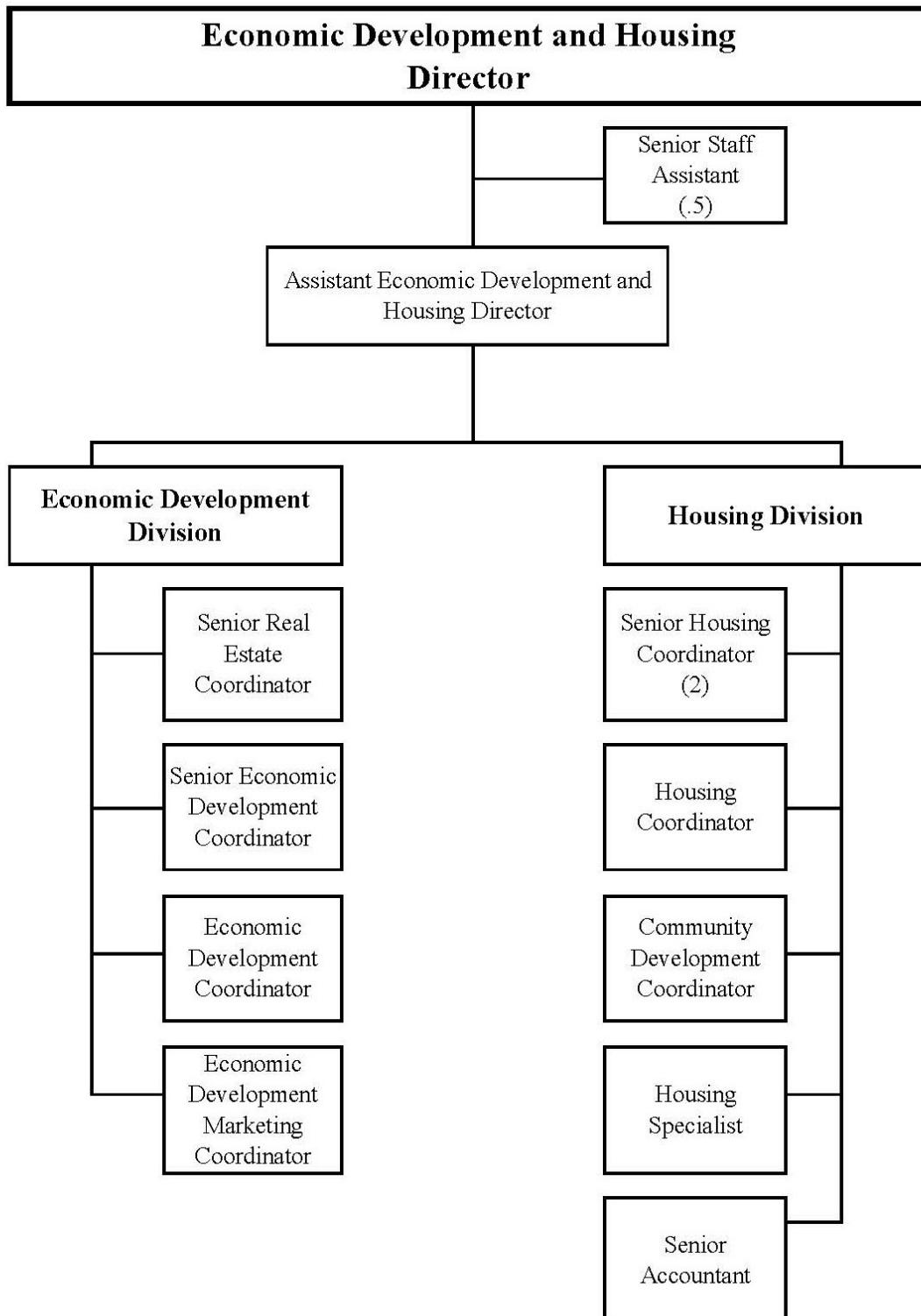


Budget Highlights

- ◆ 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 6.5 full time equivalent positions. During fiscal year 2021/22, the CRA Trustees approved the addition of two FTEs adding an Assistant Director and an Events Specialist.
- ◆ The CRA Administration budget includes funding only for personnel, minor operating costs, and internal service charges for the associated staff. This department reflects a 12% increase in comparison to fiscal year 2021/22. The General Fund is reimbursed these costs by the CRA in accordance with an annually approved inter-local agreement between the City and CRA.



Economic Development and Housing



Economic Development – 5.8 FTEs

Housing – 6.7 FTEs

Total Economic Development and Housing – 12.5 FTEs

Economic Development and Housing

Department Objective

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

Summary of Services Provided

Economic Development

Economic Development, in concert with Housing, interrelates its activities with all other City departments and a wide spectrum of public and private organizations to facilitate the development of the economy and foster partnerships for the achievement of community goals. Operationally, the department administers programs that impact the economic development of the city, including the activities and incentives HUBZone and Economic Development Ad Valorem Tax Exempt programs and others. The department also promotes opportunities and advantages of the city's Brownfield Area and Opportunity Zone, supports the city's public relations and marketing efforts and collaborates with Pinellas County Economic Development, Visit St. Pete/Clearwater, and numerous other partners.

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

Housing

Housing provides opportunities for quality affordable housing and community development services to the citizens of Clearwater. These objectives are achieved 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 \$897,475 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 \$509,528 and SHIP entitlement is estimated to be \$1,127,930. These funds are generally used to leverage private investment for affordable housing for very low- to moderate-income residents for down payment and closing costs assistance, rehabilitation loans for qualifying homeowners and construction of new infill housing units and rental communities.

The budget shown reflects the administrative portion of the entitlement revenues detailed above and the allowable portion of Program Income generated from all funding sources and is used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations. Not reflected in the budget is the administrative portion of allocations received or anticipated for COVID-19 response which have been allocated, or are anticipated to be allocated, by federal and/or state agencies.

Economic Development and Housing

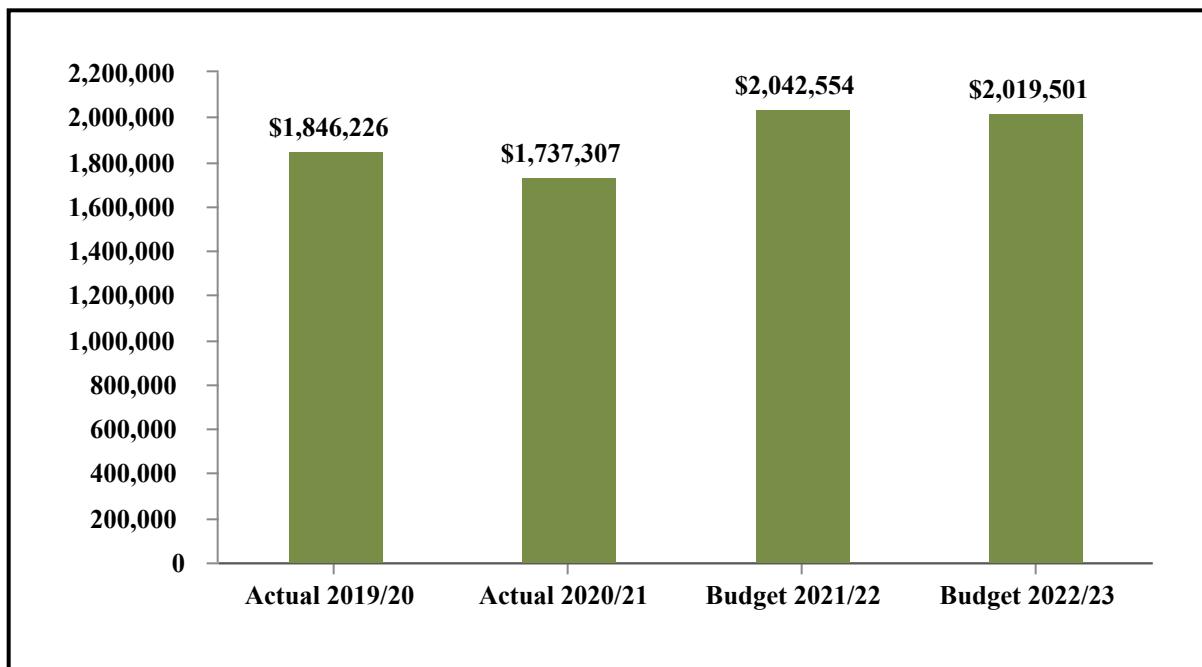
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Economic Development	1,262,989	1,190,249	1,413,793	1,308,780	(7)%
Housing	583,237	547,058	628,761	710,721	13 %
Total Economic Development and Housing	1,846,226	1,737,307	2,042,554	2,019,501	(1)%

Full Time Equivalent Positions

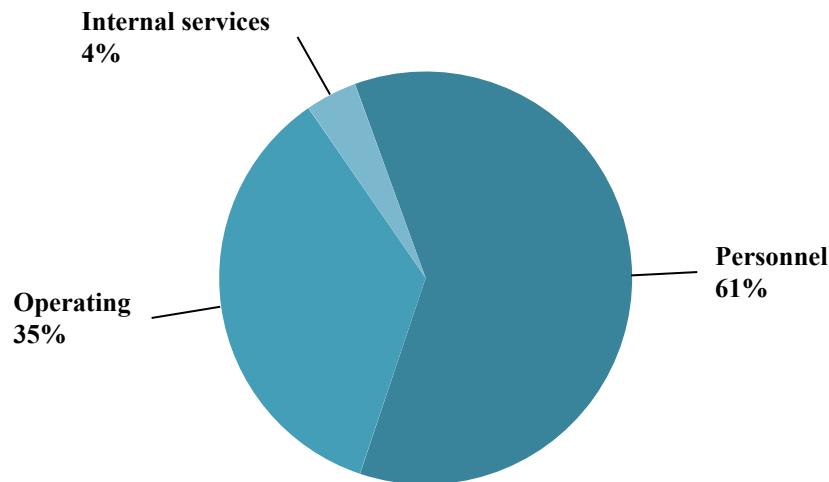
Economic Development	5.5	5.5	5.5	5.8	0.3
Housing	5.5	5.5	6.5	6.7	0.2
Total Economic Development and Housing FTEs	11.0	11.0	12.0	12.5	0.5

Total Department Summary



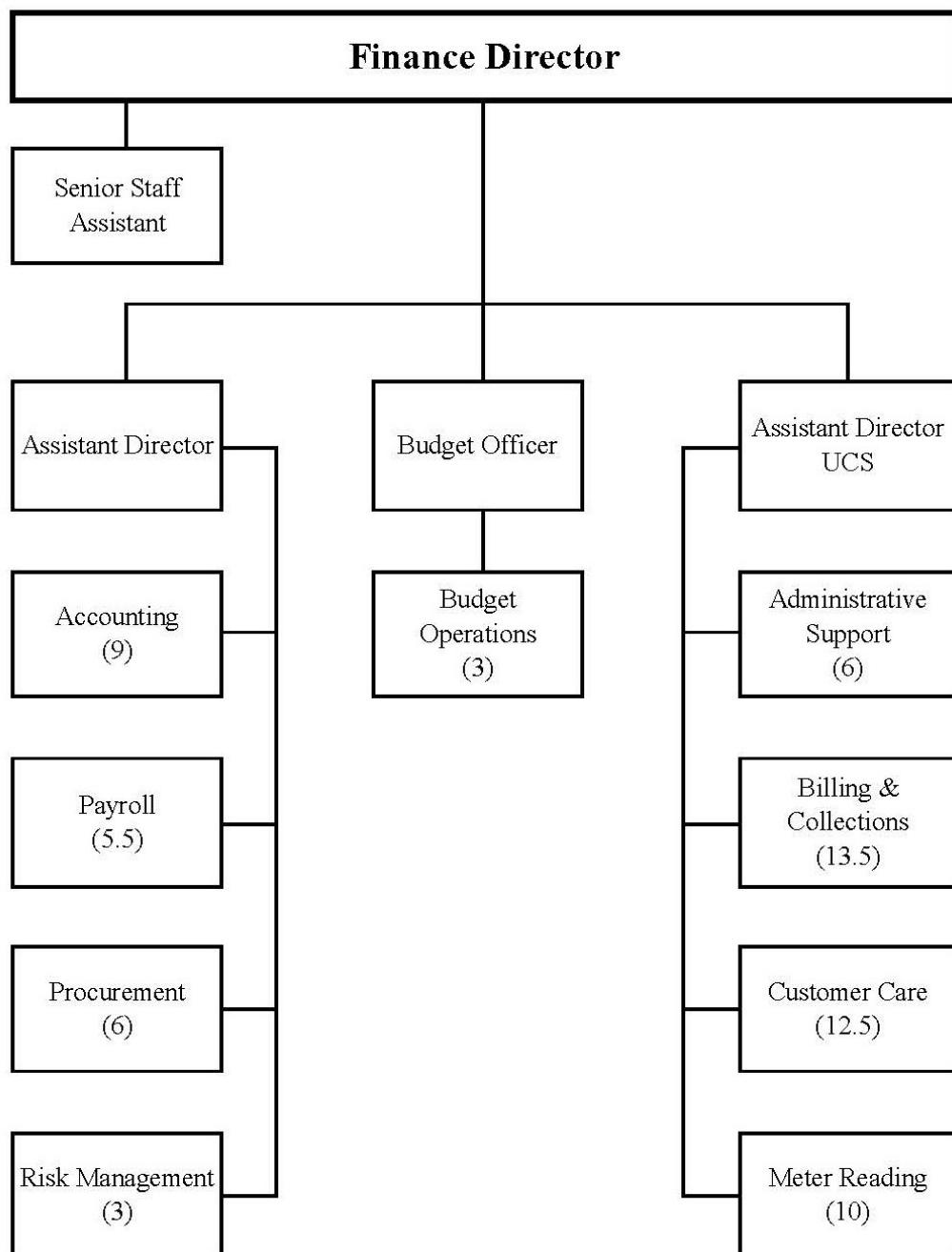
Economic Development and Housing

Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 12.5 full time equivalent positions, an increase of 0.5 FTE from the 2021/22 budget. For fiscal year 2022/23, one Senior Real Estate Coordinator is added and 0.5 of the Senior Staff Assistant position is transferred to the City Clerk department.
- ◆ Operating costs include outside professional services for auditing, appraisals, research, statistical analysis, market analysis, and assistance with the annual action plan. These are budgeted at \$118,530, a 6% decrease in funding from the 2021/22 budget. The tourism contract for the Beach Visitor Information Center is budgeted at \$70,000, the same as prior year.
- ◆ A contribution of \$250,000 is budgeted to support Citywide homeless initiatives, the same amount as current year funding.
- ◆ No funding is included for interfund transfers for fiscal year 2022/23, the existing program balance for qualified target industry incentives is sufficient to fund current agreements.
- ◆ There have been no other significant changes in the Economic Development and Housing program. The budget for this department reflects a 1% decrease from fiscal year 2021/22.



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, support services and reporting to all City departments, the City Management Team, the City Council, and our citizens.

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

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

Summary of Service Provided

Utility Customer Service

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

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

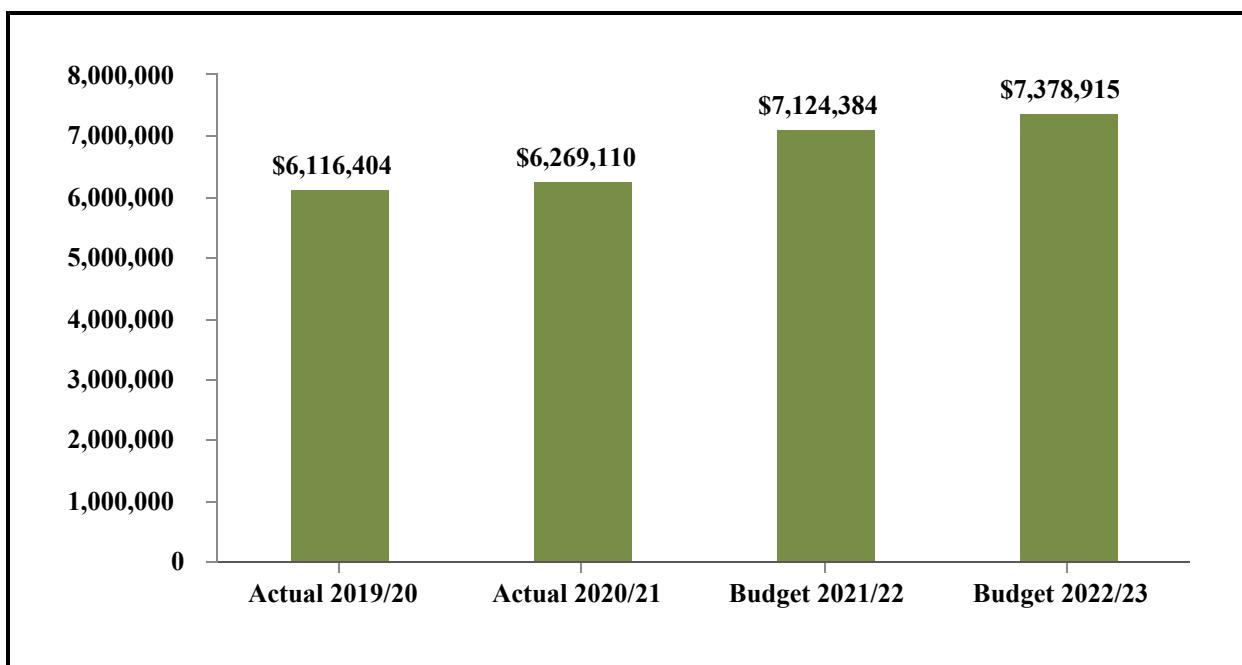
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
General Fund					
Finance	2,013,626	2,148,293	2,481,949	2,507,193	1 %
Office of Management & Budget	330,249	317,179	318,361	431,639	36 %
Subtotal - General Fund	2,343,876	2,465,472	2,800,310	2,938,832	5 %
Administrative Services Fund					
Utility Customer Service	3,384,100	3,477,311	3,906,840	4,001,420	2 %
Central Insurance Fund					
Risk Management	388,429	326,327	417,234	438,663	5 %
Total Finance	6,116,404	6,269,110	7,124,384	7,378,915	4 %

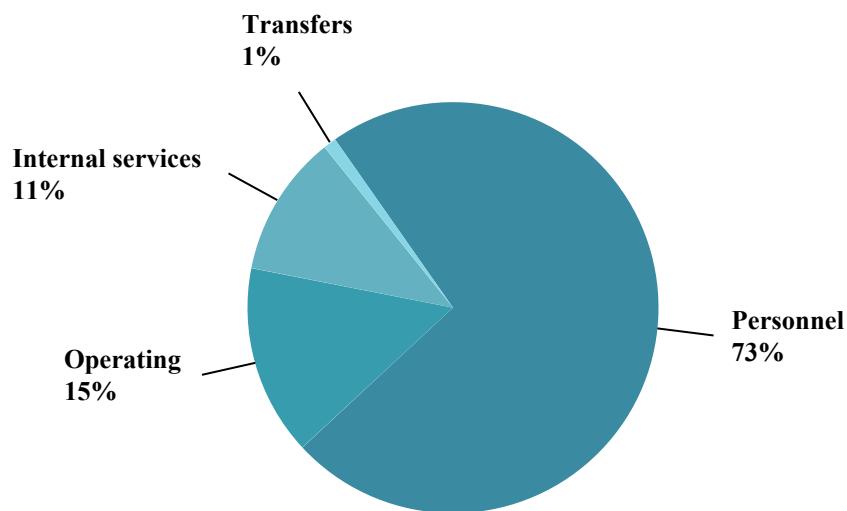
Full Time Equivalent Positions

General Fund					
Finance	26.5	26.5	26.5	23.5	(3.0)
Office of Management & Budget	3.0	3.0	3.0	4.0	1.0
Subtotal - General Fund	29.5	29.5	29.5	27.5	(2.0)
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	75.5	73.5	(2.0)

Total Department Summary



Fiscal Year 2022/23 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, a reduction of two FTE's from the 2021/22 budget. For fiscal year 2022/23, two accounting technician positions are being eliminated to be repurposed for FTE additions in other departments.
- ◆ Personnel costs represent 82% 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 the Finance department budget. The budget for this department reflects an increase of 5% from the fiscal year 2021/22 budget.

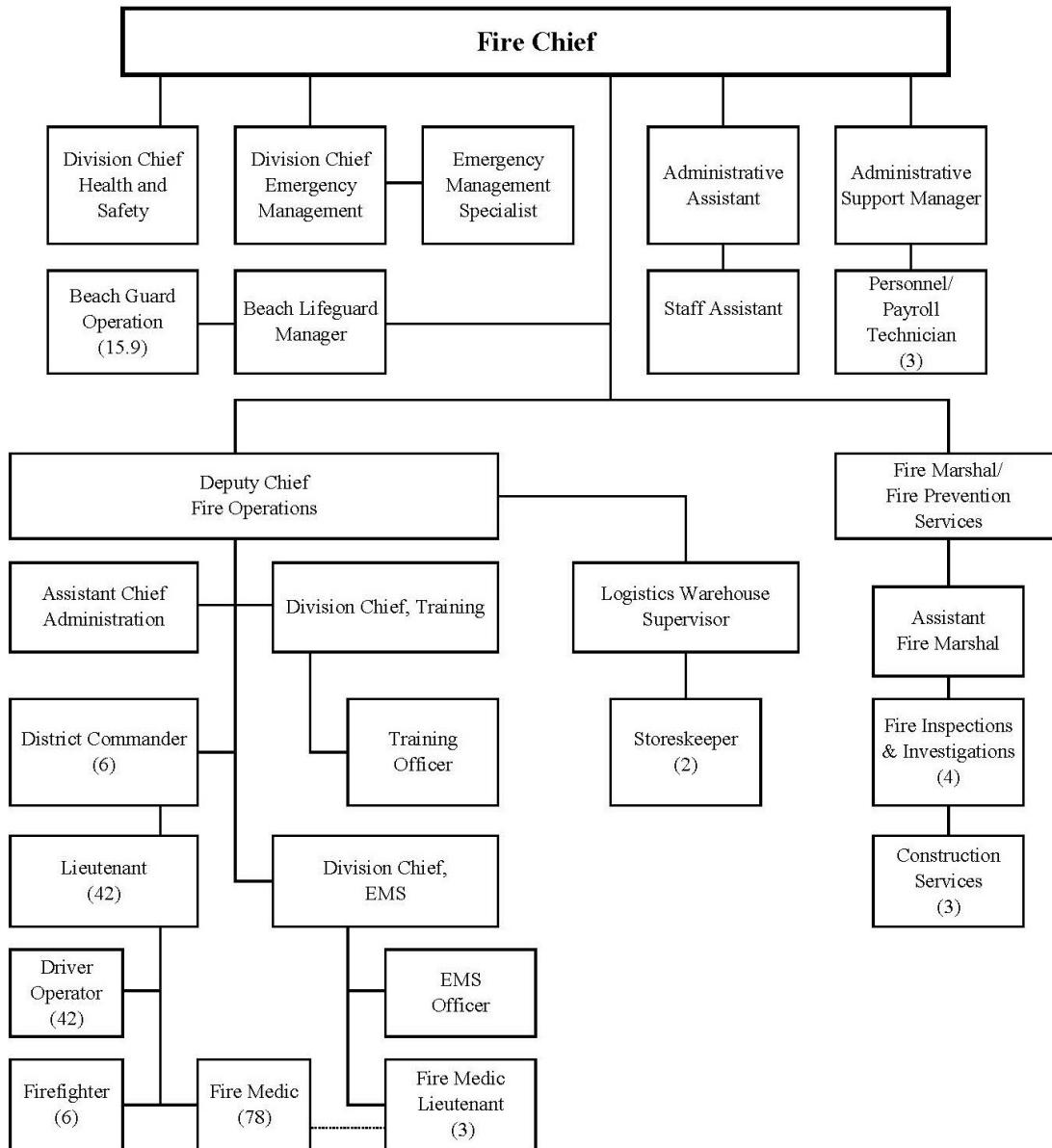
Administrative Services Fund
Utility Customer Service
Budget Highlights

- ◆ 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 58,000 monthly billable accounts.
- ◆ The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2021/22 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 42% of operating expenditures. This is the same level of funding as the 2021/22 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 a 12% decrease in funding from the fiscal year 2021/22 budget.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 2% increase from the 2021/22 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 2021/22.
- ◆ Other operating costs include \$106,750 in professional and contractual services to support risk management and safety functions, a 12% increase from the 2021/22 budget.
- ◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 5% increase from the 2021/22 budget.





Fire Department (General Fund) – 205.0 FTEs

Fire Department (General Fund) – 268.0 FTE

FTEs Total Fire Department – 221.9 FTEs

Department Objective

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

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

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 internationally accredited department maintains the Insurance Service Office's (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department's services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County.

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.

The Fire Operations program provides the vital fire suppression services required to protect the lives and property of the citizens of Clearwater and residents of the Fire District. Fire Operations' personnel provide basic and advanced life support services as well as fire services. Additional responsibilities include response to hazardous materials conditions to stabilize the incident with help from the Pinellas County Hazardous Materials team. Fire Operations include specialized teams such as the Marine Response Team, Special Operations Response Team, Technical Rescue Team, and Dive Team for critical incidents.

Fire Operations maintains a Training Division and provides classroom instruction, a fire tower, burning pits, computer access and a library that provides comprehensive firefighting and emergency medical services training programs necessary to continually update, certify, and refresh knowledge and performance in every discipline.

The Emergency Medical Services (EMS) program is responsible for responding to medical calls and providing emergency medical services to injured parties of fires, traffic accidents, or other medical-related incidents. The EMS program utilizes paramedic-trained firefighters, advanced and basic life support vehicles, a Fire Medic Lieutenant supervisor on each shift, an EMS Officer and a Division Chief to fulfill its objectives. Emergency medical care is provided under the direction of a licensed Emergency Physician. The EMS Division plans and oversees a model Automated External Defibrillator (AED) program.

Summary of Services Provided**Fire Operations (Continued)**

Logistics supports the strategic directive of providing cost effective services by ensuring all fire equipment and supplies are extensively researched, planned, and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance.

Health and Safety

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

Beach Guards

The objective of the City of Clearwater beach lifeguards is to provide supervision and safety for the Gulf waters and adjacent public beach for approximately 1.2 miles of coastline on Clearwater Beach.

To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Beach Guards provides safety by ensuring timely emergency preparation, response and recovery.

Budget Summary

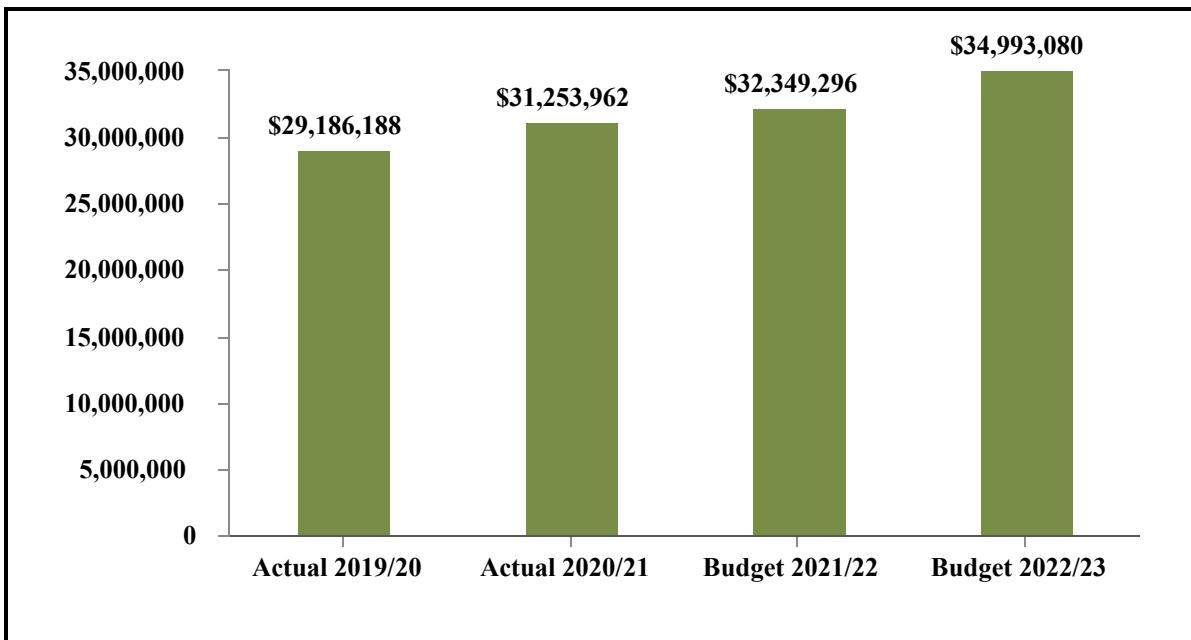
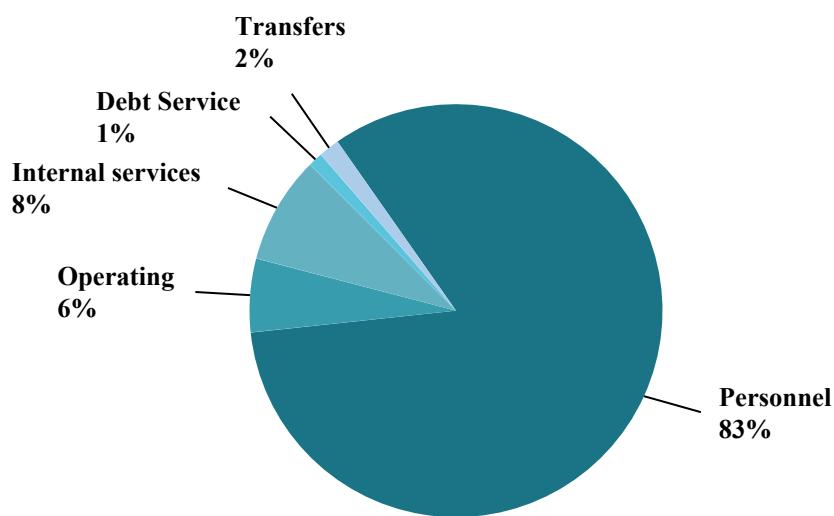
	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Administration	642,172	623,557	706,223	821,547	16 %
Logistics Division	3,602,951	3,583,465	3,807,836	4,311,092	13 %
Fire Prevention Services	1,088,227	1,199,685	1,224,305	1,546,368	26 %
Fire Operations	12,396,393	13,871,668	14,574,433	15,282,928	5 %
Emergency Medical	10,490,476	11,013,391	10,976,737	11,836,208	8 %
Subtotal - General Fund	28,220,219	30,291,767	31,289,534	33,798,143	8 %
Parking Fund					
Beach Guards	965,970	962,196	1,059,762	1,194,937	13 %
Total Fire	29,186,188	31,253,962	32,349,296	34,993,080	8 %

Full Time Equivalent Positions

Administration	7.3	7.3	7.3	8.0	0.7
Logistics Division	2.7	2.7	2.7	3.0	0.3
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	105.0	105.0	99.0	99.0	0.0
Emergency Medical	80.0	80.0	86.0	86.0	0.0
Subtotal - General Fund	204.0	204.0	204.0	205.0	1.0

Parking Fund

Beach Guards	16.9	16.9	16.9	16.9	0.0
Total Fire FTEs	220.9	220.9	220.9	221.9	1.0

Total Department SummaryFiscal Year 2022/23 Budget by Category

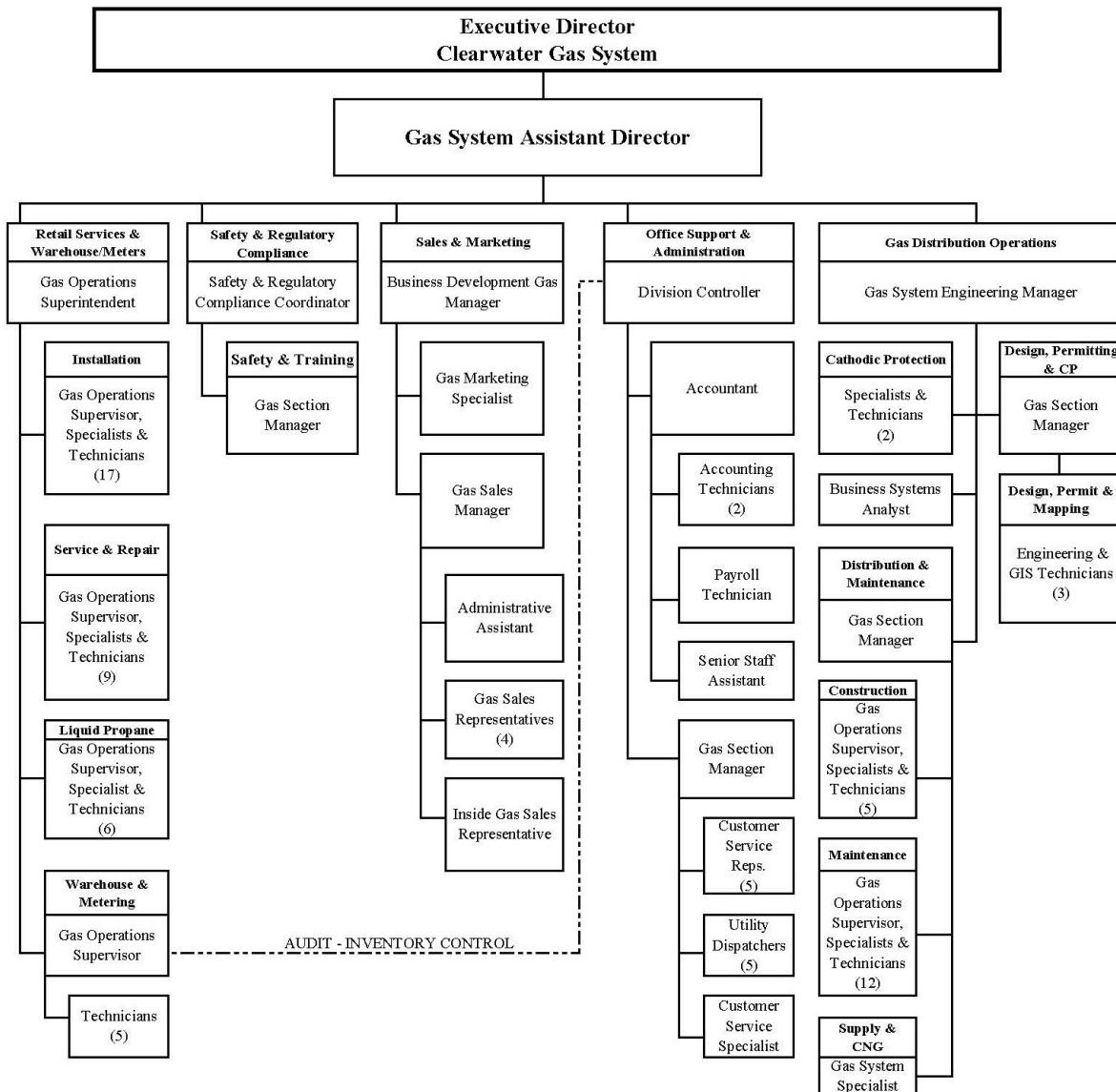
General Fund Fire Department Highlights

- ◆ The Fire Department is supported by 205 full-time equivalent positions, an increase of one FTE from the 2021/22 budget. For fiscal year 2022/23, one Personnel/Payroll Technician is being added.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$2,072,550, a 15% increase from the 2021/22 amended budget.
- ◆ Funding for the Fire Supplemental Pension plan for \$1,000,000 is included in the budget for fiscal year 2022/23. 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 2022/23 budget consistent with their current agreement.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$393,217; this is a decrease of 17% from fiscal year 2021/22.
- ◆ Transfers to the Capital Improvement Fund total \$455,450 to support Fire projects for fiscal year 2022/23.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2022/23. The budget reflects an 8% increase from the fiscal year 2021/22 amended budget.

Parking Fund Beach Guard Budget Highlights

- ◆ The Beach Guard program is supported by 16.9 full time equivalent positions, same level of staffing as the 2021/22 budget.
- ◆ Personnel costs represent 75% 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. This reflects a 37% increase from prior year.
- ◆ There are no other significant changes to the Beach Guard program for fiscal year 2022/23. The budget reflects an increase of 13% from the fiscal year 2021/22 amended budget.

Gas System



AUDIT - INVENTORY CONTROL

Gas Systems – 97.0 FTEs

Department Objective

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

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

Clearwater Gas System serves about 31,000 customers in a 330 square mile service territory, which includes 20 municipalities, as well as, unincorporated areas of Pinellas, Pasco and Hillsborough counties.

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

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

Summary of Services Provided

Administration and Supply

Gas Administration & Supply provides overall general management and clerical support for the Clearwater Gas System (CGS); long range planning of gas supplies and securing and transporting these supplies of both natural and LP gas to our bulk transfer points; financial planning/budgeting and tracking; and storeroom/warehouse operations to insure the availability of adequate materials. Functions of this program include environmental, safety training, regulatory contact, legal/risk issues management and contracting and licensing control.

Pinellas Gas Operations

Pinellas Gas Operations is responsible for the delivery of natural and LP gas to Pinellas County residents and businesses. The construction, installation; service; maintenance; and cathodic protection of all gas mains and service lines and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations.

Pasco Gas Operations

Pasco Gas Operations is responsible for the delivery of natural and LP gas to Pasco County residents and businesses. The construction, installation; service; maintenance; and cathodic protection of all gas mains and service lines and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations.

Gas Marketing and Sales

Gas Marketing & Sales is responsible for planning, development and implementation of various marketing programs to build load and improve system profitability. This program is responsible for sales of natural and LP gas, appliances and piping installation to commercial and residential customers.

Gas System

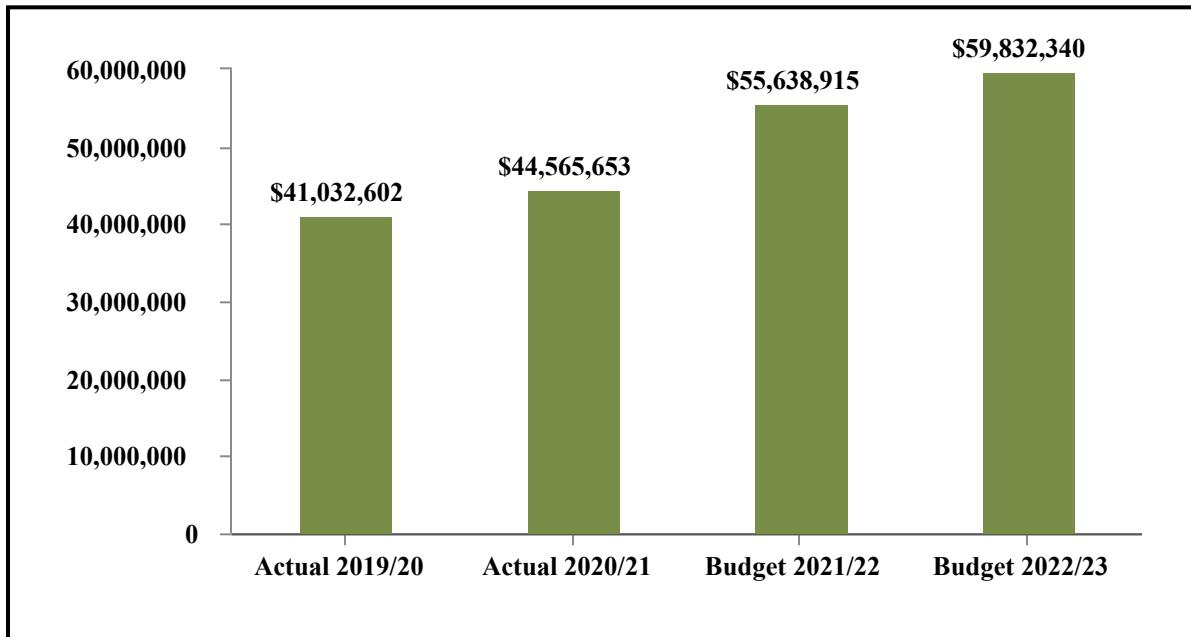
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Administration & Supply	20,619,203	22,641,091	29,016,904	29,734,623	2 %
Pinellas Gas Operations	8,284,602	8,836,953	12,507,780	14,305,023	14 %
Pasco Gas Operations	5,085,084	5,254,806	7,514,340	9,115,613	21 %
Marketing & Sales	7,043,713	7,832,803	6,599,891	6,677,081	1 %
Total Gas	41,032,602	44,565,653	55,638,915	59,832,340	8 %

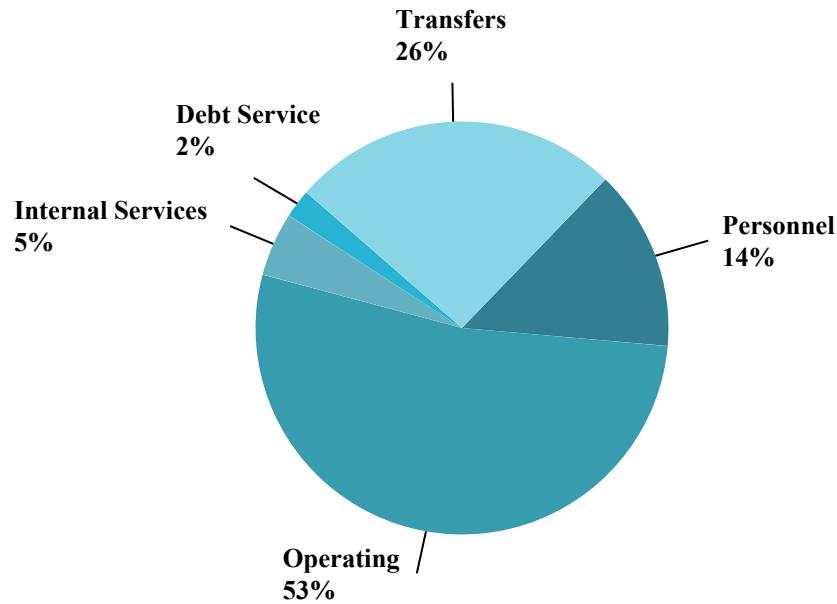
Full Time Equivalent Positions

Administration & Supply	11.8	11.8	13.8	11.0	(2.8)
Pinellas Gas Operations	54.9	54.9	55.9	49.9	(6.0)
Pasco Gas Operations	32.0	32.0	29.0	25.0	(4.0)
Marketing & Sales	11.3	11.3	11.3	11.1	(0.2)
Total Gas FTEs	110.0	110.0	110.0	97.0	(13.0)

Total Department Summary



Fiscal Year 2022/23 Budget by Category

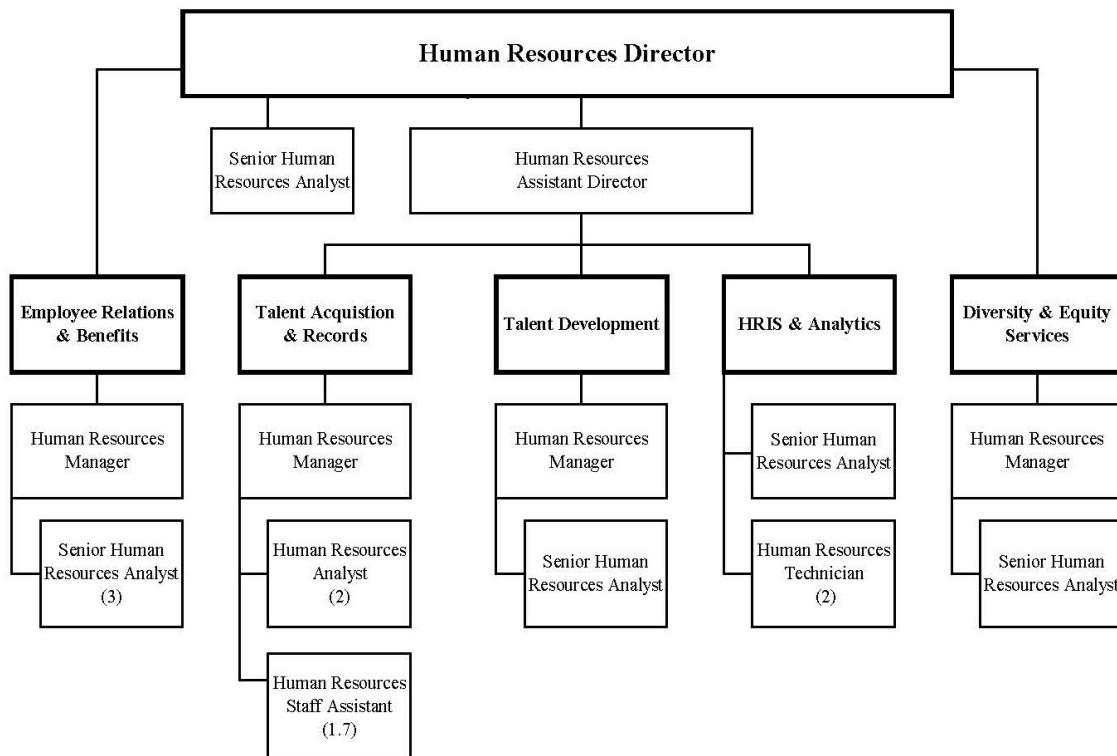


Budget Highlights

- ◆ 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, a decrease of 13 FTEs from the 2021/22 budget. For fiscal year 2022/23, 13 positions have been eliminated due to the inability to staff them for more than a year.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$21.5 million, representing 36% of the department's total operating budget. This is an 3% increase from the 2021/22 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 \$1,963,770 in fiscal year 2022/23, an increase of 2% from the 2021/22 budget.
- ◆ Internal Service costs include the reimbursement for Utility Customer Service operations for billing and customer service support services. This is budgeted at \$1,016,160 in fiscal year 2022/23, a 1% increase from the 2021/22 budget.
- ◆ Debt service cost, which include debt on outstanding bonds and new vehicle purchases, total \$1,327,838 for the fiscal year 2022/23 budget which is a 1% increase from 2021/22.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$1.7 million, the same amount as the revised 2021/22 budget. Transfers to the Capital Improvement Fund are budgeted at \$13.6 million to support the capital projects of the Gas Fund; this is a 25% increase in funding from the 2021/22 budget.
- ◆ Gas Department operates a natural gas vehicle (CNG) station located at 1020 N. Hercules Avenue in Clearwater. The filling station is currently being used internally for CNG vehicles in the Solid Waste/General Services Department and the Gas Department. This station is also used by several outside customers.
- ◆ There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects an increase of 8% from the 2021/22 amended budget.



Human Resources



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 Direction of providing cost effective municipal services and infrastructure through efficiency and quality; this includes optimizing the use of employees, assets and resources, encouraging teamwork, accessing public/private resources, and continuously measuring and improving our performance. These tasks are performed within the divisions of the department: Administration, Employee Relations & Benefits, Talent Acquisition & Records, HRIS & Analytics, Talent Development, Diversity & Equity Services, 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, HIPPA, USERRA, etc.).

Employee Relations & Benefits

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

Talent Acquisition & Records

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, and coordinating orientation activities. 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.

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.

Talent Development

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.

Summary of Services Provided					
Diversity & Equity Services					
The Diversity and Equity division encompasses managing Equal Employment Opportunity (EEO), Americans with Disabilities Act (ADA) programs; diversity training, awareness, appreciation and inclusiveness; Diversity Leadership Council (DLC); discrimination and harassment investigations; training and orientation on discrimination, harassment prevention and EEO principles; coordinating with departments to ensure DEI principles are reflected throughout City structures, policies, and procedures; acts as liaison to state and county EEO offices.					
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.					

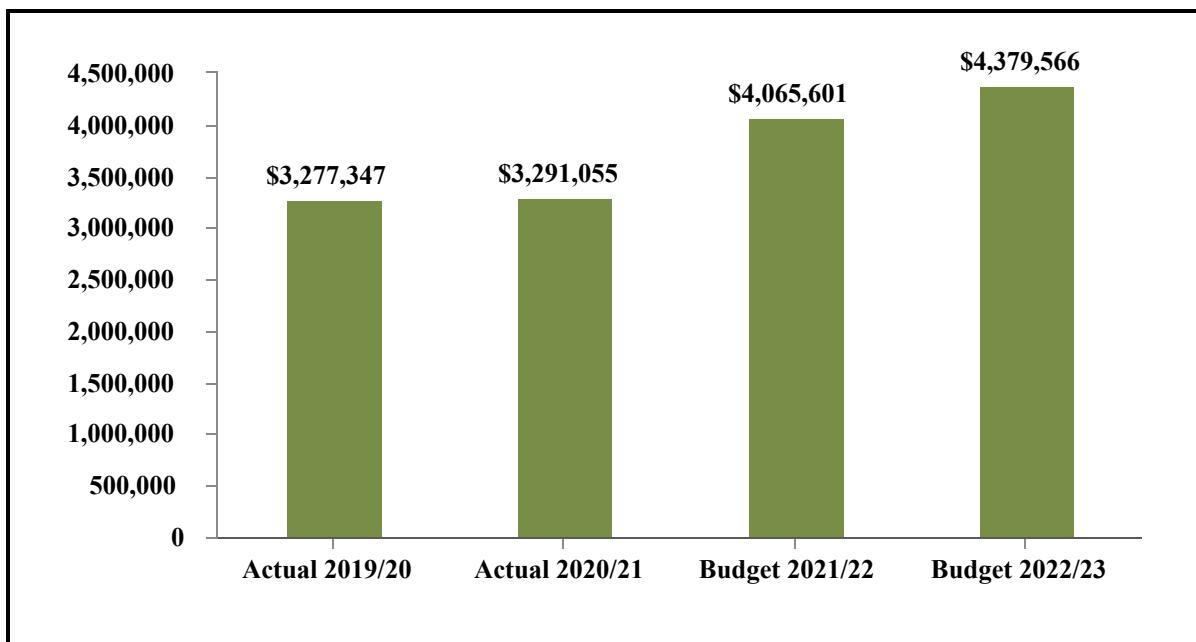
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
General Fund					
Administration	440,184	414,236	526,769	890,626	69 %
Acquisition, Development and HRIS	530,566	599,912	711,138	828,384	16 %
Employee Relations and Benefits	147,449	153,702	181,875	199,955	10 %
Diversity and Equity Services	214,044	206,089	485,073	314,541	(35) %
Subtotal - General Fund	1,332,243	1,373,939	1,904,855	2,233,506	17 %
Central Insurance Fund					
Employee Benefits	285,545	256,290	439,346	414,160	(6) %
Employee Health Center	1,659,559	1,660,826	1,721,400	1,731,900	1 %
Subtotal - Central Insurance Fund	1,945,105	1,917,116	2,160,746	2,146,060	(1) %
Total Human Resources	3,277,347	3,291,055	4,065,601	4,379,566	8 %

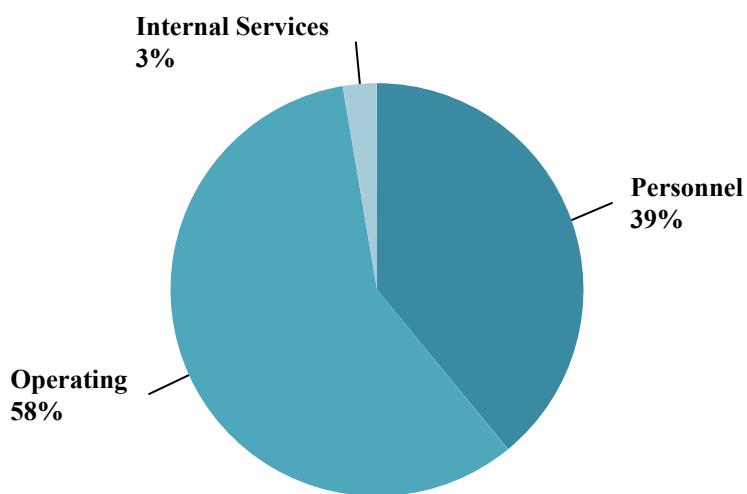
Full Time Equivalent Positions

	General Fund	Central Insurance Fund	Total Human Resources FTEs	
Administration	3.0	3.0	3.2	3.2
Acquisition, Development and HRIS	5.7	5.7	6.0	8.0
Employee Relations and Benefits	2.0	2.0	2.0	2.0
Diversity and Equity Services	2.0	2.0	2.0	0.0
Subtotal - General Fund	12.7	12.7	13.2	15.2
Central Insurance Fund				
Employee Benefits	3.5	4.0	3.5	3.5
Total Human Resources FTEs	16.2	16.7	16.7	2.0

Total Department Summary



Fiscal Year 2022/23 Budget by Category



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

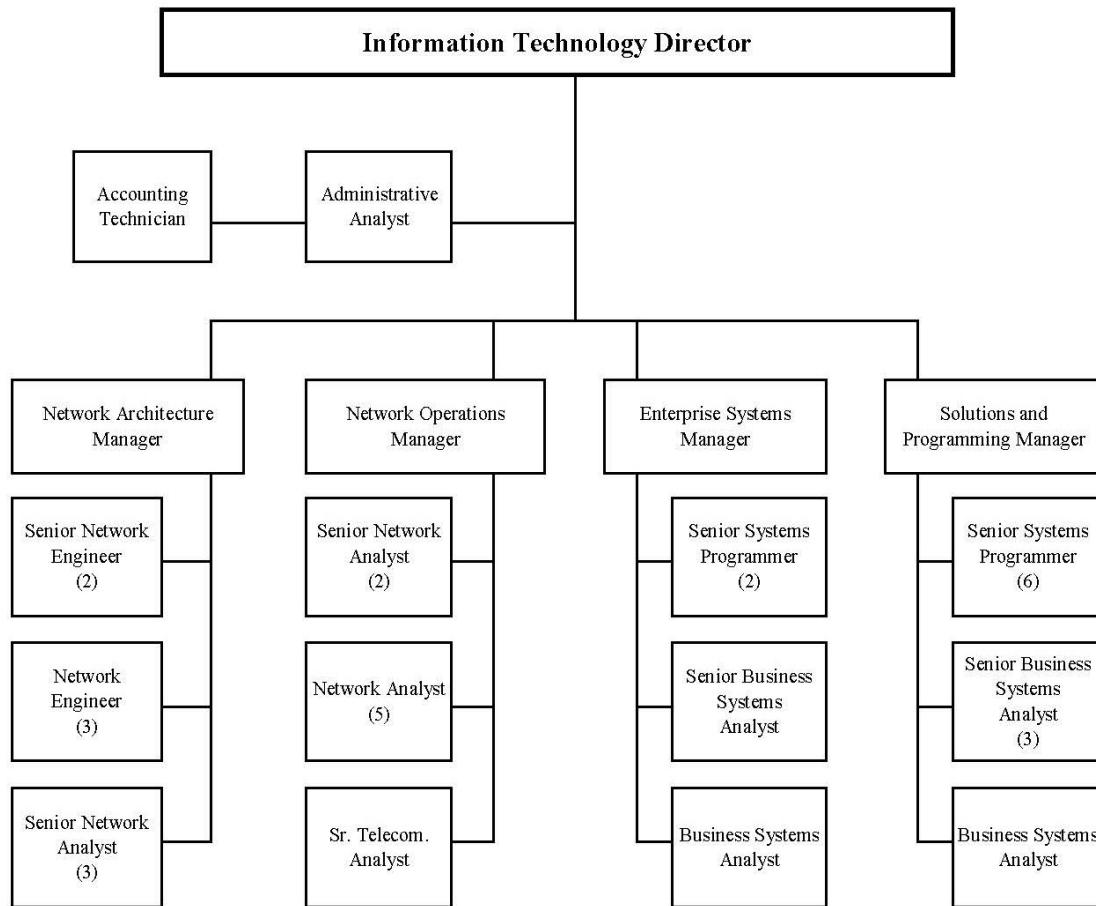
- ◆ The Human Resources General Fund programs are supported by 15.2 full time equivalent positions, an increase of two FTE from the 2021/22 budget. For fiscal year 2022/23, a Human Resources Manager and Human Resources Analyst are being added.
- ◆ Operating expenditures include the budget for tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect a 7% increase from the fiscal year 2021/22 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 9% in comparison to prior year.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects a 17% increase from fiscal year 2021/22.

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 2021/22 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 2022/23 budget for the Employee Health Center reflects a 1% increase from fiscal year 2021/22.
- ◆ There have been no other significant changes in the Employee Benefits program or the Employee Health Center. This budget reflects a 1% decrease from fiscal year 2021/22.



Information Technology



Information Technology – 37 FTEs

Information Technology

Department Objective

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

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

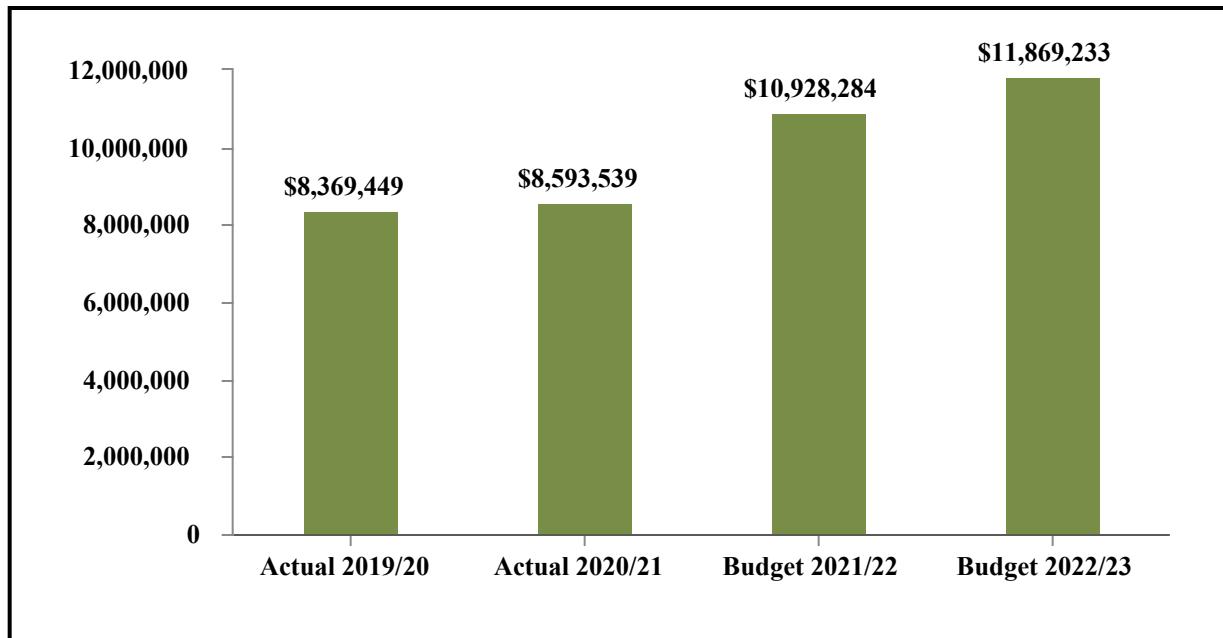
Summary of Service Provided	
Administration	
Administration of the City's information technology systems includes development/maintenance of governance and architecture plans used to guide operations and development of technology throughout the City. The administrative arm of IT is committed to maintaining vital relationships with internal customers in their pursuit of excellence. Tasks also included within IT Administration are the development and oversight of contracts and vendor relationships, technology innovation, resource allocation, data collection and analysis, and the project management for citywide application implementation.	
Network Operations & User Support	
This division is responsible for the management of the IT Helpdesk, telecommunications, computer and printer troubleshooting, hardware inventory, network connection leases, support contracts, daily operations support, security administration, and after-hours and emergency call-out support. This division also manages individual user account administration, enterprise office software support, software licensing, and basic user training and orientation.	
Network Architecture	
This division is charged with the administering the maintenance and oversight of the City Wide-Area-Network, network and system security, data storage and backups, video security, maintenance and repair of the City's fiber optic network, and all physical network infrastructure refurbishment and replacement. The Network Architecture Manager is the City's lead cyber security officer and is responsible for coordinating with all IT managers to create comprehensive security procedures and training for all systems and network users.	
Solutions & Programming	
The Solutions & Programming division reviews requests for software solutions and system projects, while also maintaining both internet and intranet based internally developed applications/solutions. This division aims to maximize the functional capabilities of existing systems and control the growth of the City's software portfolio.	
Enterprise Systems & Training	
This Division is responsible for the administration and ongoing support of the City's enterprise operating solutions, including financial and human resources, utility customer billing, land management, permitting, code enforcement, geographic information systems, infrastructure work & asset management, City Council agenda management and meeting video streaming, and City records management. The division also maintains a structured schedule of patch and upgrade management, in addition to a rigorous security and audit schedule.	

Information Technology

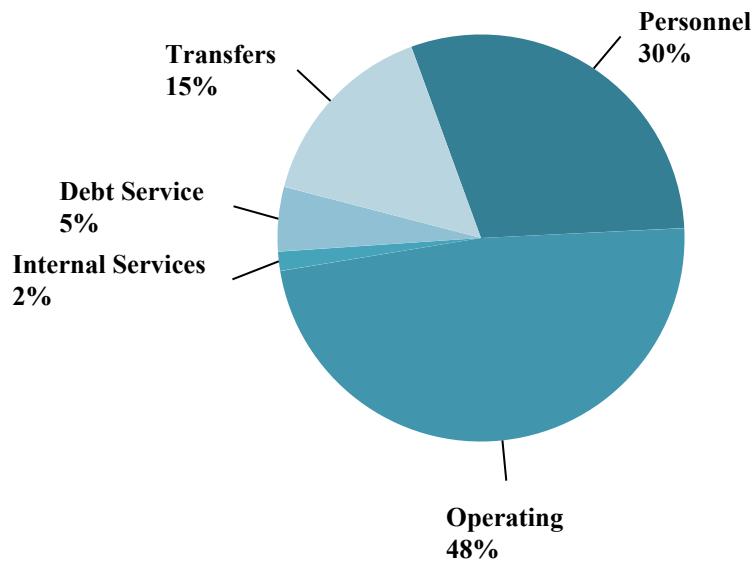
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Administration	441,324	402,898	475,752	515,877	8 %
Network Operations & Security	4,695,555	5,330,490	7,050,938	7,500,419	6 %
Software Programming & Systems	3,232,570	2,860,152	3,401,594	3,852,937	13 %
Total Information Technology	8,369,449	8,593,539	10,928,284	11,869,233	9 %
Full Time Equivalent Positions					
Administration	3.0	3.0	3.0	3.0	0.0
Network Operations & Security	15.0	15.0	15.0	18.0	3.0
Software Programming & Systems	16.0	16.0	16.0	16.0	0.0
Total Information Technology FTEs	34.0	34.0	34.0	37.0	3.0

Total Department Summary



Fiscal Year 2022/23 Budget by Category

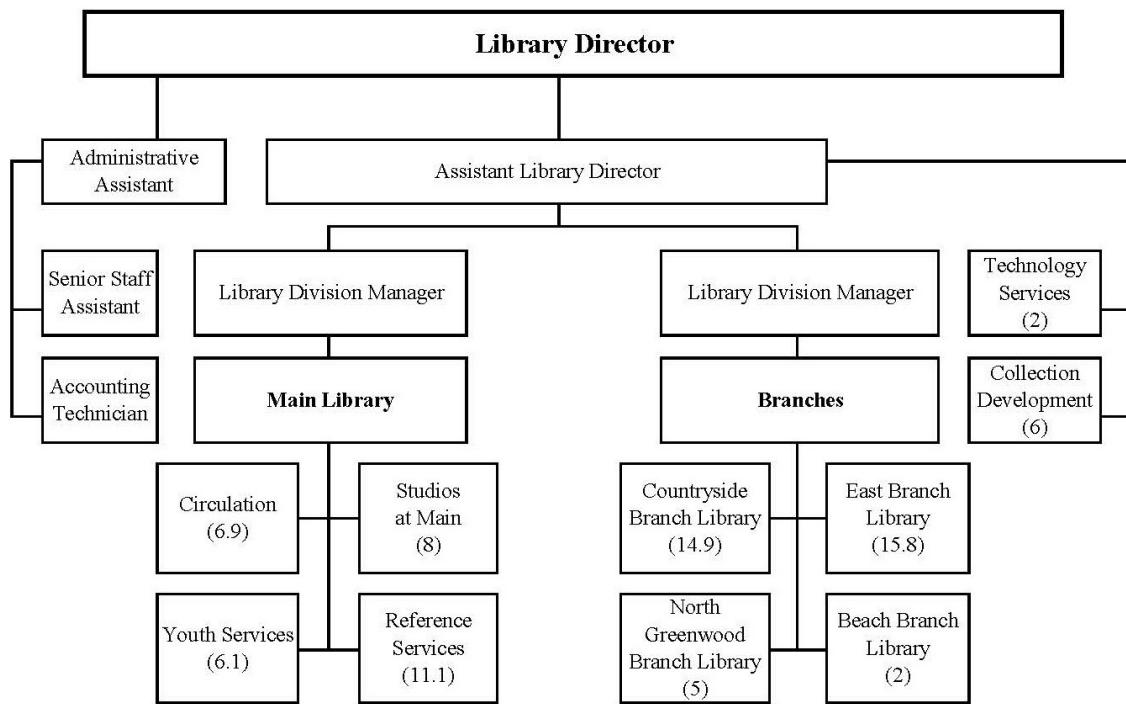


Budget Highlights

- ◆ 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 37 full time equivalent positions, an increase of 3 FTEs from the 2021/22 budget. For fiscal year 2022/23, a Network Analyst, Sr. Systems Programmer, and Sr. Business Systems Analyst are being added.
- ◆ In the Network Operations and Security program, operating expenditures include the budget for city wide telephone charges, computer lease costs, professional consulting, maintenance contract renewals, and subscription charges for software infrastructure needs. These costs reflect a 12% increase from prior year due to increased contracts and maintenance agreements.
- ◆ In the Network Operations and Security program, \$1,375,000 is budgeted for transfers to support capital projects for telephone system replacement, network connectivity, network infrastructure, disaster recovery, citywide camera systems, Microsoft licensing upgrades, and the City's Emergency Operations Center for fiscal year 2022/23.
- ◆ The Network Operations and Security program reflects a net increase of 6% from the 2021/22.
- ◆ In the Software Programming and Systems program, operating expenditures include professional consulting, maintenance contract renewals, and subscription charges for enterprise system software infrastructure. This reflects a 9% increase from prior year primarily due to increased costs for software service agreements.
- ◆ In the Software Programming and Systems program, \$450,000 is budgeted in transfers to support capital projects for upgrades to the permitting system, enterprise timekeeping system, geographic information systems, legislative agenda system, and the financial management system.
- ◆ The Software Programming and Systems program reflects a 13% increase from the 2021/22 budget.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2022/23. The Department budget reflects a 9% increase from fiscal year 2021/22.



Library



Library – 84.8 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 80,578 active borrowers.

In furthering the City Council's Strategic Direction of Fostering Community Engagement, the Library works to preserve community history and provide programming and events that reached more than 27,497 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 60 community groups and 90 city meetings in chambers from October 2020 - September 2021.
- 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 Direction for Efficiency, services have been centralized to promote efficiency and cost savings, including the centralized scheduling of meeting rooms, centralized collection development and processing, increased outsourcing for efficient processing of library materials, automated materials handling, increased outsourcing of custodial services, system wide staffing, and the central oversight of all social media and web initiatives.

Main Library

The Main Library offers a mixture of traditional and innovative library services and programs provided from its downtown location and features Pinellas County's premier collection of books and other materials. The one-of-a-kind Studios @ Main provide interactive spaces for STEAM (Science, Technology, Engineering, Art and Math) learning, as well as small business services and local history resources. The Main Library is part of the city's Economic Development partnership, Clearwater Business SPARK, and is working to make the library a destination space in the downtown area, 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 4,300 items, including biographies, magazines, literature, music, and films.

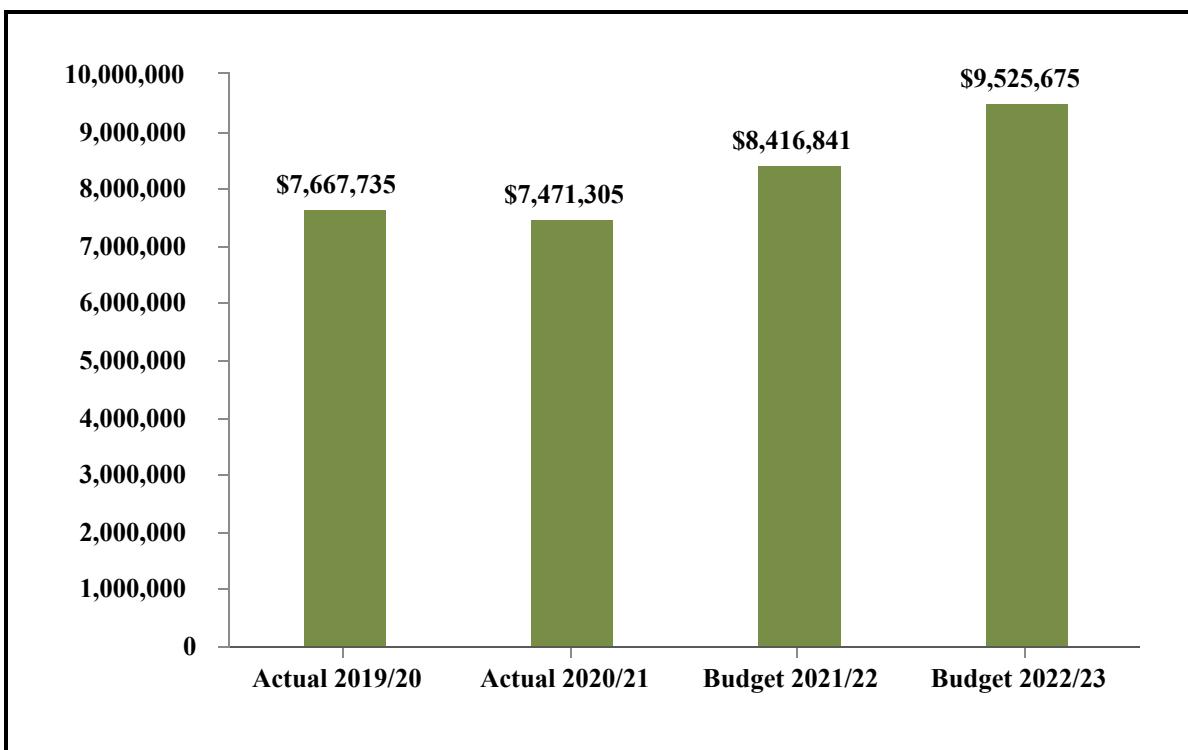
Beach Branch Library

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

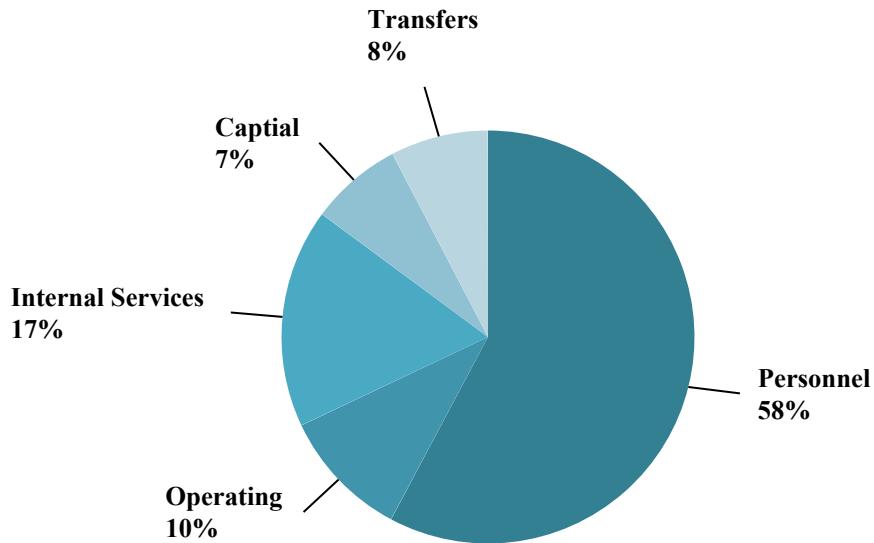
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Centralized Services	2,765,000	2,822,017	3,100,093	3,891,920	26 %
Main Library	2,620,213	2,503,816	2,850,667	2,996,643	5 %
Countryside Branch Library	1,025,263	993,642	1,088,361	1,132,775	4 %
East Branch Library	869,022	780,579	942,573	1,015,800	8 %
North Greenwood Library	276,422	263,833	309,979	378,870	22 %
Beach Branch Library	111,814	107,418	125,168	109,667	(12)%
Total Library	7,667,735	7,471,305	8,416,841	9,525,675	13 %
Full Time Equivalent Positions					
Centralized Services	14.0	14.0	14.0	14.0	0.0
Main Library	33.9	33.2	33.1	33.1	0.0
Countryside Branch Library	15.0	14.9	14.9	14.9	0.0
East Branch Library	15.9	15.9	15.8	15.8	0.0
North Greenwood Library	3.1	3.5	3.5	5.0	1.5
Beach Branch Library	2.1	2.1	2.0	2.0	0.0
Total Library FTEs	84.0	83.6	83.3	84.8	1.5

Total Department Summary



Fiscal Year 2022/23 Budget by Category

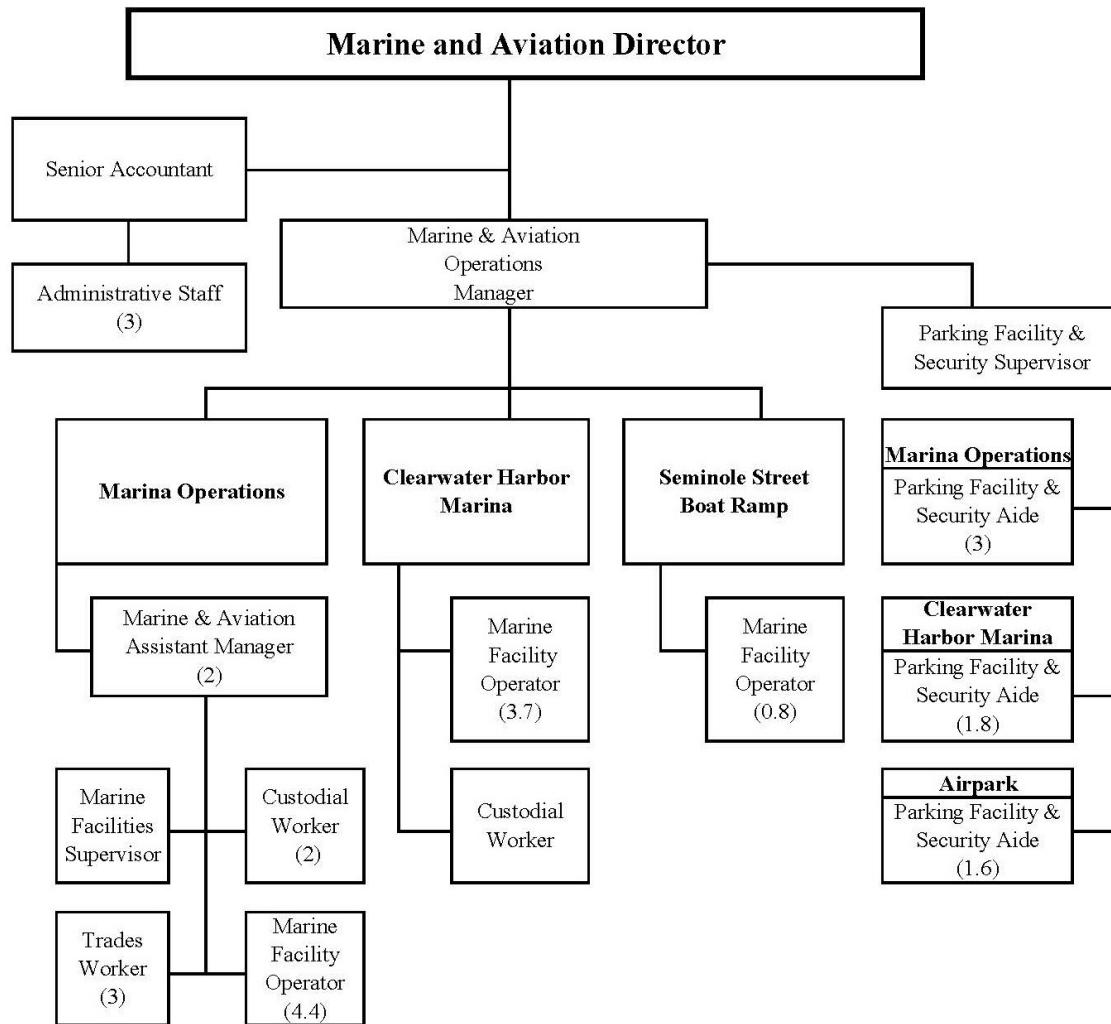


Budget Highlights

- ◆ The Library Department is supported by 84.8 full-time equivalent positions, an increase of 1.5 FTEs from the 2021/22 amended budget. In fiscal year 2022/23, one Librarian and 0.5 Library Assistant are being added to increase open hours at the North Greenwood branch.
- ◆ Transfers to the Capital Fund are budgeted at \$735,000 to fund Library projects for fiscal year 2022/23; this is a 568% increase from the 2021/22 budget to fund renovations at the Main branch.
- ◆ 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.
- ◆ There have been no other significant changes in the Library department. The 2022/23 budget for this department reflects a 13% increase from 2021/22.



Marine and Aviation



Marine Fund – 18.5 FTEs

Airpark Fund – 2.9 FTEs

Clearwater Harbor Marina Fund – 9.1 FTEs

Seminole Street Boat Ramp (Parking Fund) - 0.8 FTEs

Total Marine and Aviation – 31.3 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 Direction to support a high quality of life and experience, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants both permanent and transient.

Summary of Service Provided	
Clearwater Airpark Operations	
Clearwater Airpark is a single paved runway facility on a 47-acre site and is currently operating as a general aviation airport. A Fixed Base Operator (FBO), provides daytime management and customer service with flight service, aircraft rental, hangar and tie down rental, maintenance, and flight training. The department converted the Airpark to an enterprise fund starting in fiscal year 2001 and it is currently economically self-sufficient. The Master Plan is continuously updated with the airpark close to being fully utilized. A new terminal (FBO) building is planned for some time in the future. In 2014, the runway and taxiway were extended to a total of 4108 feet and an Automated Weather Observation Station was installed.	
Beach Marina Operations	
This program is responsible for the administration, operation and maintenance of the City owned Marina facility, with 189 commercial and recreational slips, including dock and piling replacement, waterway management of over 470 marine informational and regulatory signs and routine repairs for all equipment within the department. The Harbormaster's Office is responsible for the administration of all operations, which includes serving as property manager for boat slips, land and building leases assigned to the department, and the fuel dock, which generates over \$4.3 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. Re-paving and public green spaces were also created. Construction is ongoing to also add new restrooms and side-tie day dockage. The Harbormaster's Office is responsible for the management, maintenance, and administration support of the facility.	

Marine and Aviation

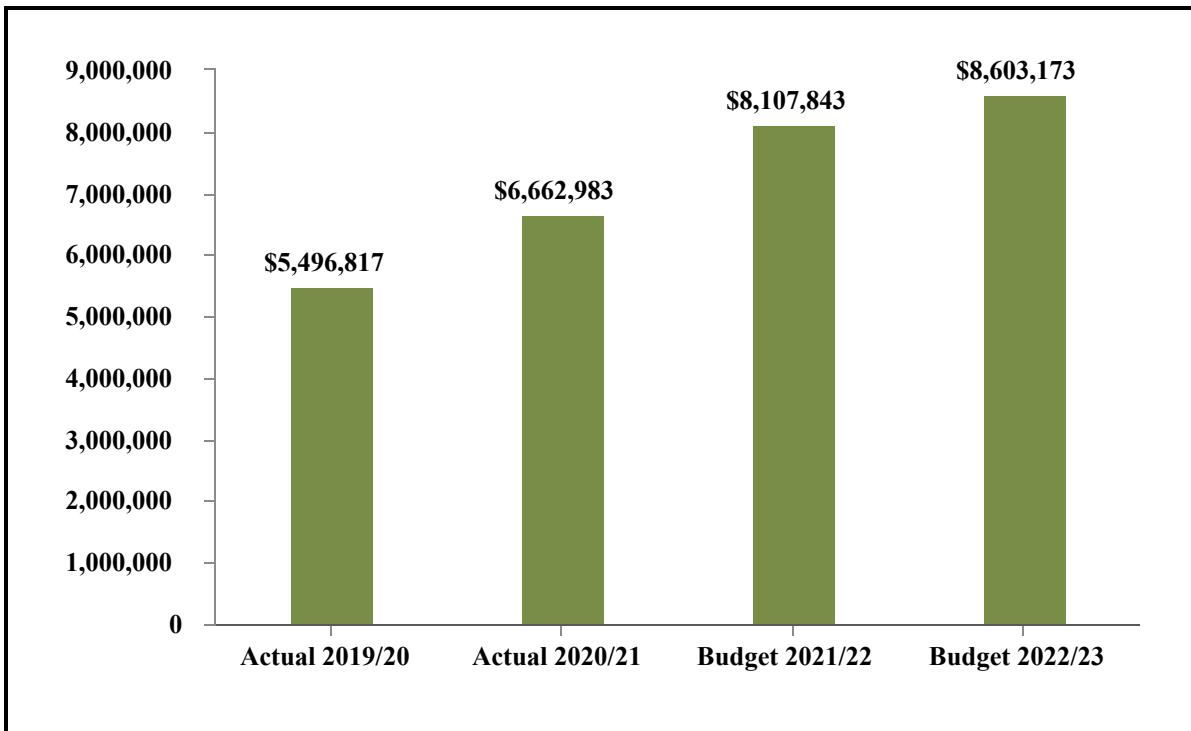
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Marine Fund					
Beach Marina Operations	4,235,865	5,324,080	6,723,810	7,038,640	5 %
Airpark Fund					
Airpark Operations	275,637	331,389	333,690	406,990	22 %
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina Operations	753,394	781,695	909,680	1,003,610	10 %
Parking Fund					
Seminole Street Boat Ramp	231,921.01	225,818	140,663	153,933	9 %
Total Marine & Aviation	5,496,817	6,662,983	8,107,843	8,603,173	6 %

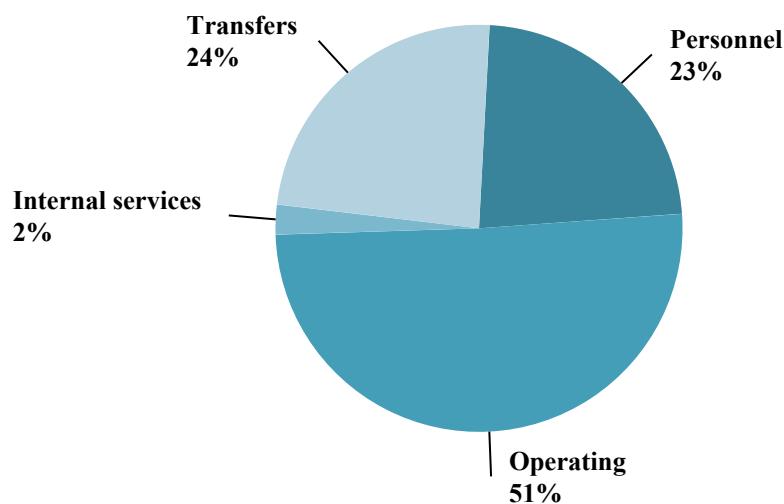
Full Time Equivalent Positions

Marina Operations	18.9	15.6	15.6	18.5	2.9
Airpark Operations	1.6	2.6	2.6	2.9	0.3
Clearwater Harbor Marina Fund	6.5	8.8	8.8	9.1	0.3
Seminole Street Boat Ramp	0.8	0.8	0.8	0.8	0.0
Total Marine & Aviation FTEs	27.8	27.8	27.8	31.3	3.5

Total Department Summary



Fiscal Year 2022/23 Budget by Category



Marine Fund Budget Highlights

- ◆ The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina at Clearwater Beach.
- ◆ The Marine Operations program is supported by 18.5 full time equivalent positions, an increase of 2.9 FTEs from fiscal year 2021/22. For fiscal year 2022/23, an Assistant Manager, Parking Security Supervisor (0.4), Parking Security Aide, and Marine Facility Operator (0.5) are being added.
- ◆ Operating expenses include an administrative charge to reimburse the General Fund a portion of City administrative functions, for fiscal year 2022/23, this expenditure is \$188,120, an 11% increase from the 2021/22 budget.
- ◆ Inventory costs for fuel purchases are budgeted at \$3.0 million in 2022/23, a 7% decrease from the current year's amended budget.
- ◆ Budgeted transfers for 2022/23 include a payment in lieu of taxes in the amount of \$324,300 to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2020/21 gross revenues, a 21% increase from the 2021/22 budget. Transfers to the Capital Improvement Fund of \$1,400,000 represent funding necessary to maintain the infrastructure of the Marina; this is an 18% increase in funding from the 2021/22 budget to provide funding for the Marina replacement project.
- ◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 5% increase from the 2021/22 budget.

Airpark Fund Budget Highlights

- ◆ The Airpark Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain Clearwater Airpark operations.
- ◆ The Airpark Operations program is supported by 2.9 full time equivalent positions, an increase of 0.3 FTEs from fiscal year 2021/22. For fiscal year 2022/23, a Parking Security Supervisor (0.3) is added.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions. For fiscal year 2022/23, this expenditure is \$10,490, a 5% decrease from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund of \$75,000 provide funding for Airpark projects for fiscal year 2022/23. Transfers also include \$17,270 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2020/21 gross revenues., and reflects a 6% decrease from the 2021/22 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects an increase of 22% from the 2021/22 amended budget primarily due to increased funding for transfers to capital.

Clearwater Harbor Marina Fund **Budget Highlights**

- ◆ The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.
- ◆ This program is supported by 9.1 full time equivalent positions, an increase of 0.3 FTEs from fiscal year 2021/22. For fiscal year 2022/23, a Parking Security Supervisor (0.3) is being added.
- ◆ Other operating expenditures include an administrative charge to reimburse the General Fund a portion of City administrative functions. For fiscal year 2022/23, this expenditure is \$29,730, a 5% increase from the 2021/22 budget.
- ◆ 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 2022/23, a 17% increase from the 2021/22 budget. Transfers also include \$49,110 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2020/21 gross revenues. This is an increase of 2% over the 2021/22 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 10% over the 2021/22 budget primarily due to increased funding for transfers to capital.

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

- ◆ The Seminole Street Boat Ramp re-opened in the winter of 2019 with enhanced facilities requiring additional operating expenditures. Revenues from parking fees are estimated to offset expenditures.
- ◆ This program is supported by 0.8 full time equivalent positions, the same level of staffing as the current year.
- ◆ For fiscal year 2022/23, operating expenditures are estimated at a 3% increase from fiscal year 2021/22. This includes estimates for utilities costs, grounds maintenance, operating/custodial supplies, and contractual fees for parking meters.
- ◆ A transfer to the Capital Improvement Fund to provide funding for routine maintenance and future capital improvement is budgeted at \$20,000 for fiscal year 2022/23.
- ◆ There have been no other significant changes in this program, the budget for fiscal year 2022/23 reflects a 9% increase from the current year.

Non-Departmental General Fund

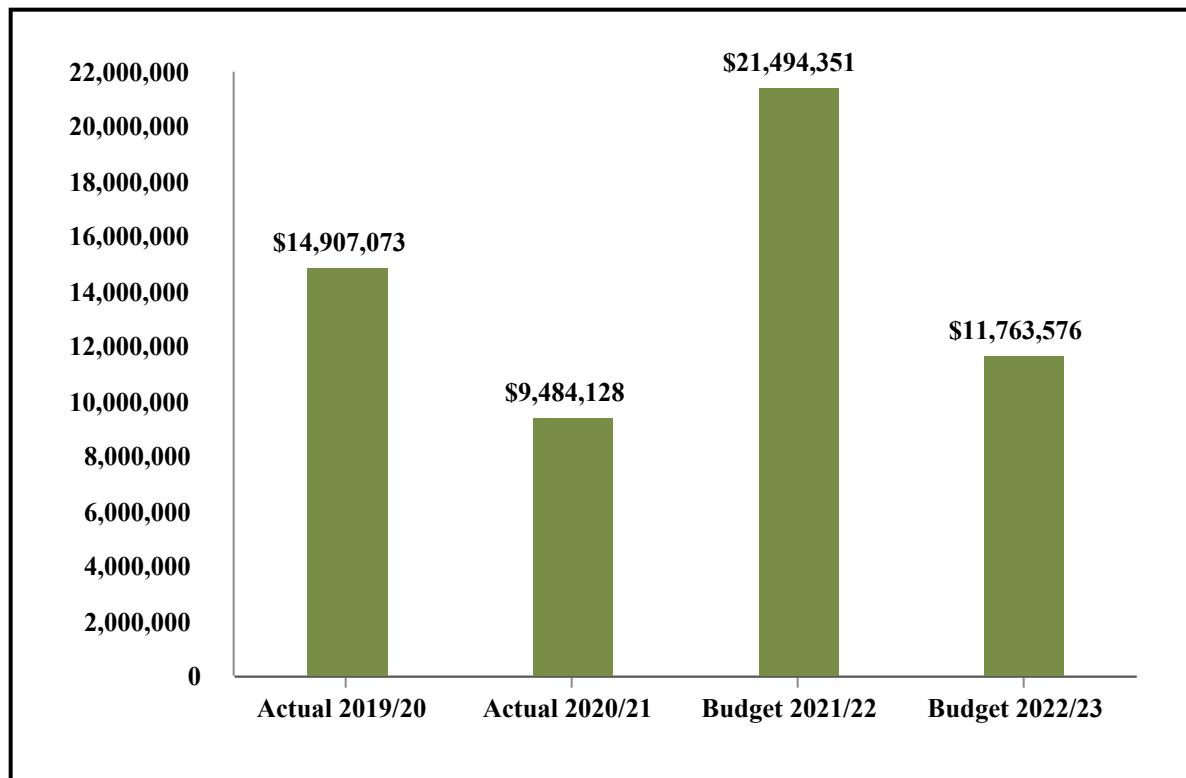
Program Description

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

Budget Summary

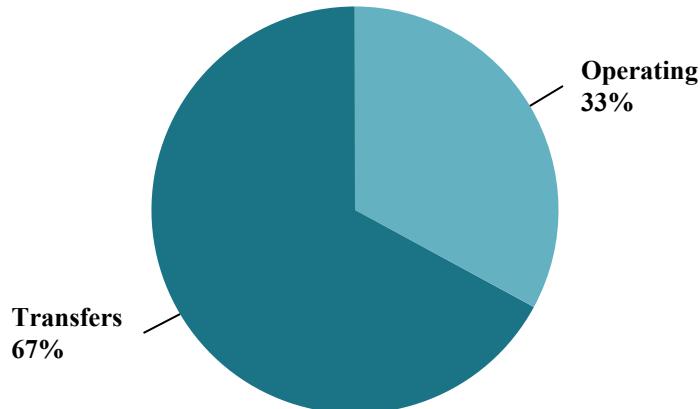
	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	—	—	99,165	—	n/a
Operating	1,667,770	1,282,876	2,299,824	3,345,963	45 %
Capital	1,591	884,503	—	—	n/a
Debt Service	—	—	—	1,600,000	n/a
Transfers	13,237,711	7,316,749	19,095,362	6,817,613	(64) %
Total General Fund	14,907,073	9,484,128	21,494,351	11,763,576	(45)%

Total Department Summary



Non-Departmental General Fund

Fiscal Year 2022/23 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 \$2,565,770 for general property and liability insurance for all General Fund programs. This is a 68% increase from the 2021/22 budget due to a recent appraisal and claims experience.
- ◆ Interfund transfers for fiscal year 2022/23 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of \$2,832,613. This is a 14% increase in funding from fiscal year 2021/22.
- ◆ Interfund transfers also include transfers to the Capital Improvement Fund which are budgeted at \$3,985,000 in fiscal year 2021/22 to fund ongoing maintenance projects at current general government facilities. This reflects a 76% decrease from the fiscal year 2021/22 amended budget due to large one-time transfers made in 2021/22.

Non-Departmental Central Insurance Fund

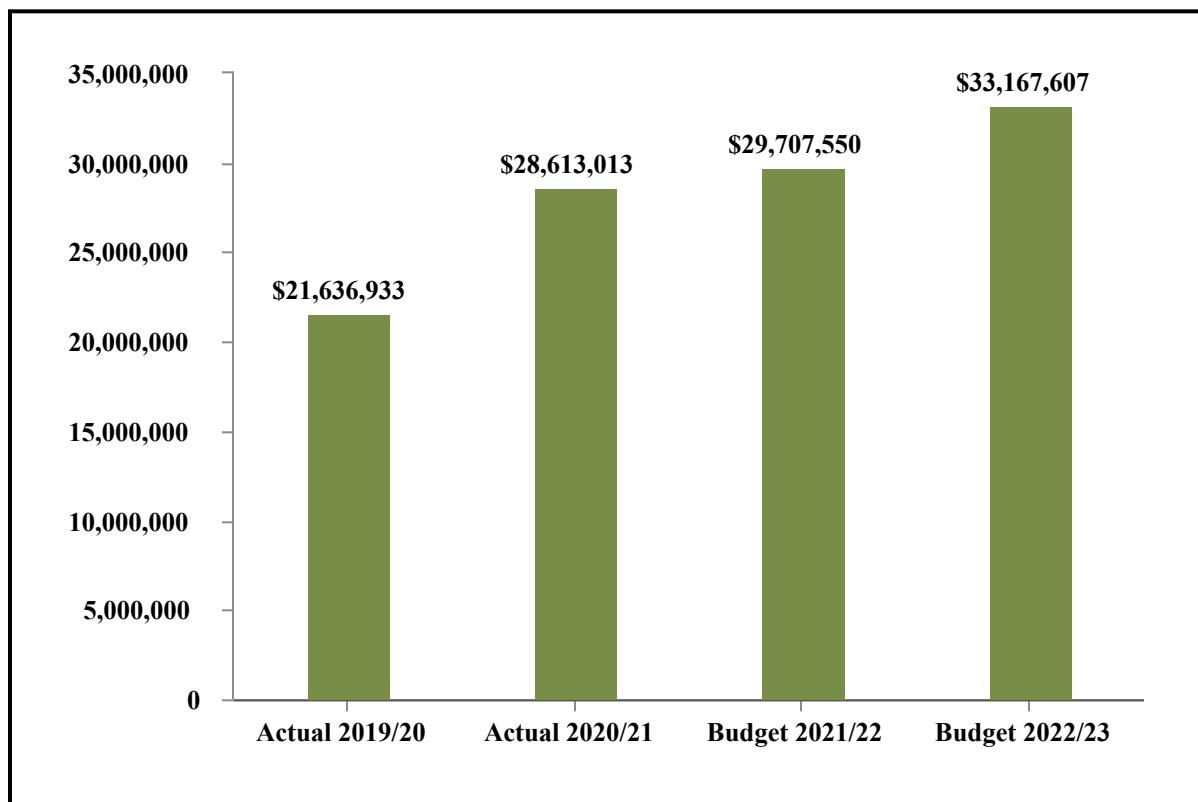
Program Description

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

Budget Summary

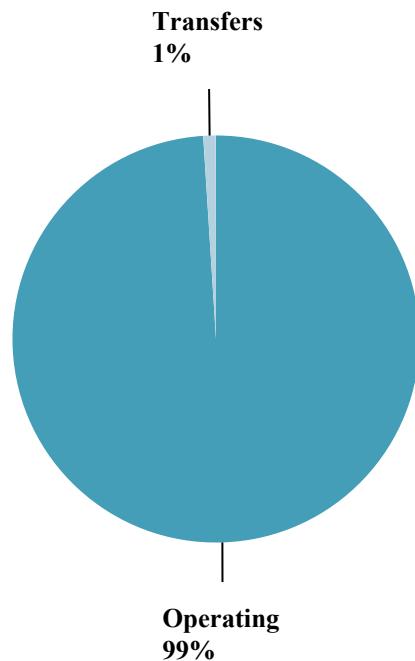
	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Operating	21,506,786	28,455,421	29,675,178	32,995,607	11 %
Transfers	130,147	157,592	32,372	172,000	431 %
Total Central Insurance Fund	21,636,933	28,613,013	29,707,550	33,167,607	12 %

Total Department Summary



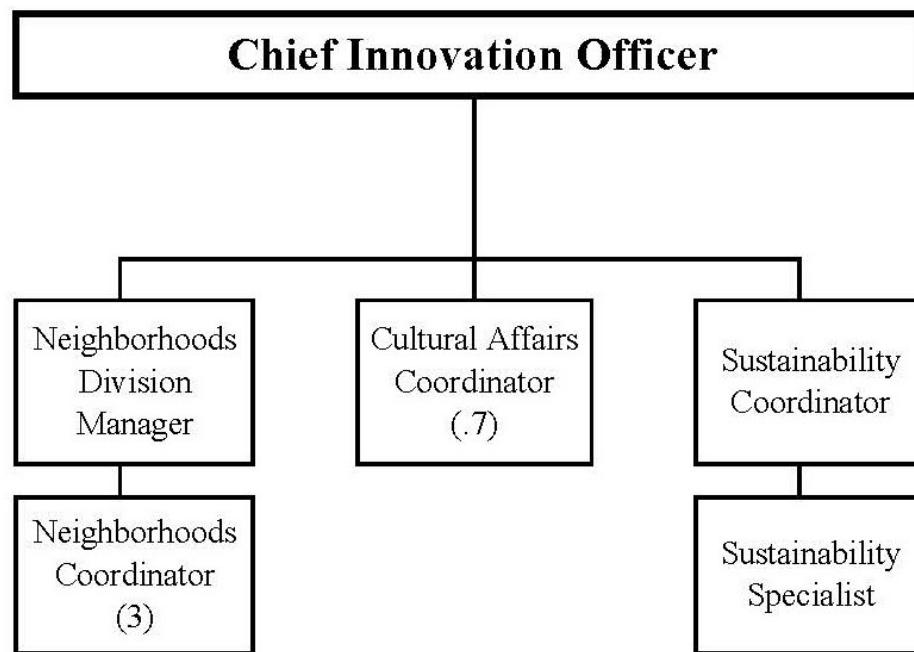
Non-Departmental Central Insurance Fund

Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The Central Insurance Fund Non-Departmental program is an internal service operation primarily managed by the Finance and Human Resources Departments. All anticipated costs are charged to City Departments through interfund charges to the department operating budgets based upon a combination of personnel and performance indicators.
- ◆ Worker's compensation costs for administration and claims are estimated at \$1.7 million city wide for fiscal year 2022/23. Prior year activity is distributed across all operating funds based upon employee count and claims experience to fund this year's expense.
- ◆ Property and liability insurance costs for administration and claims is estimated at \$5.6 million city wide for fiscal year 2022/23. 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 2022/23 is budgeted at \$25.7 million. This includes an estimated 15% contract increase for fiscal year 2022/23. Both employee and retiree costs are included in this total which are offset by revenues received in the Central Insurance Fund. Approximately \$1.7 million is also budgeted separately for the cost of the Employee Health Clinic.
- ◆ Transfers to the Capital fund are budgeted at \$172,000 to fund AED replacements in all City facilities and the right-of-way tree management program.



Office of Innovation – 7.7 FTEs

Department Objective

In working to further the City's Strategic Direction of continuously measuring and improving our performance, 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.

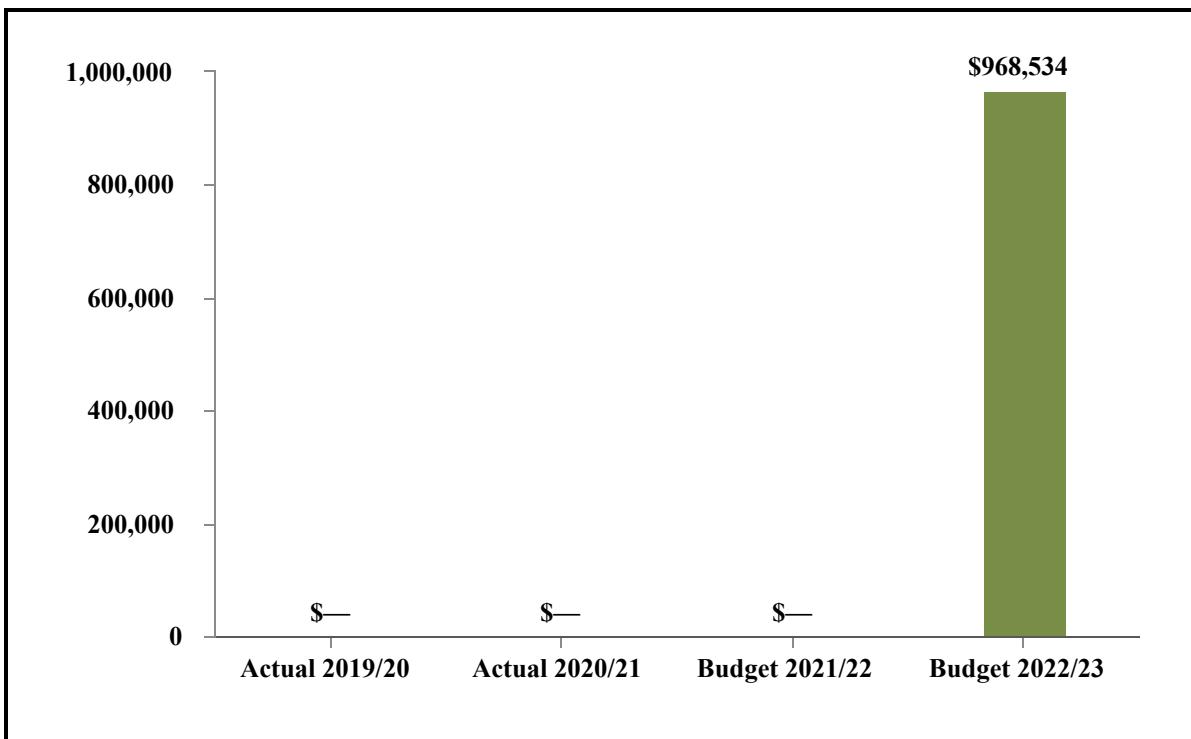
Our Cultural Affairs Division is responsible for facilitating, stimulating, and enhancing local cultural development initiatives to maintain a robust and inclusive arts and culture ecosystem in Clearwater.

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.

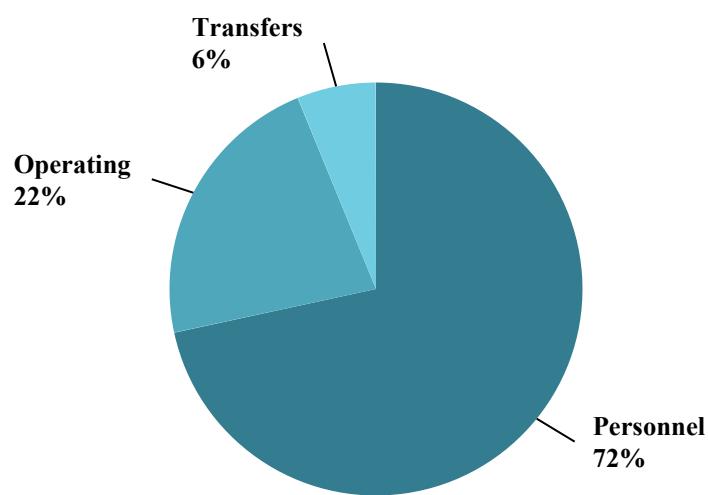
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Personnel	0	0	0	691,634	n/a
Operating	0	0	0	215,680	n/a
Internal Services	0	0	0	1,220	n/a
Transfers	0	0	0	60,000	n/a
Office of Innovation	0	0	0	968,534	n/a
Total Office of Innovation FTEs	0.0	0.0	0.0	7.7	7.7

Total Department Summary



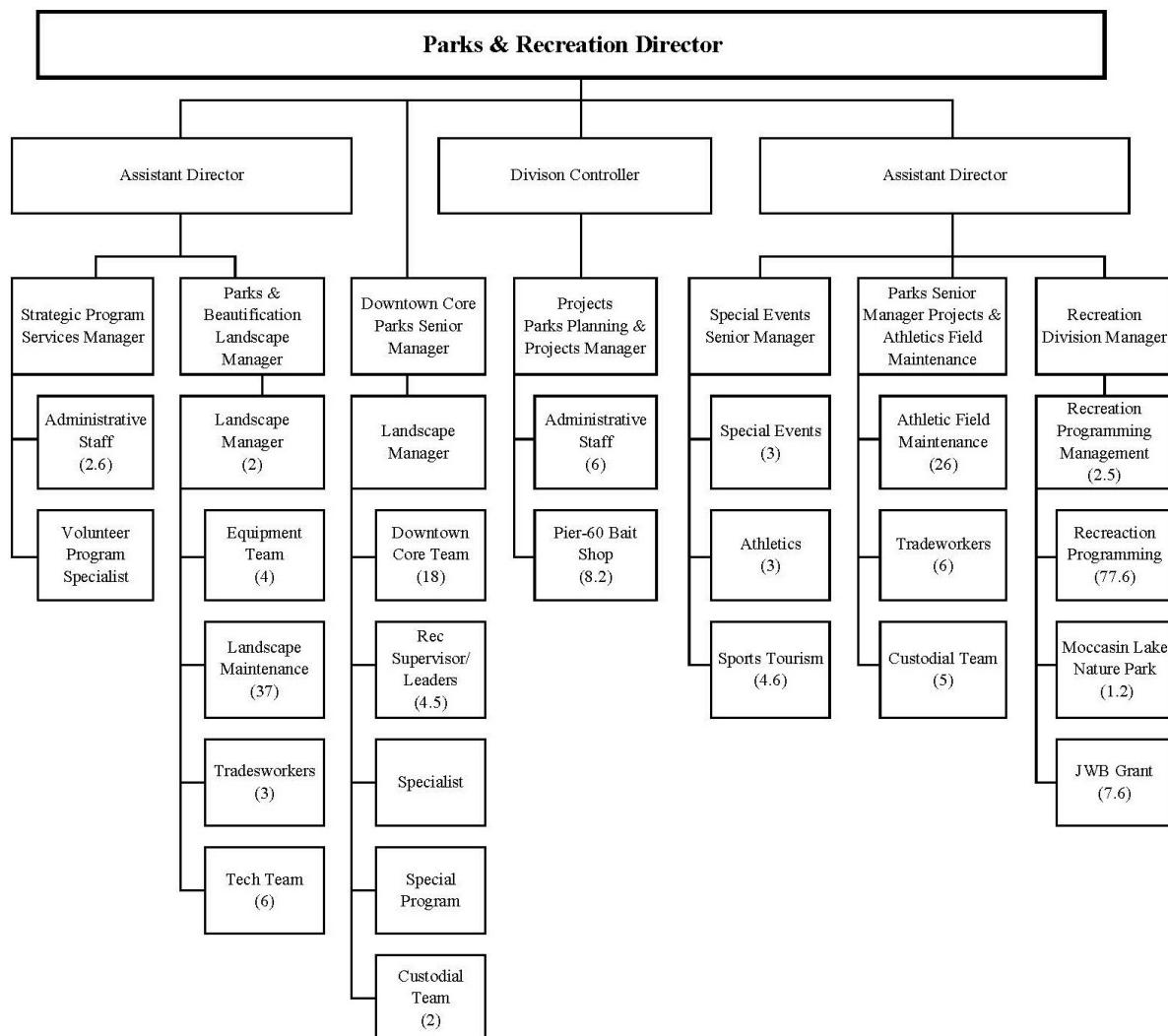
Fiscal Year 2022/23 Budget by Category



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 managing sustainability efforts which align and implement the City's Greenprint plan.
- ◆ Operating costs include funding of \$100,000 to create neighborhood outreach programs which include neighborhood's day 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 Coordinator.
- ◆ The Office of Innovation department is supported by 7.7 full time equivalent positions. To staff this new department in fiscal year 2022/23, the Chief Innovation Officer, Sustainability Specialist, and 3 Neighborhood Coordinators were added; the Neighborhoods Manager, Sustainability Coordinator, and Cultural Affairs Coordinator (0.7) were transferred from the City Manger's Office.

Parks and Recreation



Parks and Recreation (General Fund) – 236.2 FTEs

Parks and Recreation (Special Program Fund) – 8.6 FTEs

Total Parks and Recreation – 244.8 FTEs

Parks and Recreation

Department Objective

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

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

Summary of Services Provided

Administration

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

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

Recreation Programming

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

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

Summary of Services Provided Continued

Parks and Beautification

The objective of the Parks and Beautification division is to provide general maintenance, enhancement and development of City owned properties. This includes functions such as routine grounds 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, sports complexes and Baycare Ballpark, spring training home for the Philadelphia Phillies. In addition, this division coordinates the implementation of the capital improvement program.

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

Sailing Center Operations

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

Pier 60 Operations

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

Parks and Recreation

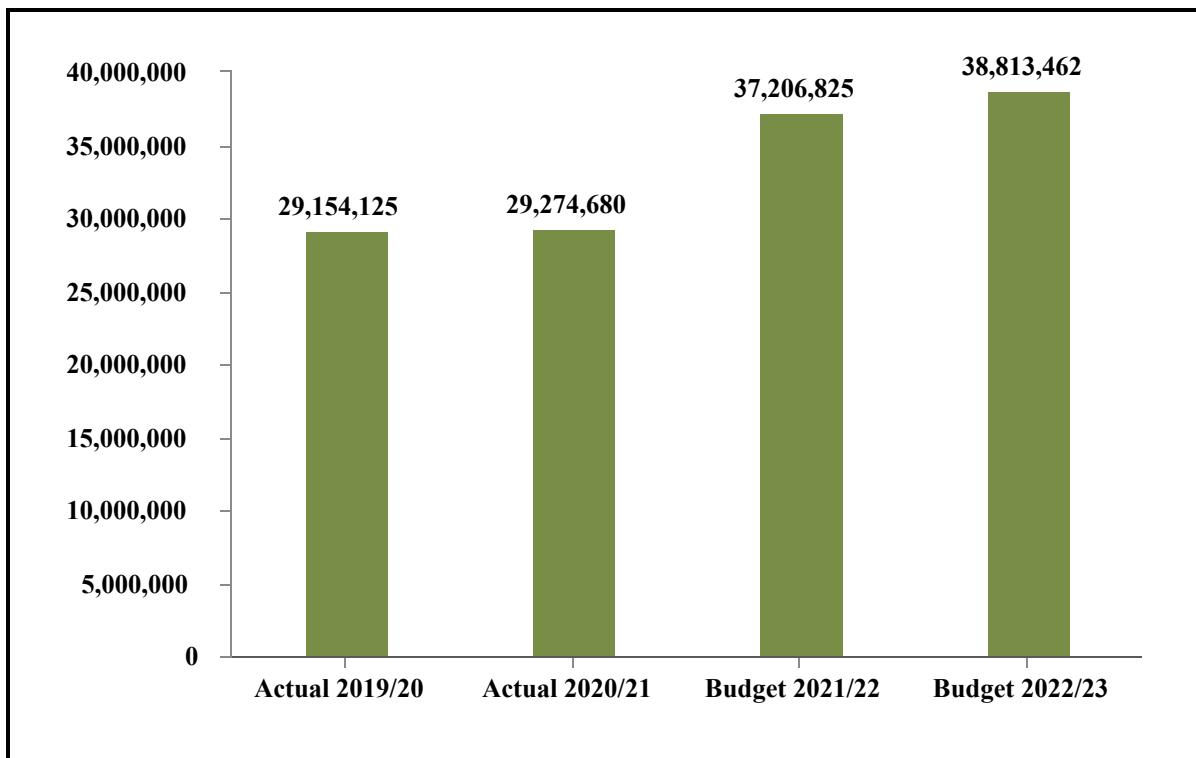
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
General Fund					
Administration	3,909,464	3,248,655	4,084,449	4,069,705	— %
Recreation Programming	8,501,105	8,336,072	11,744,553	14,560,300	24 %
Parks and Beautification	14,769,110	15,667,408	19,023,476	18,590,648	(2) %
Streets and Sidewalks	903,433	830,507	1,028,807	—	(100) %
Pier 60	1,034,047	1,155,427	1,282,610	1,547,159	21 %
Sailing Center	36,965	36,613	42,930	45,650	6 %
Total Parks and Recreation	29,154,125	29,274,680	37,206,825	38,813,462	4 %

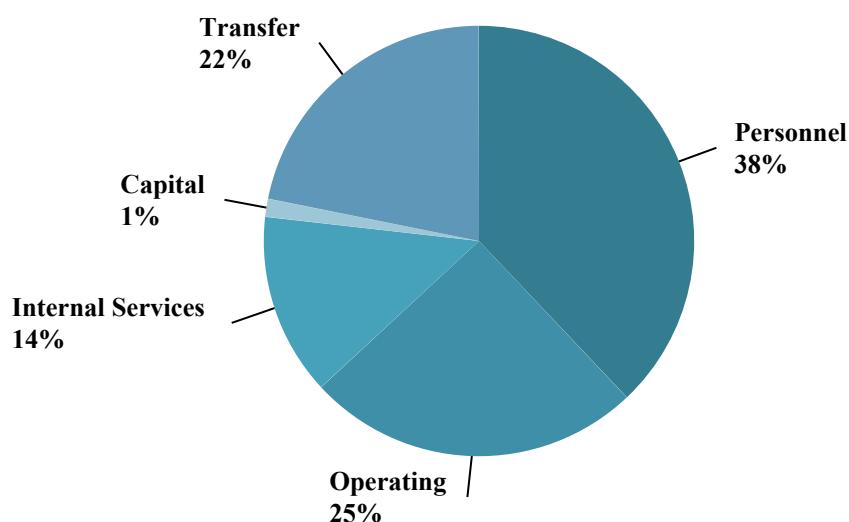
Full Time Equivalent Positions

	28.5	28.5	28.5	23.6	(4.9)
Administration	28.5	28.5	28.5	23.6	(4.9)
Recreation Programming	84.8	84.3	84.3	90.4	6.1
Parks and Beautification	100.4	103.4	105.4	114.0	8.6
Streets and Sidewalks	11.0	11.0	11.0	0.0	(11.0)
Pier 60	8.2	8.2	8.2	8.2	0.0
Subtotal - General Fund	232.9	235.4	237.4	236.2	(1.2)
Special Program Fund	8.0	8.0	8.0	8.0	0.0
Total Parks and Recreation FTEs	240.9	243.4	245.4	244.2	(1.2)

Total Department Summary



Fiscal Year 2022/23 Budget by Category



General Fund Parks & Recreation Budget Highlights

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 236.2 full time equivalent positions, a net decrease of 1.2 FTEs from the 2021/22 budget. For fiscal year 2022/23, 11 FTEs responsible for streets and sidewalk maintenance, 8 FTEs which supported the urban forestry functions and 3 FTEs which managed facility and median landscape contracts are transferred to the new Public Works department; 2 positions are eliminated for repurposing due to the inability to staff them for more than a year; 4 new positions are added to staff the new custodial team; 4.5 positions are added for programming at the new Coachman Park; and 14.3 positions are added for maintenance of the downtown core which includes the new Coachman Park, Cleveland Street to support downtown street landscaping up to and through Crest Lake Park.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. Contributions of \$400,000 to Ruth Eckerd Hall, Inc. (REH), \$19,400 for the Clearwater Community Chorus at REH; and \$4,000 for Clearwater for Youth sponsorships are budgeted for fiscal year 2022/23. The budget for event related cash contributions includes the following: \$75,000 for Jazz Holiday; \$6,000 for the MLK March and Rally; 5,000 for Veterans Day celebrations; and \$5,000 for Clearwater Chalktober Fest.
- ◆ Operating expenditures include contractors for landscape maintenance at parks and recreation sites, and cleaning supplies and services at recreation centers and athletic facilities estimated at \$293,000. Funding for special events contracts services is budgeted at \$61,000; and \$313,000 for contractual services for softball tournament events. This category also includes the budget of \$650,000 for inventory for resale items at the Pier 60 Bait House.
- ◆ Debt service expenditures are estimated at \$144,430 for fiscal year 2022/23. This is for the short-term debt payments on additional vehicles and equipment.
- ◆ Transfers of \$70,000 to the special events program include the City's contribution for the production of Clearwater Celebrates America and Blues on the Block.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$5,428,030 in fiscal year 2022/23. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities. Also included is \$3,000,000 to fund major renovations/upgrades at the Long Center.
- ◆ 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 4% from the amended 2021/22 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: **\$2,407,949**

Program FTEs: **13.0**

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 the operator of the Imagine Clearwater Amphitheater and the City.

Program Expenditures: **\$937,173**

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

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

Volunteer Program

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

Program Expenditures: **\$81,002**

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: **1.0**

Sports Tourism

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

Program Expenditures: **\$620,741**

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 support in the way of recruitment; employment; evaluation; training; management; revenue generation; reporting systems design, monitoring and data evaluation; report and presentation development; public relations and marketing; liaison with co-sponsor groups; and customer service.

Program Expenditures: **\$2,157,758**

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: **\$183,606**

Program FTEs: **1.2**

Henry L. McMullen Tennis Complex

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

Program Expenditures: **\$529,393**

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: **\$978,936**

Program FTEs: **11.0**

Parks and Recreation

Ross Norton Recreation and Aquatics Complex

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

Program Expenditures: \$1,080,525

Program FTEs: 11.1 (General Fund)
Program FTEs: 4.0 (Special Program Fund)

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

This program provides minimal support to the various organizations that have leases with the city to provide recreational and educational programs housed in city owned facilities. This primarily includes building and maintenance support for Life Force at Kings Highway; and Boys and Girls Club at Wood Valley. Shuffleboard Club at Shuffleboard Complex, Lawnbowls Club at Lawnbowls Complex, and Horseshoe Club at Ed Wright Park. These programs are managed by the Recreation Programming Division.

Program Expenditures: \$82,850

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

Program Expenditures: \$5,549,365

Program FTEs: 23.5

Athletics

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

Program Expenditures: \$1,411,671

Program FTEs: 3.0

Parks and Recreation

North Greenwood Recreation and Aquatic Center

This program provides staff and resources to supervise and program the North Greenwood complex which houses the Ray E. Green Aquatics Center and the Dr. Joseph L. Carwise Recreation Center. The 2022/23 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: **\$1,020,325**

Program FTEs: **11.3 (General Fund)**

Program FTEs: **3.0 (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: **\$741,283**

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: **\$553,043**

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 Imagine Clearwater Park, Station Square Park, downtown events, the Mercado Plaza, and Crest Lake Park. They will provide recreation programs and activities similar to what is offered at recreation centers as well as special events aimed to energize the downtown core area. Activities will be offered with a multigenerational focus.

Program Expenditures: **\$271,545**

Program FTEs: **5.5**

Parks and Recreation

Parks & Beautification Cost Center Descriptions

Landscape Administration

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

Program Expenditures: **\$3,890,884**

Program FTEs: **3.0**

Beach Teams

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

Program Expenditures: **\$1,879,709**

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: **\$1,203,167**

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: **\$617,891**

Program FTEs: **5.0**

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: **\$590,494**

Program FTEs: **6.0**

Downtown Core Maintenance Team

This program provides staff and resources to perform maintenance for all parks and streetscapes along Cleveland Street from Clearwater Harbor to Crest Lake Park and Gulf to Bay. This area includes 2.3 miles of streetscape as well as Imagine Clearwater Park, Station Square Park, the Mercado Plaza, Crest Lake Park, Crest Lake Dog Park, Splash Pad, Lake Fountain and Veterans Memorial Plaza. Normal landscape maintenance activities including mowing, weeding, trimming, edging, irrigation repairs, and spraying to maintain standards established by administrative staff. These areas are maintained 365 days per year from 6am to 9pm. In addition, staff is on site 7 days a week to assist visitors to the park.

Program Expenditures: **\$1,366,946**

Program FTEs: **23.0**

Parks and Recreation

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: **\$456,108**

Program FTEs: **6.0**

Athletic Field Maintenance Administration

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

Program Expenditures: **\$803,527**

Program FTEs: **4.0**

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: **\$746,045**

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: **\$3,596,545**

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: **\$503,517**

Program FTEs: **2.0**

Parks and Recreation

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: \$761,852

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: \$822,325

Program FTEs: 7.0

Custodial Team

This program provides staffing and resources to clean restrooms at unmanned recreation sites primarily at outdoor athletic facilities and neighborhood parks. This program has been enhanced by the addition of staff to allow for the opening and use of restrooms at Belmont Park, Cherry Harris Park, Marymont Park, Woodgate Park, and Del Oro Park.

Program Expenditures: \$333,603

Program FTEs: 5.0

Tradesworker Team

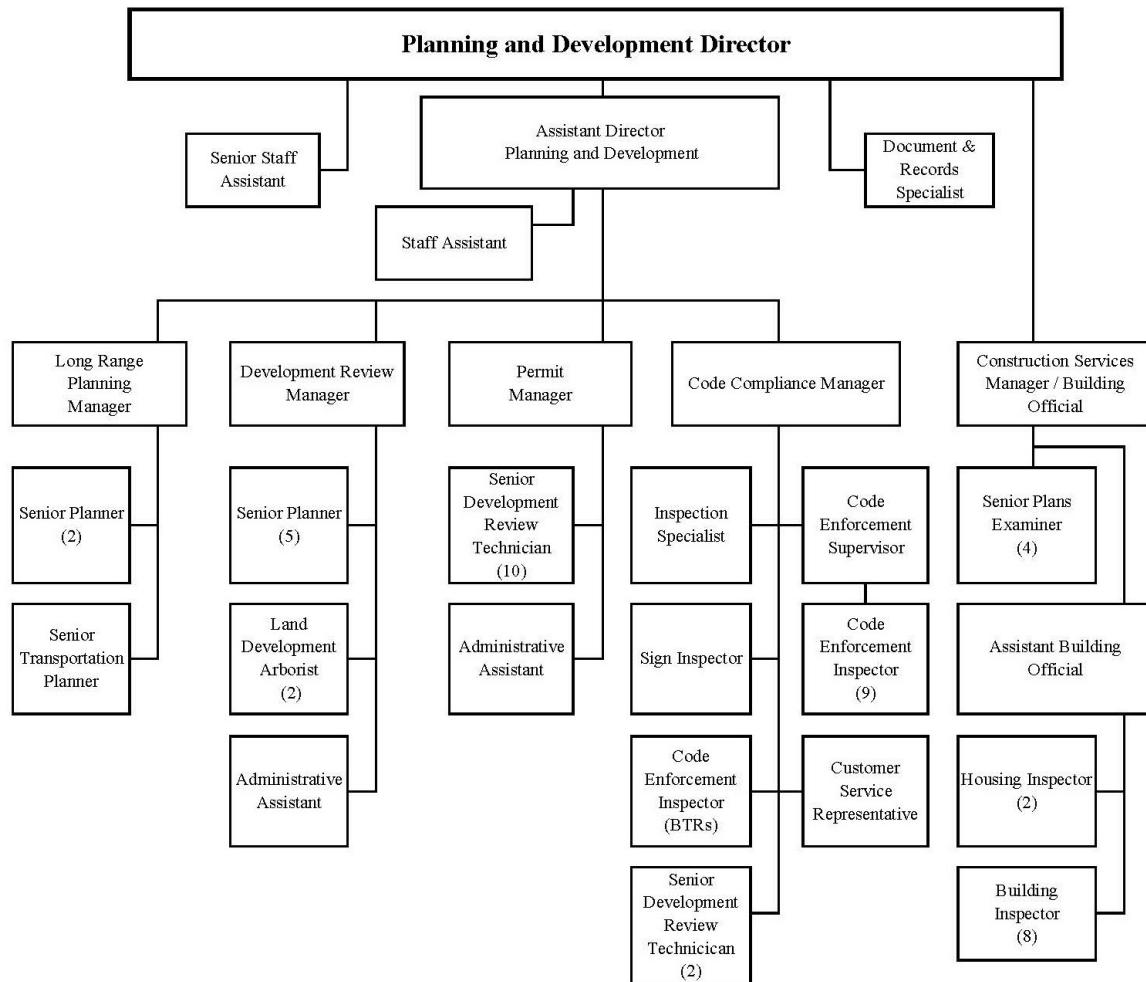
This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 26 playgrounds in the city. This team inspects 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: \$1,008,155

Program FTEs: 9.0



Planning and Development



Planning & Development – 63.0 FTEs

Planning and Development

Department Objective

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

Summary of Services Provided

Planning

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

Long Range Planning Division

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

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

Current Work Projects

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

Development Review Division

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

Current Work Projects

- ◆ Processing applications for Flexible Standard Development, Flexible Development, Sign Permit and Comprehensive Sign Program.
- ◆ Participate in Business Process Study
- ◆ Inspecting sites for landscape compliance prior to issuance of a Certificate of Occupancy Permit, and re-inspecting sites for continued compliance.
- ◆ Conducting Site Plan Consultations for US 19 and Downtown projects.
- ◆ Participating in In-House Technical Tree Committee studying tree canopy issues

Planning and Development

Summary of Services Provided

Construction Services

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

Development Service Center

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

Construction Services

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

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

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

Current Work Projects

- ◆ Implementation of IVR Upgrade.
- ◆ Participating in Business Process Study
- ◆ Posting for Website Detailing Construction Services Income vs. Expenditures Consistent with Florida Statutes 553.80.

Code Compliance

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

Code Compliance

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

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

Current Work Projects

- ◆ Targeted code sweeps
- ◆ Development of Division Metrics
- ◆ Continued focus on enforcement of short-term rentals

Planning and Development

Summary of Services Provided Continued

Code Compliance (continued)

Business Tax Receipts

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

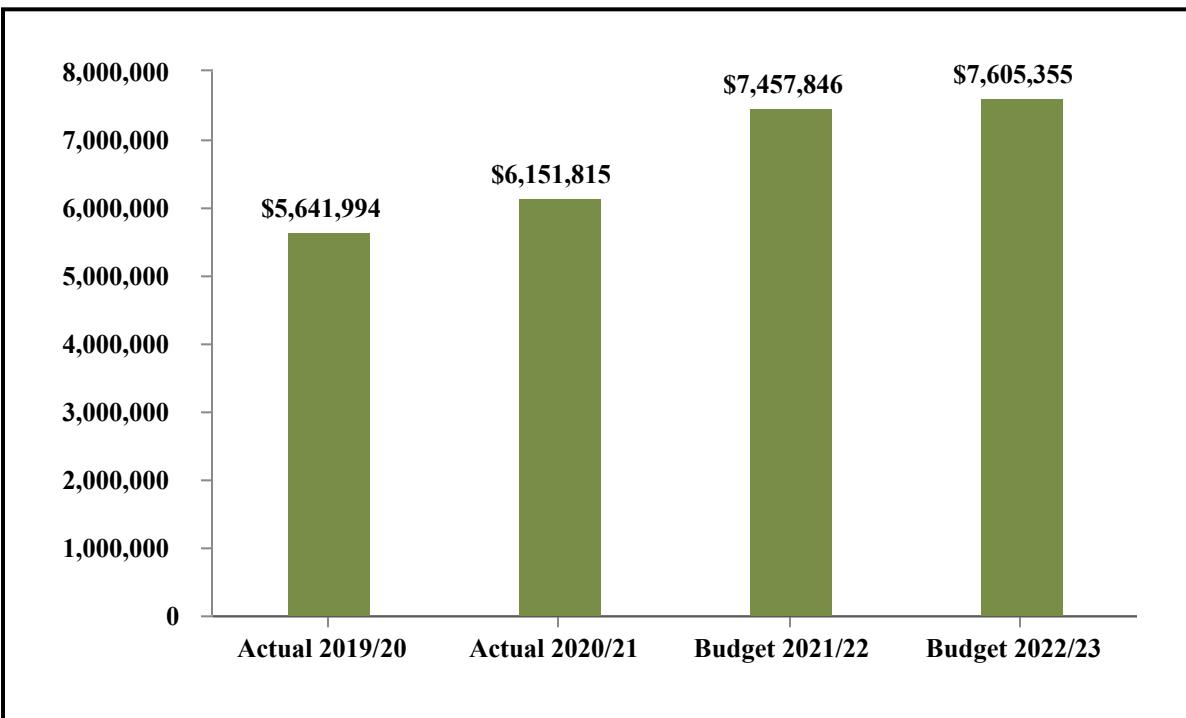
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Planning	1,487,740	1,780,022	2,025,513	2,071,311	2 %
Construction Services	2,922,125	3,233,254	3,886,292	4,033,606	4 %
Code Compliance	1,232,130	1,138,539	1,546,041	1,500,438	(3) %
Total Planning and Development	5,641,994	6,151,815	7,457,846	7,605,355	2 %

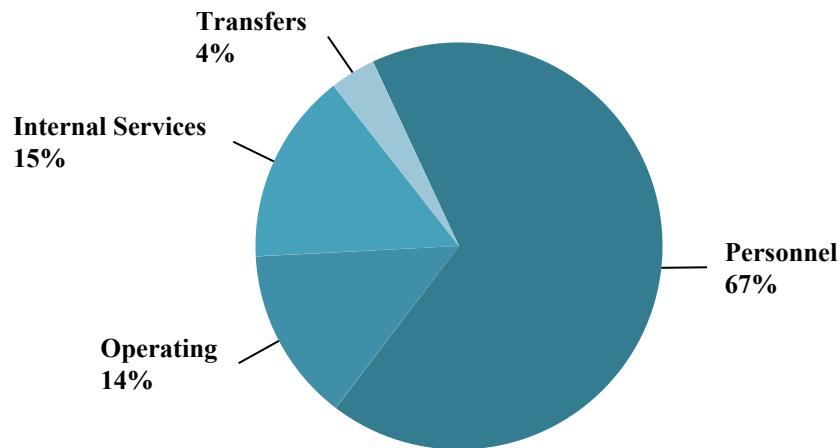
Full Time Equivalent Positions

Planning	15.6	15.6	14.8	14.6	(0.2)
Construction Services	27.4	27.4	28.1	30.2	2.1
Code Compliance	15.0	15.0	18.1	18.2	0.1
Total Planning and Development	58.0	58.0	61.0	63.0	2.0
FTEs					

Total Department Summary



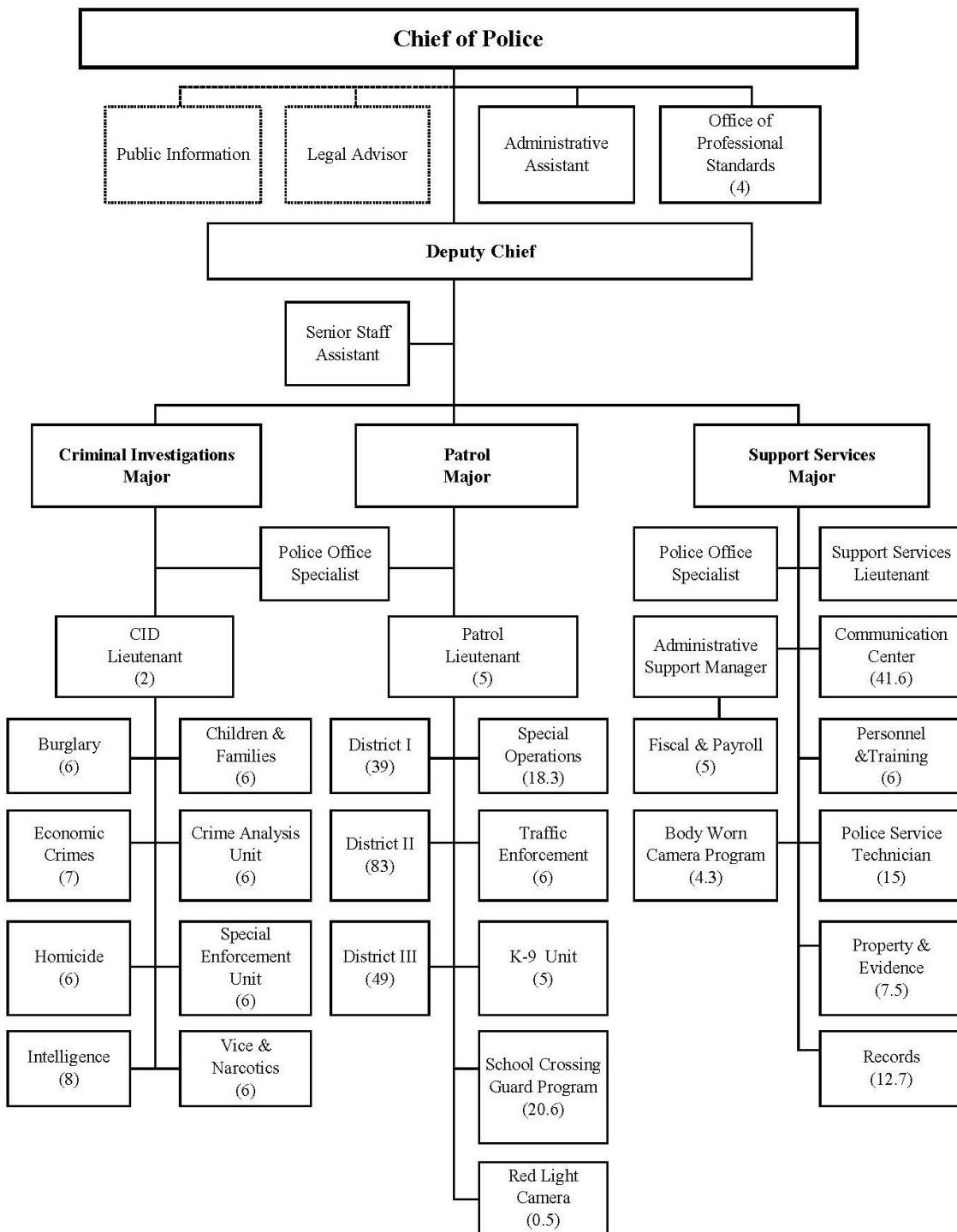
Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The Planning and Development Department is supported by 63 full time equivalent positions, an increase of two FTEs from the 2021/22 budget. For fiscal year 2022/23, a Sr. Planner is added to the Planning division and a Plans Examiner is added to the Construction Services division.
- ◆ Operating expenditures include funding of \$650,000 for construction inspection services, \$5,000 for assistance with enforcement of short term rentals; and \$30,000 for lot mowing for vacant and/or overgrown properties throughout the City. These costs represent 65% of the departments operating expenditures.
- ◆ Transfers for fiscal year 2022/23 include \$275,000 to fund a special program created to fund 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 2% increase from the 2021/22 budget.





Police – (General Fund) – 379.2 FTEs
Police (Special Program Fund) – 7.3 FTEs
Total Police – 386.5 FTEs

Department Objective

The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council's Strategic Direction of providing cost effective municipal services that reinforce the City of Clearwater's standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 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 Direction of providing cost effective municipal police services and police related infrastructure through the optimal use of department resources, continual measurement of quality of services, and fostering community engagement establishing a customer centric organization.

Criminal Investigations

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

Patrol

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

Support Services

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

Communications Section

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

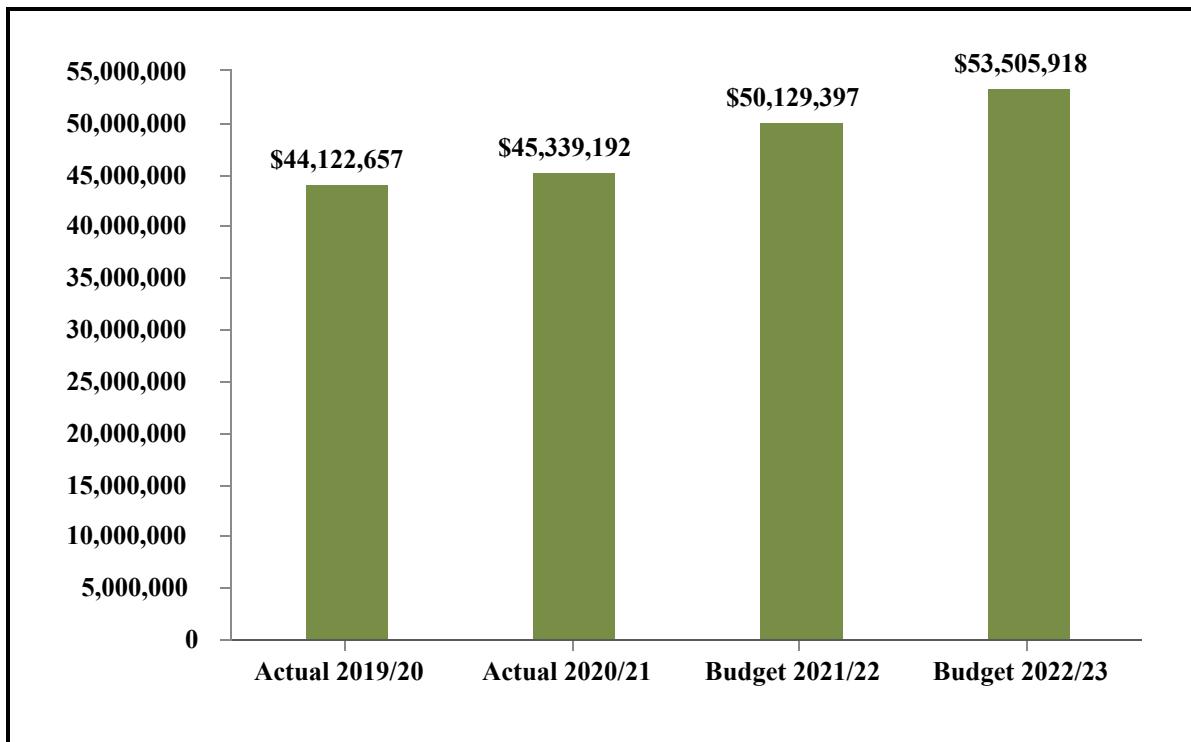
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Office of the Chief	1,072,463	1,416,948	1,175,769	1,289,946	10 %
Criminal Investigations	6,947,344	7,219,908	7,404,308	7,514,710	1 %
Patrol	24,225,946	24,938,247	26,886,952	29,280,190	9 %
Support Services	7,843,348	8,456,820	11,167,633	11,004,712	(1) %
Communications	4,033,557	3,307,270	3,494,735	4,416,360	26 %
Total Police	44,122,657	45,339,192	50,129,397	53,505,918	7 %

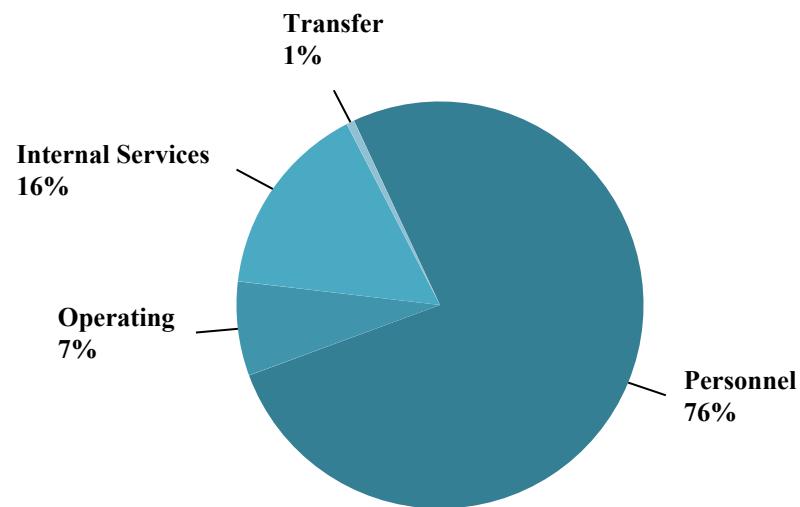
Full Time Equivalent Positions General Fund

Office of the Chief	8.0	7.0	7.0	8.0	1.0
Criminal Investigations	63.3	57.0	55.0	55.0	0.0
Patrol	205.9	207.9	209.9	221.1	11.2
Support Services	48.2	53.5	54.5	53.5	(1.0)
Communications	41.6	42.6	41.6	41.6	0.0
Subtotal - General Fund	367.0	368.0	368.0	379.2	11.2
Special Program Fund	7.3	7.3	7.3	7.3	0.0
Total Police FTEs	374.3	375.3	375.3	386.5	11.2

Total Department Summary



Fiscal Year 2022/23 Budget by Category



Budget Highlights

- ◆ The Police Department is supported by 386.5 full time equivalent (FTEs) positions, an increase of 11.2 FTEs from fiscal year 2021/22. For fiscal year 2022/23, 10 Police Officers and 1.2 Police Aides are being added
- ◆ In the Patrol Division, the 5.8 officer positions that are assigned to work as School Resource Officers are funded in the Special Program Fund by revenues from the Pinellas County School Board and Florida Contraband Forfeiture revenues.
- ◆ Funding for the Police Supplemental Pension plan of \$1,130,000 is included in the budget for fiscal year 2022/23. 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 76% of the total Police Department operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$620,000 for the Pinellas County Sheriff's Office contract, \$690,440 for evidence, video, and body camera system maintenance, \$240,000 for the Taser 7 and car camera lease programs, and \$234,470 for the Tri-Tech maintenance contract for the Communications Center.
- ◆ Internal service charges are estimated at \$8.3 million for 2022/23, representing funding for information technology, telecommunications, fleet service charges building and maintenance, and radio communications. This is a 32% increase from the prior year due to increased garage charges for new vehicles and increased radio charges to fund the purchase of new radios.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$141,360 for fiscal year 2022/23.
- ◆ Interfund transfers to the special program fund include \$30,000 to provide funding for police recruitments and \$143,200 for the mental health co-responder program. Transfers for Police related capital projects are budgeted at \$155,000 for fiscal year 2022/23.
- ◆ There have been no other significant changes in Police Department programs. The budget is approximately 7% greater than the fiscal year 2021/22 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: **\$650,739**

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: **\$639,207**

Program FTEs: **4.0**

Criminal Investigations Cost Center Descriptions

Criminal Investigations Administration

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

Program Expenditures: **\$957,629**

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: **\$986,403**

Program FTEs: **8.0**

Homicide Unit

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

Program Expenditures: **\$849,614**

Program FTEs: **6.0**

Burglary/Theft Unit

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

Program Expenditures: **\$799,970**

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: \$772,698

Program FTEs: 6.0

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: \$755,968

Program FTEs: 6.0

Economic Crimes Unit

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

Program Expenditures: \$895,285

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: \$1,056,419

Program FTEs: 6.0

Crime Analysis Unit (CAU)

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

Program Expenditures: \$440,724

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: **\$5,732,170**

Program FTEs: **6.0**

District II

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

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

Program Expenditures: **\$9,702,369**

Program FTEs: **83.0**

District III

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

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

Program Expenditures: **\$6,460,646**

Program FTEs: **49.0**

District I

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

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

Program Expenditures: **\$4,057,131**

Program FTEs: **39.0**

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: **\$831,714**

Program FTEs: **6.0**

K-9 Unit

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

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

Program Expenditures: \$672,175

Program FTEs: 5.0

Red Light Camera Program

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

Program Expenditures: \$213,532

Program FTEs: 0.5

Special Operations

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

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

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

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

Program Expenditures: \$854,737

Program FTEs: 12.0 (General Fund)

Program FTEs: 6.3 (Special Program Fund)

School Crossing Guard Program

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

Program Expenditures: \$755,716

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: **\$732,472**

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: **\$784,814**

Program FTEs: **12.7**

Police Service Technicians

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

Program Expenditures: **\$1,202,779**

Program FTEs: **15.0**

General Operations

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

Program Expenditures: **\$6,063,495**

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: **\$1,160,403**

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: **\$302,513**

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 also responsible for the oversight of building maintenance and repair for all police facilities.

Program Expenditures: **\$377,524**

Program FTEs: **7.5**

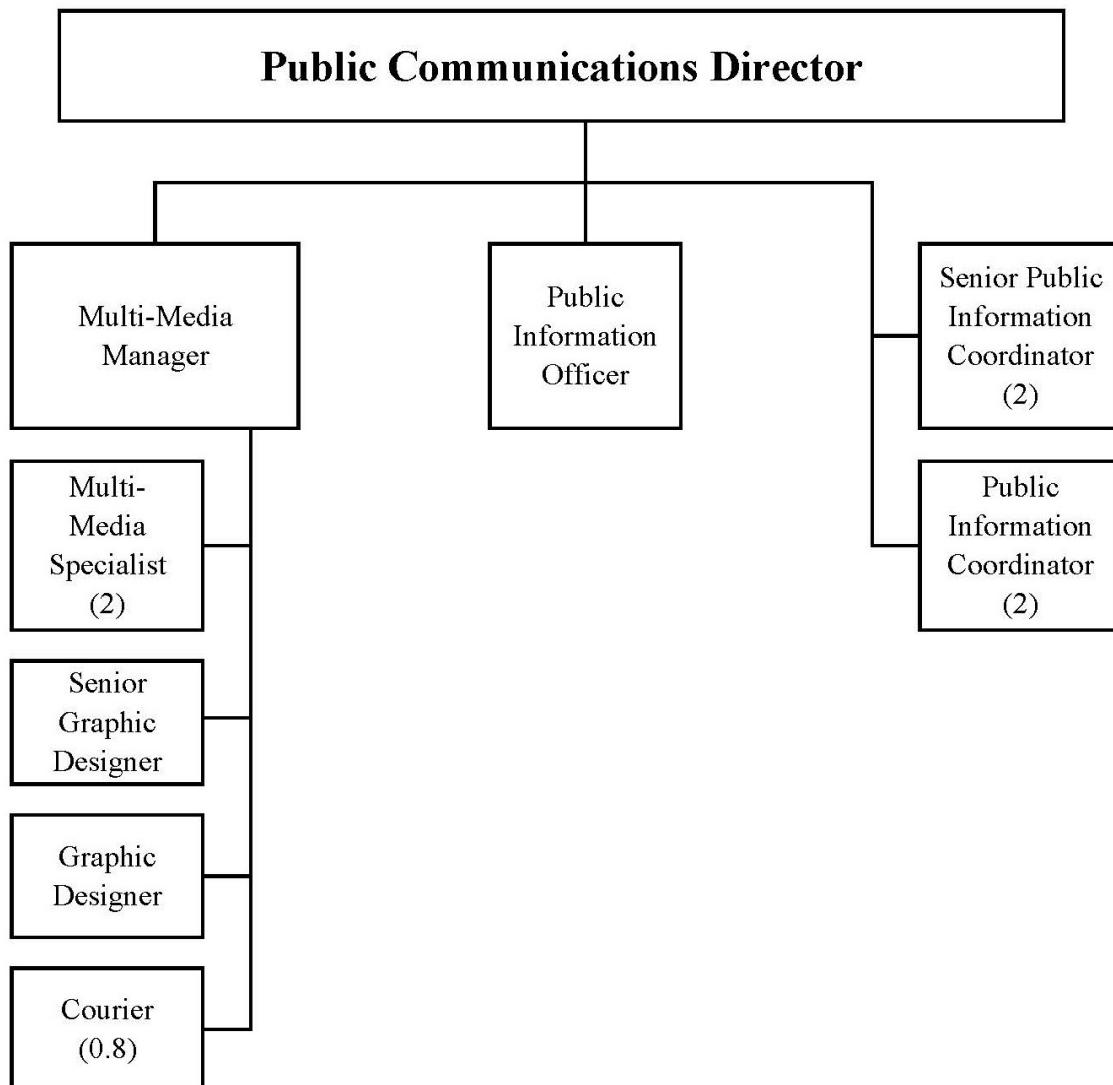
Body Worn Camera Program

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

Program Expenditures: **\$380,712**

Program FTEs: **4.3**

Public Communications



Public Communications (General Fund) – 11.0 FTEs

Courier (Administrative Services Fund) – 0.8 FTEs

Total Public Communications – 11.8 FTEs

Department Objective

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

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

Summary of Services Provided

Public Communications

Communications & Community Relations

The Public Communications Division coordinates all comprehensive marketing activities, which includes writing and distribution of media releases, production of printed and electronic collateral materials, 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 and the Clearwater Civic Leadership Academy. The division also handles the proactive and reactive public information responsibilities for Police, Fire and Emergency Management.

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

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall meetings, neighborhoods day, community surveying and targeted programs, such as the Citizens Academy. Key achievements in fiscal year 2021/22 included efficiently communicating the city's accomplishments, COVID-19 operational and communications needs, growing social media including introducing new platforms and promoting downtown and special events. The team lead strategic direction and American Rescue Plan Act community engagement meetings and the Imagine Clearwater communications continued to be a big focus. The division continues to place an emphasis on employee communications.

In fiscal year 2022/23, the division will continue to roll out a 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 a grand opening for July 2023 of the Imagine Clearwater project and communication about downtown projects and a potential referendum. 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.

Public Communications

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 2021/22, 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. Approximately 80 separate VBB pages are produced each year.

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, Instagram and Pinterest accounts.

In fiscal year 2022/23 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 2022/23 fiscal year will be to design a new City Council chambers for the proposed new City Hall.

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

Courier

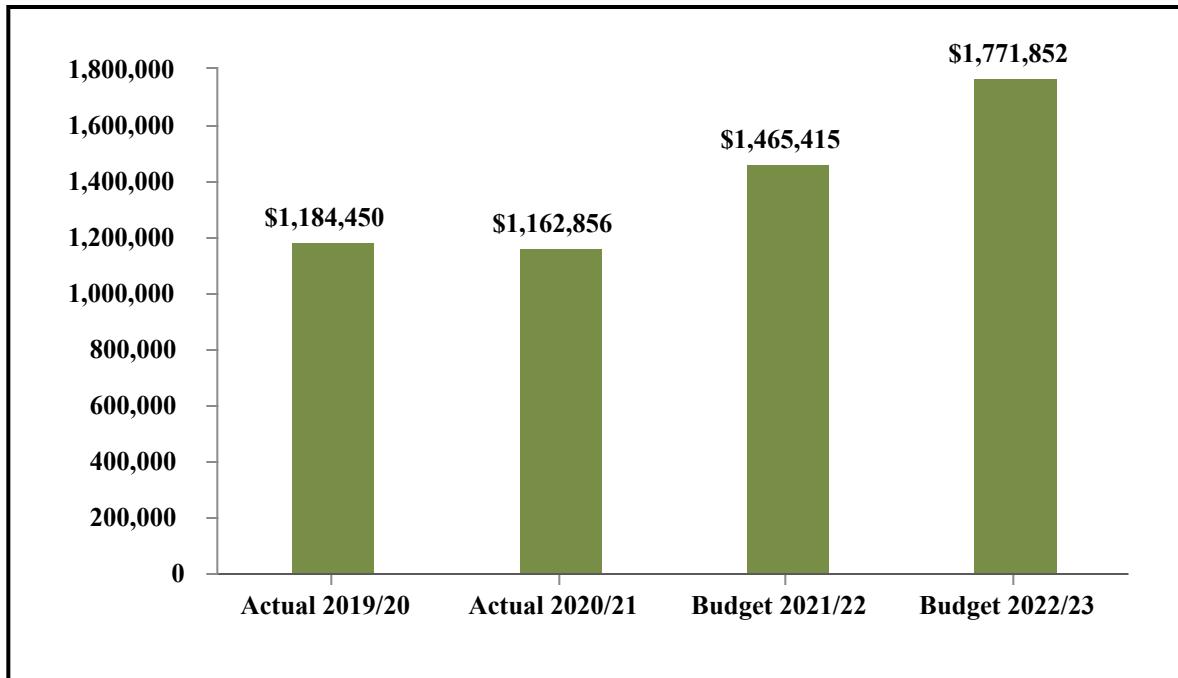
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as, Council mail. It also assists the City Clerk department with records retention and coordination.

Public Communications

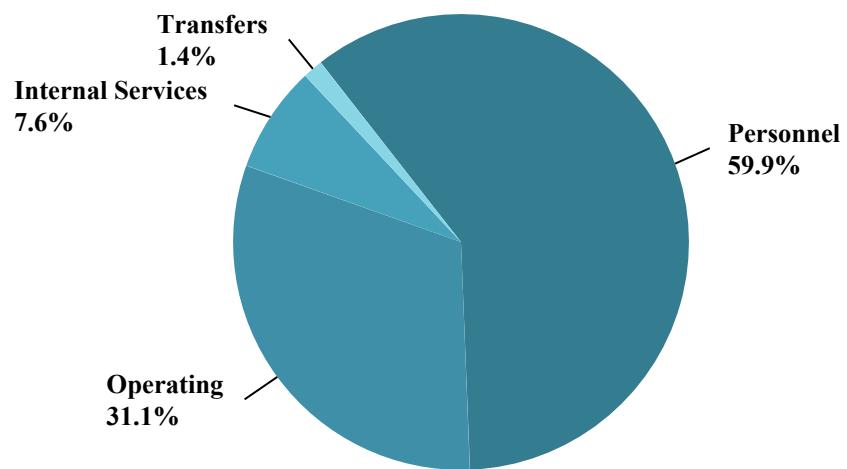
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	%
General Fund					
Public Communications	1,024,330	1,031,960	1,274,555	1,573,275	23 %
Administrative Svcs Fund					
Courier	160,120	130,896	190,860	198,577	4 %
Total Public Communications	1,184,450	1,162,856	1,465,415	1,771,852	21 %
Public Communications	11.0	11.0	11.0	11.0	0.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	11.8	11.8	11.8	11.8	0.0

Total Department Summary



Fiscal Year 2022/23 Budget by Category



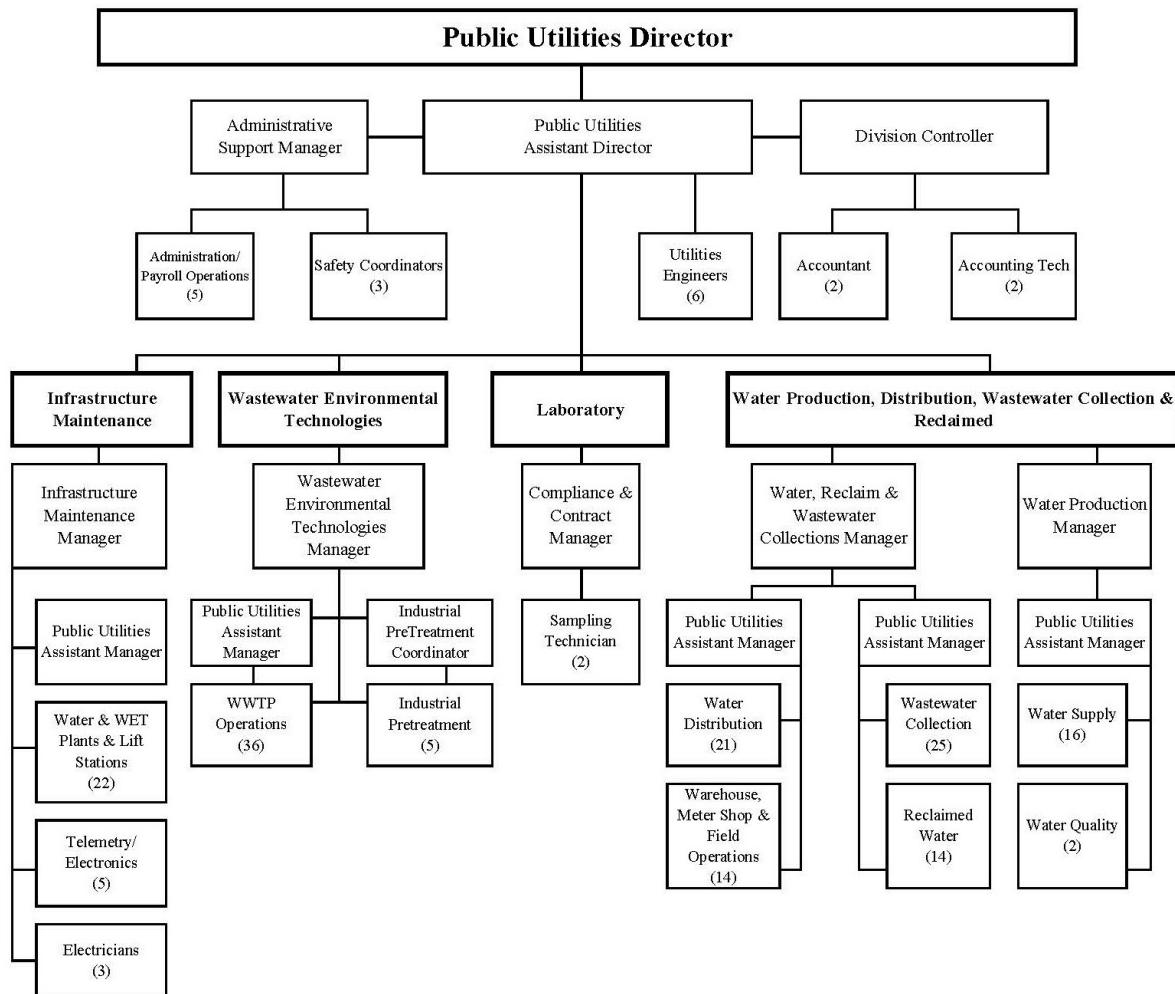
General Fund Public Communications Budget Highlights

- ◆ The General Fund operation of the Public Communications Department is supported by 11 full time equivalent positions, the same level of staffing as fiscal year 2021/22.
- ◆ Operating costs for the Public Communications Department includes \$40,000 for an employee or citizen survey; \$17,000 for studio engineering, meeting and video support, and \$89,500 for advertising, promotional, and printing services for fiscal year. Also included for the first time in fiscal year 2022/23 is \$200,000 to fund a public relations/marketing firm.
- ◆ For fiscal year 2022/23, transfers to the capital fund include \$25,000 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 23% increase from the 2021/22 budget.

Administrative Services Fund Courier Budget Highlights

- ◆ The Courier program is an internal service department that provides internal mail delivery services to all City facilities. The cost of this operation is charged back to all departments based on number of delivery stops, and actual postage charges billed from our postal mail service provider.
- ◆ Postage costs are budgeted at \$148,500 in this program, a 1% increase from the 2021/22 budget.
- ◆ The budget for this program reflects a 4% increase from fiscal year 2021/22.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2021/22 budget.

Public Utilities



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

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

Public Utilities

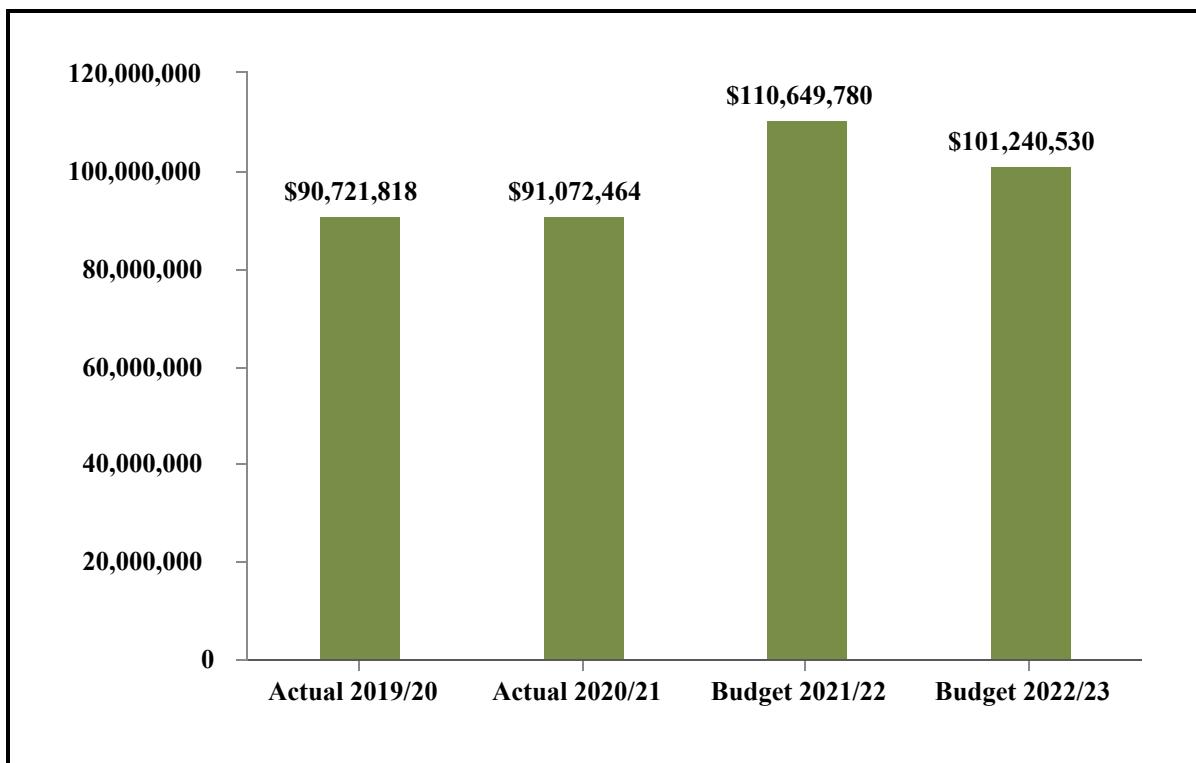
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Water And Sewer Fund					
Administration	1,543,676	1,531,073	2,036,598	3,137,339	54 %
Wastewater Collection	15,476,265	12,818,739	15,789,628	13,624,801	(14)%
Infrastructure Maintenance	7,974,502	8,340,935	8,503,140	8,225,723	(3)%
WW Environment Technologies	27,925,151	28,526,622	29,942,959	26,602,163	(11)%
Laboratory Operations	1,388,675	1,116,679	546,103	611,067	12 %
Industrial Pretreatment	767,600	768,421	1,048,590	999,062	(5)%
Water Distribution	17,799,750	14,129,605	25,566,884	19,485,328	(24)%
Water Supply	14,916,282	19,303,305	22,115,654	23,124,370	5 %
Reclaimed Water	2,546,889	4,151,187	4,702,154	5,018,157	7 %
Subtotal - Water and Sewer Fund	90,338,788	90,686,566	110,251,710	100,828,010	(9)%
General Fund					
Maintenance Facility	383,030	385,898	398,070	412,520	4 %
Total Public Utilities	90,721,818	91,072,464	110,649,780	101,240,530	(9)%

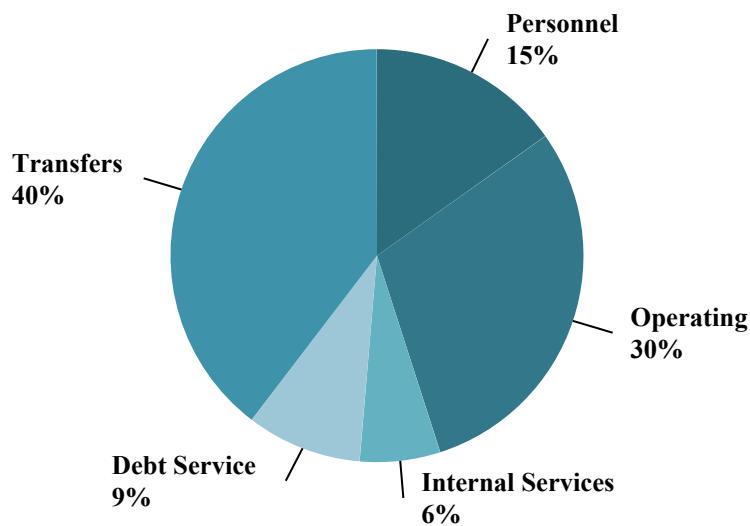
Full Time Equivalent Positions

	11.0	11.0	17.0	22.0	5.0
Administration	11.0	11.0	17.0	22.0	5.0
Wastewater Collection	25.0	25.0	25.0	25.0	0.0
Infrastructure Maintenance	33.0	33.0	33.0	32.0	(1.0)
WW Environment Technologies	38.0	38.0	38.0	38.0	0.0
Laboratory Operations	9.0	9.0	3.0	3.0	0.0
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.0
Water Distribution	38.0	38.0	38.0	37.0	(1.0)
Water Supply	19.0	19.0	19.0	20.0	1.0
Reclaimed Water	17.0	17.0	17.0	15.0	(2.0)
Total Public Utilities FTEs	196.0	196.0	196.0	198.0	2.0

Total Department Summary



Fiscal Year 2022/23 Budget by Category



Water and Sewer Fund Budget Highlights

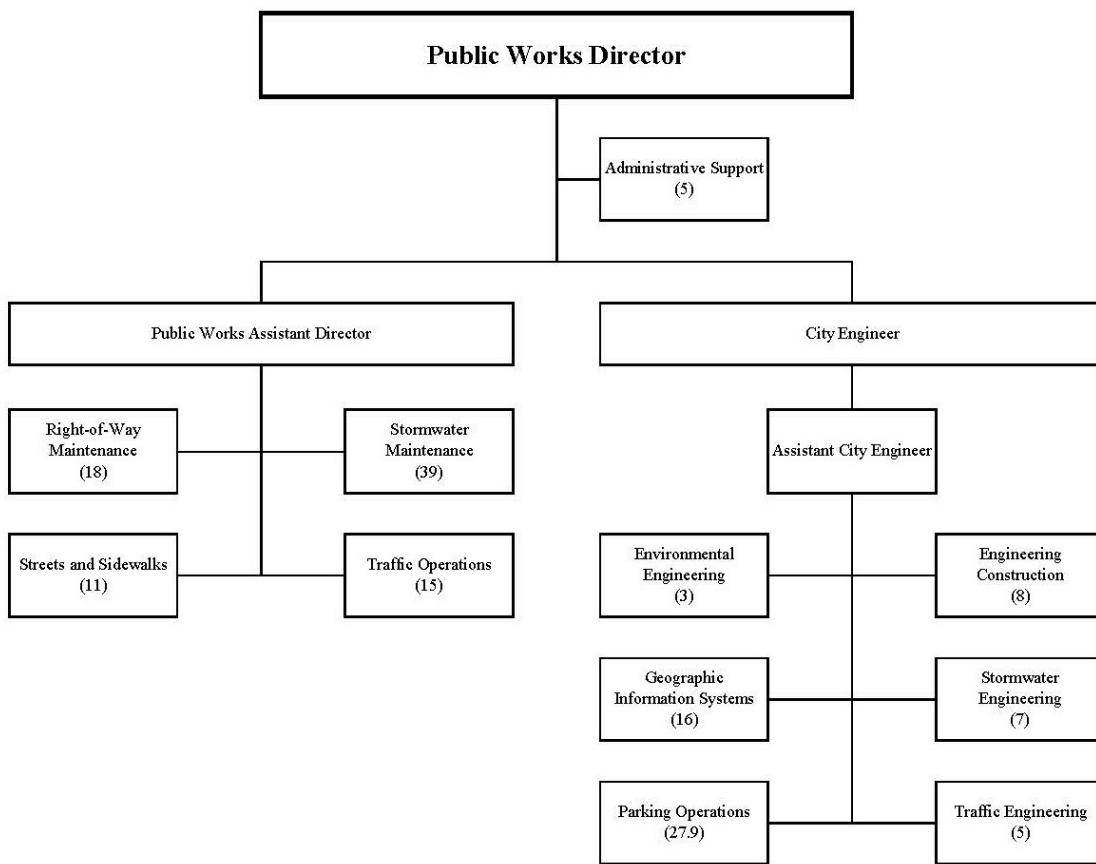
- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 198 full-time equivalent (FTE) positions, a net increase of 2 FTEs from fiscal year 2021/22. For fiscal year 2022/23, 4 positions have been eliminated due to the inability to staff them for more than a year; and 6 Utility Engineer positions are being transferred from the Engineering Department as part of the Public Works department reorganization.
- ◆ 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 \$1,216,200 for 2022/23, a 4% increase from the 2021/22 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 \$3,594,600 for fiscal year 2022/23, an increase of 6% from the 2021/22 budget.
- ◆ Operating expenses include \$8,000,000 for water purchases from Pinellas County, a 10% increase in funding from the prior year. This accounts for approximately 27% 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 2022/23, this cost is \$1,892,840, a 1% increase from the 2021/22 budget.
- ◆ Capital costs include small equipment purchases estimated at \$67,080 across all programs.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$9,127,045 for fiscal year 2022/23.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$5,326,050 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2020/21 gross revenues. The 2022/23 contribution represents a 6% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Funds to support Water and Sewer projects as planned in the current rate study are \$34.7 million for fiscal year 2022/23. This reflects a 27% decrease from the 2021/22 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2022/23 budget reflects a 9% decrease from 2021/22.

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 2022/23 budget reflects a 4% increase from the fiscal year 2021/22 budget.



Public Works



Public Works (General Fund) – 80.0 FTEs

Public Works (Stormwater) – 51.0 FTEs

Public Works (Parking) – 27.9 FTEs

Total Public Works – 158.9 FTEs

Department Objective

In support of the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, 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); 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 Maintenance	
The objective of Public Works department is to centralize long and short term management of city infrastructure and city rights of way within one department. The Public Works Maintenance division is responsible for maintenance of the public right-of-way (ROW), 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.	
To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Streets and Sidewalks Division ensures efficiency through the optimal use of employees, assets and resources in the Division and ensure quality by proactively maintaining and reinvesting in the City's infrastructure.	
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.	

Summary of Services Provided (continued)

Stormwater Management & Maintenance

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

Parking System & Enforcement

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

Public Works

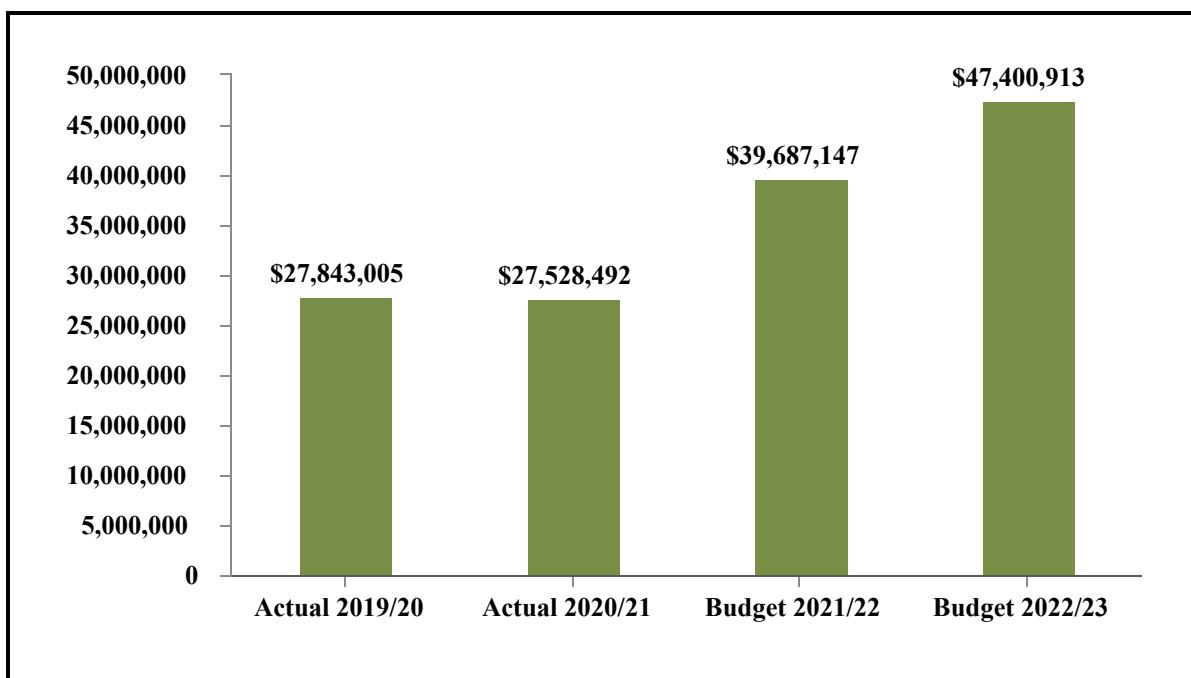
Budget Summary

	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
General Fund					
Public Works Administration	—	—	—	1,080,320	n/a
Right-of-Way Maintenance	—	—	—	2,738,635	n/a
Streets and Sidewalks	—	—	—	1,232,216	n/a
Civil Engineering	3,109,720	3,314,170	3,822,517	3,019,470	(21) %
Traffic Operations	4,526,060	4,534,582	4,669,483	5,020,302	8 %
Subtotal - General Fund	7,635,780	7,848,751	8,492,000	13,090,943	54 %
Stormwater Fund					
Stormwater Management	9,400,036	9,074,768	18,331,501	10,773,256	(41) %
Stormwater Maintenance	5,742,817	5,373,303	5,711,139	6,018,454	5 %
Subtotal - Stormwater Fund	15,142,853	14,448,071	24,042,640	16,791,710	(30) %
Parking Fund					
Parking System	4,313,838	4,403,179	6,171,650	16,472,238	167 %
Parking Enforcement	750,534	828,492	980,857	1,046,022	7 %
Subtotal - Parking Fund	5,064,372	5,231,671	7,152,507	17,518,260	145 %
Total Public Works	27,843,005	27,528,492	39,687,147	47,400,913	19 %

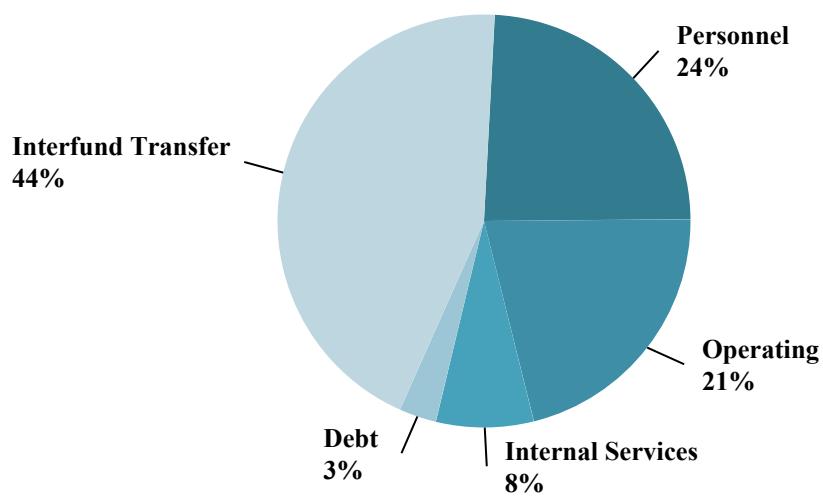
Full Time Equivalent Positions

General Fund					
Public Works Administration	0.0	0.0	0.0	1.0	1.0
Right-of-Way Maintenance	0.0	0.0	0.0	18.0	18.0
Streets and Sidewalks	0.0	0.0	0.0	11.0	11.0
Civil Engineering	36.0	36.0	36.0	29.0	(7.0)
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	57.0	57.0	57.0	80.0	23.0
Stormwater Fund					
Stormwater Maintenance	42.0	42.0	42.0	41.0	(1.0)
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Subtotal - Stormwater Fund	52.0	52.0	52.0	51.0	(1.0)
Parking Fund					
Parking System	18.9	15.7	15.7	14.9	(0.8)
Parking Enforcement	9.0	12.0	12.0	13.0	1.0
Subtotal - Parking Fund	27.9	27.7	27.7	27.9	0.2
Total Public Works FTEs	136.9	136.7	136.7	158.9	22.2

Total Department Summary



Fiscal Year 2022/23 Budget by Category



General Fund

Right-of Way Maintenance, Streets & Sidewalks, Engineering and Traffic Operations

Budget Highlights

- ◆ The Public Works General Fund operations are supported by 80 FTEs for fiscal year 2022/23, an increase of 23 FTEs from 2021/22. This new department was created by a reorganization of the former Engineering department and functions previously managed by the Parks and Recreation department. For fiscal year 2022/23, one new FTE is added to create the Public Works Director position to administer this newly created department. In the Civil Engineering division, 6 Utility Engineer positions were transferred to Public Utilities and one Engineer position has been eliminated due to the inability to staff for more than one year. The Right-of-Way Maintenance division is staffed with 3 contract management positions and 8 urban forestry positions transferred from Parks and Recreation; one management position repurposed from the City Manager's Office; and 6 new FTEs added to establish a team to provide in-house landscape maintenance of the city's right-of-ways. Streets and sidewalk maintenance, 11 FTEs, are transferred from Parks and Recreation.
- ◆ A significant portion of the Traffic Operations program budget is electrical costs for the street lighting on City streets. Street lighting costs for fiscal year 2022/23 are budgeted at \$2.6 million, a 4% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund total \$1,176,500 to support street and sidewalk, right-of-way, environmental, and miscellaneous engineering projects for fiscal year 2022/23.
- ◆ There have been no other significant changes in the Public Works General Fund programs. The budget for these programs reflect a 54% increase from the 2021/22 budget.

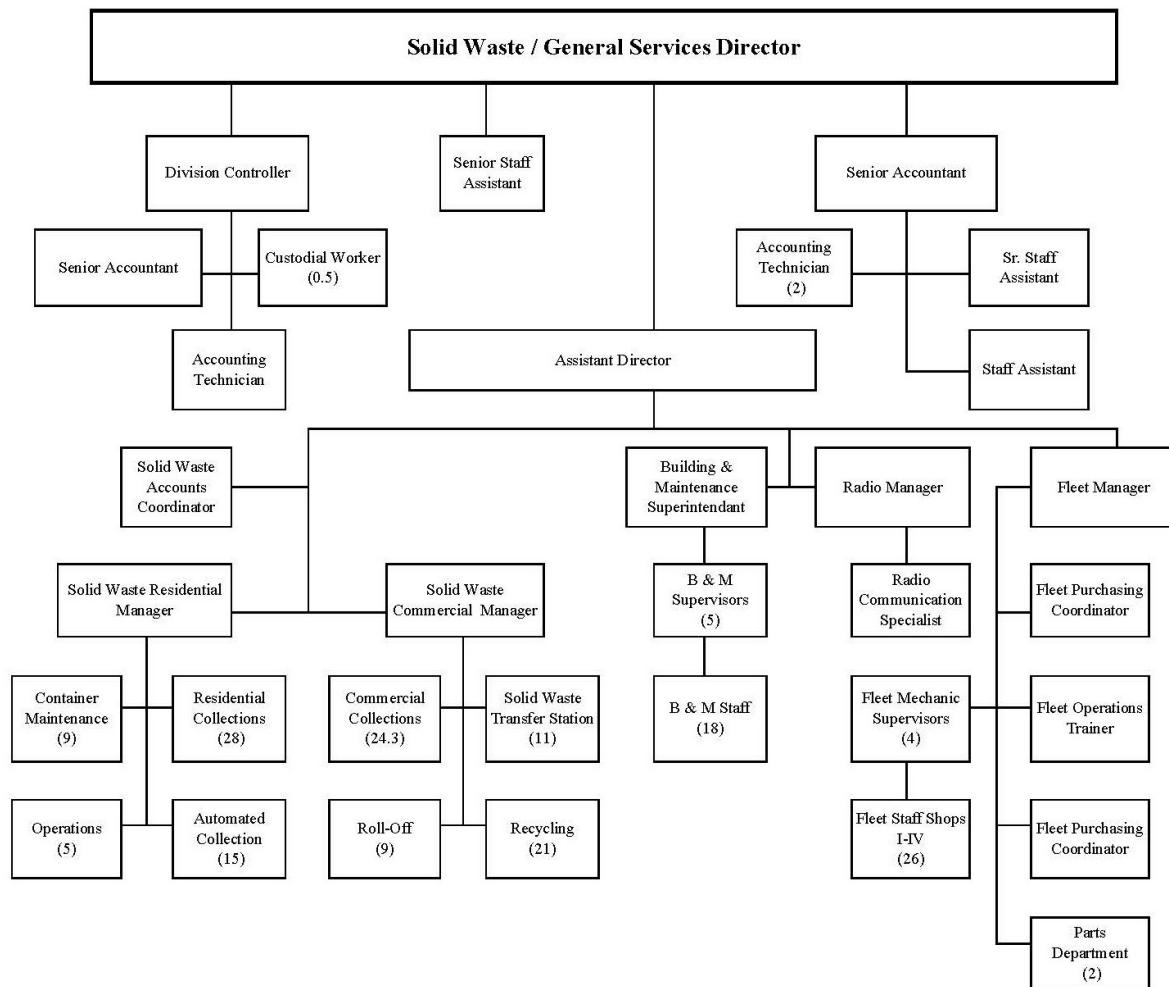
Stormwater Fund Budget Highlights

- ◆ 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, a decrease of one FTE from the 2021/22 budget. For fiscal year 2022/23, one position has been eliminated due to the inability to staff for more than one year.
- ◆ Contractual and professional services are budgeted at \$377,820 the same funding as the 2021/22 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 \$791,870 in this fiscal year, a 48% increase from the 2021/22 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 \$281,270 in this fiscal year, a decrease of 28% from the 2021/22 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 \$398,500 a 1% increase from 2021/22.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$948,680 to support the General Fund. The computation is based on and reflects a rate of 5.5% of fiscal year 2020/21 gross revenues. The 2022/23 contribution is a 1% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the current rate study are \$6,958,010 for the 2022/23 budget year.
- ◆ Budgeted debt costs are approximately \$1.4 million. This is an 86% decrease from prior year funding due to the scheduled payoff of series 2013 bonds in fiscal year 2021/22.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects a decrease of 30% from the 2021/22 budget.

Parking Fund Budget Highlights

- ◆ The Parking Fund programs in the Public Works Department are supported by 27.9 full time equivalent positions, an increase of 0.2 FTEs from the 2021/22 budget. For fiscal year 2022/23, we are upgrading a part-time position to full-time which nets an increase of 0.2 FTEs.
- ◆ Parking System reimburses the General Fund for specific services provided by General Fund programs. This is for the support of traffic field operation services, Parks and Recreation facility maintenance, daily beach raking, and increased services to assist with daily cleaning and trash pick-up on the beach. The Parking Fund charge for these services is \$1,182,210 for this fiscal year, a 26% increase from the 2021/22 budget. In fiscal year 2022/23, the Parking System is also being charged \$750,000 to utilize parking revenues to offset the costs of new Police Officer positions added to properly staff the increased development and tourism at Clearwater Beach.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$403,000 for fiscal year 2022/23. This is the same level of funding as the 2021/22 budget.
- ◆ Interfund transfers include \$25,000 to the General Fund representing parking fine revenue net of the cost of the Parking Enforcement program. This transfer helps to fund the school crossing guard program.
- ◆ Per City Council policy, the Parking Fund makes a payment in lieu of taxes in the amount of \$589,670 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2020/21 gross revenues. The 2022/23 contribution represents a 38% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund total \$11,159,000 to support Parking projects for the 2022/23 budget. This transfer reflects a 402% 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 budgets for these programs reflect an increase of 145% from prior year due to the increase in capital transfers.

Solid Waste / General Services



Solid Waste Fund – 110.5 FTEs

Recycling Fund – 21.0 FTEs

General Services/Fleet – 67.3 FTEs

Total Solid Waste/General Services – 198.8 FTEs

Solid Waste and Recycling

Department Objective

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

Summary of Services Provided

Solid Waste - Administration

Solid Waste Administration 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, fleet maintenance, 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 7,500 tons of refuse per month to the Pinellas County Solid Waste Complex.

Solid Waste - Container Maintenance

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

Solid Waste and Recycling

Summary of Services Provided

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 and marketed through our recycling processing facility.

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. To achieve this, a representative of the recycling program will meet with each commercial customer and design a program that meets their needs. The commercial recycling program operates cardboard collection routes and single stream collection routes. The commercial recycling program operates the recycling processing facility which is responsible for weighing, loading, and transporting recyclables to market, and the recycling drop-off center that collects cardboard, single stream recyclables, and household cooking oil.

Solid Waste and Recycling

Budget Summary

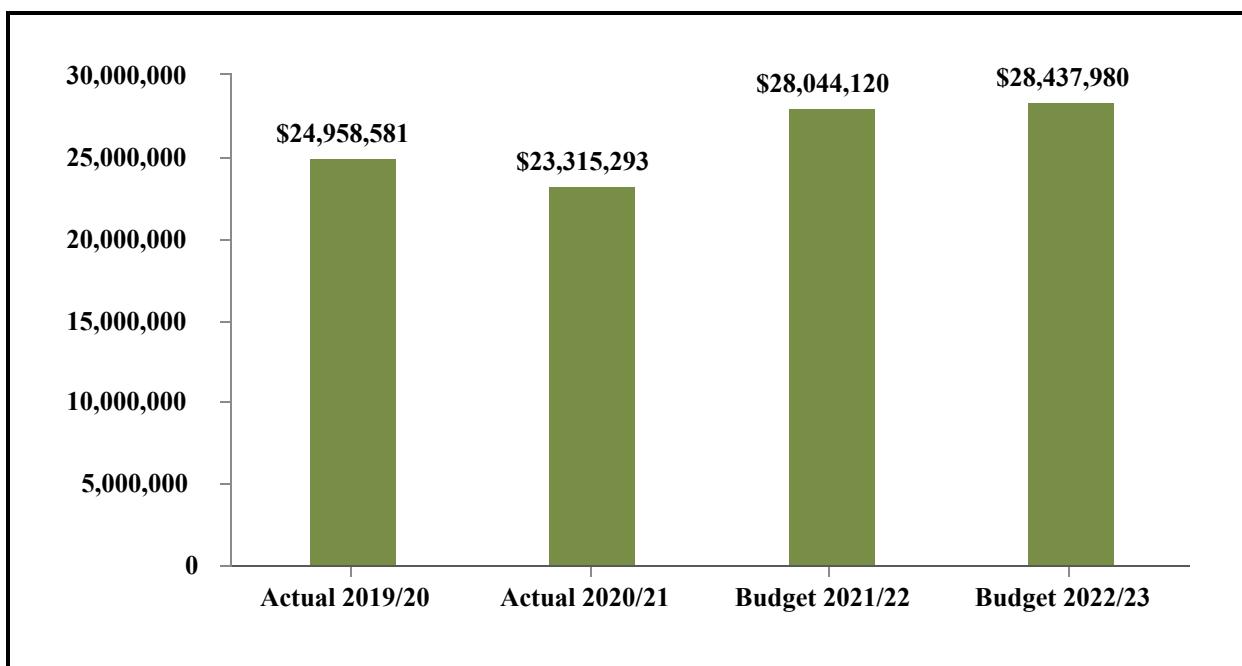
	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
Solid Waste					
Administration	1,946,676	975,473	1,050,974	1,362,394	30 %
Collection	17,149,209	16,401,886	18,875,351	20,030,254	6 %
Transfer	1,922,329	1,961,405	2,368,119	2,467,042	4 %
Container Maintenance	921,807	943,141	993,626	958,445	(4) %
Subtotal - Solid Waste	21,940,021	20,281,906	23,288,070	24,818,135	7 %
Recycling					
Residential	1,314,384	1,287,203	1,577,272	1,670,431	6 %
Multi-Family	462,272	436,270	434,888	430,139	(1) %
Commercial	1,241,904	1,309,914	2,743,890	1,519,275	(45) %
Subtotal- Recycling	3,018,559	3,033,387	4,756,050	3,619,845	(24) %
Total Solid Waste and Recycling	24,958,581	23,315,293	28,044,120	28,437,980	1 %

Full Time Equivalent Positions

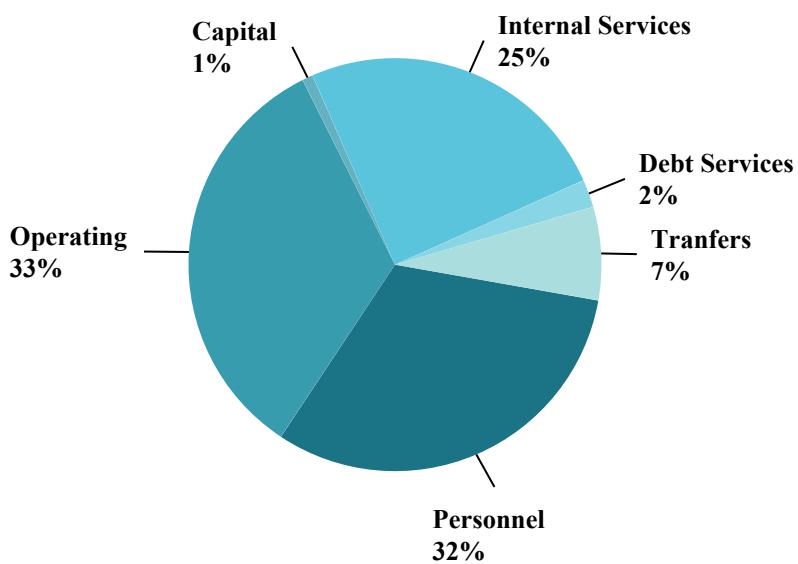
	6.7	6.7	6.7	6.7	0.0
Administration	6.7	6.7	6.7	6.7	0.0
Collection	84.8	84.8	85.8	83.8	(2.0)
Transfer	11.0	11.0	11.0	11.0	0.0
Container Maintenance	9.0	9.0	9.0	9.0	0.0
Subtotal - Solid Waste	111.5	111.5	112.5	110.5	(2.0)
Recycling					
Residential	10.0	10.0	9.0	9.0	0.0
Multi-Family	3.0	3.0	3.0	3.0	0.0
Commercial	9.0	9.0	9.0	9.0	0.0
Subtotal- Recycling	22.0	22.0	21.0	21.0	0.0
Total Solid Waste and Recycling FTEs	133.5	133.5	133.5	131.5	(2.0)

Solid Waste and Recycling

Total Department Summary



Fiscal Year 2022/23 Budget by Category



Solid Waste Budget Highlights

- ◆ The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Solid Waste programs.
- ◆ The Solid Waste Fund is supported by 110.5 full time equivalent positions, a decrease of two FTEs from the 2021/22 budget. For fiscal year 2022/23, two positions have been eliminated due to the inability to staff for more than one year.
- ◆ The Solid Waste Fund is charged an administrative service charge reimbursing the General Fund for the Solid Waste Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2022/23, this reimbursement is estimated to be approximately \$759,190, a 5% increase from the 2021/22 budget.
- ◆ Operating expenditures include the budget for dump fees of \$6,081,000 an 11% increase from 2021/22. This represents 69% of operating expenditures for Solid Waste operations.
- ◆ Debt costs represent estimated payments which total \$533,740 for additional vehicles and equipment purchased, as well as the annual payment for the internal loan for construction of the transfer station.
- ◆ Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of \$1,472,820 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2020/21) gross revenues. The 2022/23 contribution represents an 8% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Solid Waste programs are budgeted at \$450,000 for fiscal year 2022/23, a 42% decrease from prior year.
- ◆ There are no other significant changes to the Solid Waste programs in fiscal year 2022/23. The budget reflects a net increase of 7% from the 2021/22 budget.

Recycling Budget Highlights

- ◆ The Recycling Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's recycling programs.
- ◆ The Recycling Fund is supported by 21.0 full time equivalent positions, the same level of staffing as the fiscal year 2021/22 adopted budget.
- ◆ The Recycling Fund is charged an administrative service charge reimbursing the General Fund for the Recycling Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2022/23, this reimbursement is budgeted at \$154,950.
- ◆ Debt costs in the recycling fund represent estimated payments which total \$84,100 for additional vehicles purchased in fiscal year 2018.
- ◆ Per City Council policy, the Recycling Fund makes a payment in lieu of taxes in the amount of \$151,520 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2020/21) gross revenues and is budgeted as an interfund transfer.
- ◆ No transfers to the Capital Improvement Fund are included in the fiscal year 2022/23 budget.
- ◆ There are no other significant changes to Recycling Fund programs in fiscal year 2022/23. The budget for the Recycling reflects a 24% decrease from the 2021/22 budget due to the elimination of capital funding in comparison to prior year.

General Services and Fleet

Department Objective

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

Summary of Services Provided

General Services - Administration

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

General Services – Building and Maintenance

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

Garage Fund – Fleet Maintenance

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

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

Garage Fund – Radio Communications

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

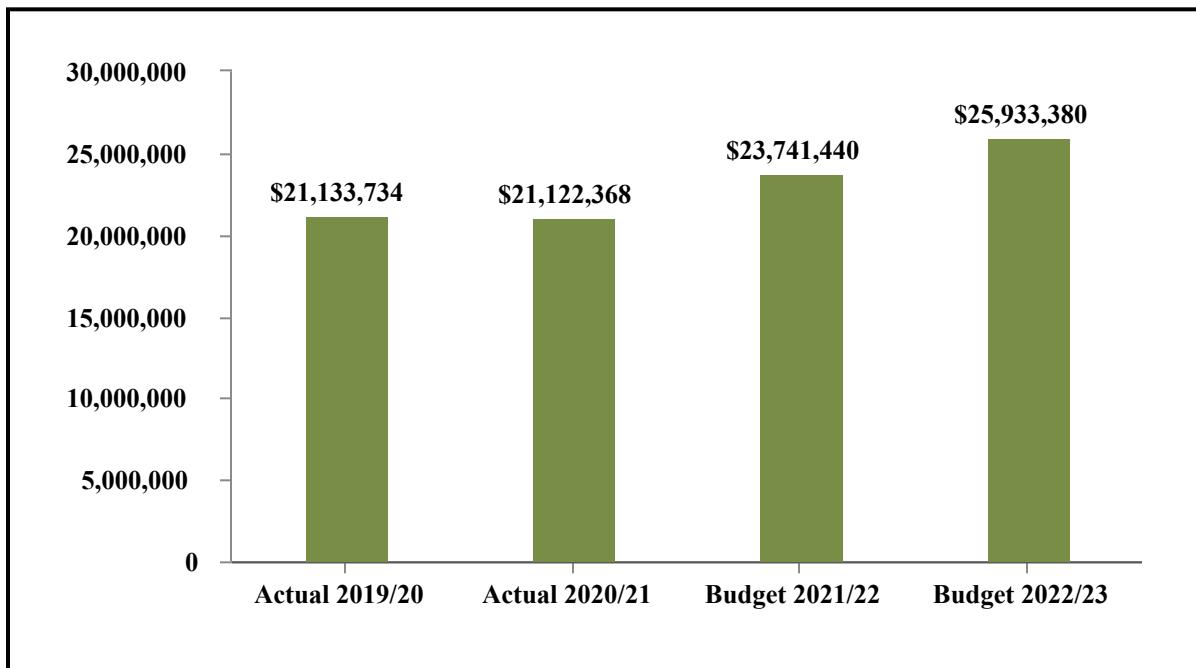
General Services and Fleet

Budget Summary

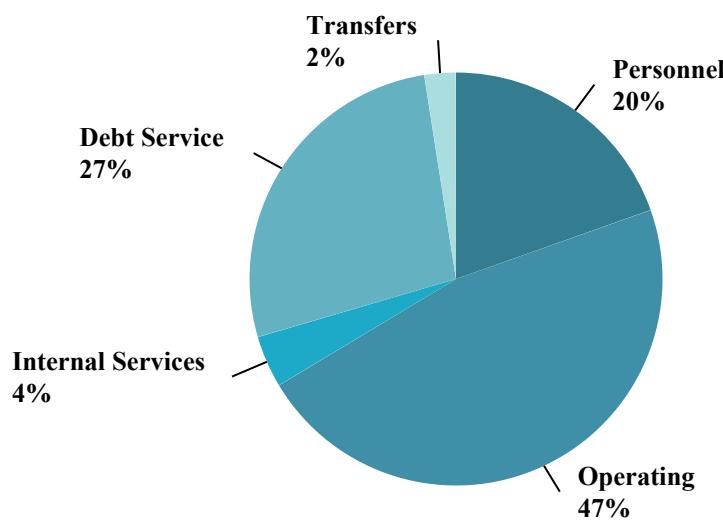
	Actual 2019/20	Actual 2020/21	Budget 2021/22	Budget 2022/23	% Change
General Services Fund					
Administration	441,719	431,090	468,795	512,198	9 %
Building & Maintenance	5,067,544	4,713,244	5,677,465	5,950,782	5 %
Subtotal - General Services Fund	<u>5,509,263</u>	<u>5,144,334</u>	<u>6,146,260</u>	<u>6,462,980</u>	<u>5 %</u>
Garage Fund					
Fleet	14,744,695	15,163,480	16,631,707	17,789,189	7 %
Radio Comm	879,776	814,554	963,473	1,681,211	74 %
Subtotal - Garage Fund	<u>15,624,471</u>	<u>15,978,034</u>	<u>17,595,180</u>	<u>19,470,400</u>	<u>11 %</u>
Total General and Garage Services	21,133,734	21,122,368	23,741,440	25,933,380	9 %
Full Time Equivalent Positions General					
Administration	6.3	6.3	6.3	6.3	0.0
Building & Maintenance	28.0	28.0	28.0	24.0	(4.0)
Subtotal - General Services Fund	<u>34.3</u>	<u>34.3</u>	<u>34.3</u>	<u>30.3</u>	<u>(4.0)</u>
Garage Fund					
Fleet	35.0	35.0	35.0	35.0	0.0
Radio Comm	2.0	2.0	2.0	2.0	0.0
Subtotal - Garage Fund	<u>37.0</u>	<u>37.0</u>	<u>37.0</u>	<u>37.0</u>	<u>0.0</u>
Total General and Garage Services FTEs	71.3	71.3	71.3	67.3	(4.0)

General Services and Fleet

Total Department Summary



Fiscal Year 2022/23 Budget by Category



General Services and Fleet

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 30.3 full time equivalent positions, a decrease of four FTEs from the 2021/22 budget. For fiscal year 2022/23, four positions have been eliminated due to the inability to staff for more than one year.
- ◆ Other Operating expenses include the budget for building service contracts city wide which include custodial services, electrical, HVAC, plumbing, pest control, elevator maintenance, security, and the Honeywell maintenance contract. The total budget for these contracts is estimated at \$2,470,500 for fiscal year 2022/23, a 22% increase from the 2021/22 budget.
- ◆ Internal service charges which include the cost of fleet services, radio communications, information technology, and telecommunications are estimated at \$492,550 for fiscal year 2022/23 , a 5% decrease from the prior year.
- ◆ Debt service costs, which represent payments on additional vehicles and equipment purchases, total \$14,890 in fiscal year 2022/23.
- ◆ 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 5% increase from the 2021/22 budget.

Garage Fund Budget Highlights

- ◆ The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- ◆ Garage Fund is supported by 37 full time equivalent positions, the same level of staffing as fiscal year 2021/22 budget.
- ◆ Other operating expenses for the Garage fund include fuel costs, which are budgeted in the Fleet Maintenance Program. Fuel costs, including natural gas vehicle fuel, are anticipated at approximately \$3,900,000 for the year, a 33% increase from the 2021/22 budget. The cost of vehicle parts and tires are estimated at \$2,350,000, a 15% increase from the 2021/22 budget.
- ◆ Debt costs budgeted in the Garage Fund reflects financing for the replacement of motorized vehicles/equipment for all City departments and the Radio P25 Upgrade project. The fiscal year 2022/23 debt service budget for the Garage Fund is estimated at \$7,073,347, a 7% increase from the 2021/22 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$260,000 for 2022/23. This is a 29% decrease from fiscal year 2021/22.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects an increase of 11% from fiscal year 2021/22.



Special Revenue Funds

**SPECIAL DEVELOPMENT FUND
ANNUAL OPERATING BUDGET
FISCAL YEAR 2022/23**

Revenues:	2020/21	2021/22	2022/23
	Actual	Amended	Proposed
Ad Valorem Taxes	3,482,857	3,634,340	4,100,410
Infrastructure Tax	14,296,517	12,699,480	16,441,000
Interest Earnings	366,614	300,000	450,000
Open Space Fees	231,284	—	—
Recreation Facility Impact Fees	23,276	—	—
Recreation Land Impact Fees	416,653	—	—
Fee in Lieu of Sidewalks	14,442	—	—
Multi-Modal Impact Fees	673,845	150,000	140,000
Local Option Gas Tax	1,438,851	1,350,000	1,327,150
Allocation of Assigned Fund Balance	—	350,000	6,507,630
Total Revenues	20,944,339	18,483,820	28,966,190

Expenditures:

Transfer to Capital Improvement Fund			
Road Millage	3,344,710	3,634,340	4,100,410
Infrastructure Tax	12,450,000	5,350,300	22,948,630
Open Space Fees	105,714	350,000	—
Recreation Land Impact Fees	190,286	—	—
Multi-Modal Impact Fees	140,000	140,000	140,000
Local Option Gas Tax	1,427,150	1,327,150	1,327,150
Infrastructure Tax - debt on internal loans	—	6,000,000	—
Total Expenditures	17,657,860	16,801,790	28,516,190

Special Revenue Funds

**SPECIAL PROGRAM FUND
ANNUAL OPERATING BUDGET
FISCAL YEAR 2022/23**

	2020/21 Actual	2021/22 Amended	2022/23 Proposed
Revenues:			
Intergovernmental:			
Community Development Block Grant	404,191	922,626	897,475
Interest Earnings	(54,338)	81,458	125,000
Intergovernmental Revenue	3,767,019	1,405,403	—
Charges for Service Revenue	1,446,063	947,796	—
Judgments, Fines and Forfeit Revenue	619,657	373,138	—
Miscellaneous Revenue	210,405	41,475	—
Transfers from General Fund:			
Sister City Program	37,380	37,380	37,380
Planning Study Fund	—	275,000	275,000
United Way Campaign Fund	1,500	1,500	1,500
Special Events	70,000	237,750	70,000
Economic Development Programs	13,230	88,230	—
Police Recruitments	30,000	30,000	30,000
Police Body Worn Camera Program	270,794	128,314	—
PD Mental Health Co-Responder Program	143,200		143,200
Transfers to Capital	595,831	997,966	—
Total Revenues	7,879,932	5,568,036	1,579,555
Expenditures:			
General Government	205,996	437,380	312,380
Public Safety	2,164,478	2,834,511	173,200
Physical Environment	25,710	36,696	—
Economic Environment	899,900	1,320,954	498,117
Human Services	388,801	395,595	1,500
Culture and Recreation	132,644	277,875	70,000
Interfund Transfers	876,672	190,025	399,358
Transfer to Capital Fund	—	—	50,000
Total Expenditures	4,694,201	5,493,036	1,504,555

Special Revenue Funds

OTHER HOUSING ASSISTANCE FUNDS ANNUAL OPERATING BUDGET FISCAL YEAR 2022/23

	2020/21 Actual	2021/22 Amended	2022/23 Proposed
Revenues:			
HOME Investment Partnerships (HOME)	203,561	452,259	509,528
State Housing Initiatives Partnership (SHIP)	1,440,175	779,230	781,532
Total Revenues	1,643,736	1,231,489	1,291,060
 Expenditures:			
Economic Environment	695,000	1,108,344	988,161
Interfund Transfers	214,464	123,145	302,899
Total Expenditures	909,464	1,231,489	1,291,060



Capital Improvement Plan - Introduction

Foreword to the Capital Improvement Plan

In accordance with Clearwater's financial management ordinance, the six-year Capital Improvement Program has been reviewed and updated for the 2022/23 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 \$125,512,180 in projects for fiscal year 2022/23 and a six-year total of \$758,398,130.

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 16, 2021, and a revised plan was approved formally at that meeting.

The proposed plan includes approximately \$22.9 million of penny funding in fiscal year 2023, with a total of \$125.8 million through fiscal year 2030. The following changes to the penny project list are proposed in the fiscal year 2022/23 capital improvement program.

- Fire Engines/Ladder Trucks – Funding planned in fiscal years 2023/24 through 2029/30 are being increased by a total of \$372,430 to recognize increased costs realized for the purchase of fire trucks.
- Sports Fields & Facilities Upgrades/Improvements – This project is decreased by \$3,350,000 to break out funding to support the following sub-projects:
 - Frank Tack Improvement - This project is established in the amount of \$550,000 funded in fiscal years 2023/24 and 2024/25 to construct a new restroom and improve the parking lot.
 - McMullen Tennis Building Renovation - This project is established in the amount of \$2,800,000, funded in fiscal years 2027/28 and 2028/29 to construct a new clubhouse and provide other improvements to courts.
- Neighborhood and Community Park Renovations – This project is decreased by \$1,500,000 to provide funding for the Woodgate Park Renovation project which is established in the amount of \$2,100,000 funded in fiscal year 2026/27 to multipurpose fields and improvements to restrooms and parking.
- Long Center Renovation – This project is added to the penny list for a total of \$5,000,000 in fiscal years 2022/23 and 2023/24 to provide additional funding for the reconstruction of the natatorium.

Capital Improvement Plan - Introduction

- Beach Marina Upgrades – The total project is being increased by \$8,000,000 for a new total of \$23,000,000. The increased funding is needed to fully fund the anticipated construction costs of the Beach Marina renovation project.
- Clearwater Harbor Marina Replacement/Upgrade – This project is added to the penny list for a total of \$5,000,000 in fiscal years 2025/26 through 2026/27 to provide additional funding for the future replacement/upgrades of attenuators at the Clearwater Harbor Marina.

Project Highlights

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

- Main Library Renovation: This new project which provides for the transformation of the first floor of the Main Library is funded in fiscal year 2022/23 with General Fund revenues of \$575,000.
- Pasco Gate Station: This new project, established to purchase land and construct a natural gas gate station in Pasco County, is funded in fiscal year 2022/23 with Gas Fund revenues of \$1,500,000.
- Motorized Equipment Purchases: This new project was established to track the purchase of new/additional vehicles and equipment added to the City's fleet based on new FTEs, functions and/or infrastructure. Funding of \$1,780,000 in lease purchase financing is included for fiscal year 2022/23 future years projected at a 5% increase to be reevaluated annually based upon departmental needs.
- Rebuild Solid Waste Complex: This new project is planned to replace aging buildings and infrastructure at the Solid Waste complex. Funding of \$6,750,000 is budgeted in fiscal year 2023/24 and 2024/25 from Solid Waste and Recycling Fund revenues..
- Ongoing projects which fund capital repair and replacement of Parks and Recreation facilities were reorganized in fiscal year 2021/22 to reduce the quantity of projects to a smaller amount established by facility type. The following projects are new to the Capital Improvement Plan:
 - Carpenter/Baycare R&R
 - Neighborhood Parks R&R
 - Recreation Center R&R
 - Parks and Beautification R&R
 - Athletic Fields R&R
 - Beach Walk/Pier 60 R&R

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 2022/23, of the six-year Capital Improvement Program as the Capital Improvement Budget. The appropriation of annual transfers to the Capital Improvement Fund is included in the budget of the specific source fund. Individual project budgets for the Capital Improvement Program are approved on a multi-year program basis and do not lapse at year-end.

Capital Improvement Plan - Introduction

Authorization

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

Responsibility

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

Rate Studies

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

Definitions

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

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

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

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

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



Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Projects in the Other General Government section include all the projects that have a City-wide impact and do not easily fit in other categories. This includes projects that support the operations of Information Technology and Telecommunications, Building and Maintenance, Fleet Maintenance, and Radio Communications. Funding for these projects, transferred from the associated internal service fund operations, is provided by revenues generated from department charges. This section may also include major construction projects for general government facilities like the new City Hall. Projects in support of only General Government operations are funded by the General fund, and where applicable, the use of the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction.

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

Efficiency

- Optimize use of employees, assets and resources
- Encourage teamwork across departments

Quality

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

Financial Responsibility

- Continue responsible financial management
- Set priorities and spend money aligned with the Strategic Direction

Safety

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

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C2004 Lift Stations	General Fund	80,000	80,000	80,000	—	80,000	55,000	375,000

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

Comprehensive Plan Objective: (D.1.4.3) Prioritization and scheduling of major sewer improvements should be done as a component of the capital improvements program. (I.1.1.5.2) A repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	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). The city completed an assessment in 2022 resulting in a multi-year proposal creating a strategy to address any compliance issues.

This project will align with the “triple bottom line” (economic prosperity, environmental quality and community quality of life) of the City’s Greenprint plan as it will allow all people, including those with disabilities, to commute to and from work, engage in entrepreneurship, conserve energy, boost tourism and engage in social equity for a better quality of life.

C2106

Greenprint Implementation

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

M2201

Studio/Production Equipment R&R

General Fund	25,000	30,000	30,000	30,000	30,000	30,000	175,000
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This project provides funding for the repair and replacement of equipment used for the production of both live and produced video/television programming.

ENGF220001

New City Hall

Infrastructure Sales Tax/Penny	7,000,000	7,000,000	6,300,000	—	—	—	20,300,000
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This project provides funding for the construction of a new City Hall at the corner of Pierce Street and Myrtle Avenue. As part of the construction the city will review other city buildings to determine what operational and energy efficiencies might be possible through departmental relocation.

GSBM180001

Air Conditioners-City Wide Replacement

General Fund	300,000	325,000	325,000	350,000	350,000	350,000	2,000,000
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The project provides funding for the replacement of air conditioning systems in general government buildings that are in need of replacement due to age, deterioration, and excess energy usage. As equipment is aging out, systems are being used to promote energy efficiency.

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

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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GSBM180002

Flooring for Facilities

General Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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This project provides funding for the scheduled replacement of worn or damaged flooring within the general government buildings.

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

GSBM180003

Roof Repair and Replacements

General Fund	550,000	500,000	300,000	300,000	300,000	300,000	2,250,000
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This project provides funding for roof repair and replacements in general government facilities. Roof replacements projects are being fitted for future solar panels as feasible for energy savings by using renewable energy.

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

GSBM180004

Painting of Facilities

General Fund	250,000	300,000	300,000	250,000	250,000	200,000	1,550,000
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This project provides funding for scheduled painting and waterproofing of general government facilities.

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

GSBM180005

Fencing of Facilities

General Fund	10,000	10,000	10,000	15,000	15,000	15,000	75,000
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This project provides funding for the scheduled replacement of rusted or damaged fences at general government facilities.

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

GSBM180006

Light Replacement & Repair

General Fund	25,000	25,000	25,000	50,000	50,000	50,000	225,000
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This project provides funding for the phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at general government facilities. To reduce electricity usage, replacements are changed to LED lighting throughout the City.

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

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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GSBM180007

Elevator Refurbish & Modernization

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

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

GSBM180008

Building Systems

General Fund	500,000	550,000	600,000	700,000	800,000	900,000	4,050,000
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This project provides funding for upgrades/improvements to interior and exterior building components at general government facilities. Projects include bathroom renovations, counter and desk replacements, break room renovations, etc. as needed due to regular wear and tear.

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

GSBM180009

New A/C System Chiller

General Fund	400,000	400,000	400,000	300,000	300,000	300,000	2,100,000
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This project provides funding for the replacement of the air-conditioning and chiller systems at general government facilities.

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

GSBM180010

General Services R&R

General Services Fund	100,000	100,000	100,000	100,000	100,000	110,000	610,000
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This project provides funding for the repair and replacement of the General Services facility grounds and building located at 1900 Grand Avenue.

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

GSBM180011

Generator Maintenance

General Fund	20,000	20,000	25,000	25,000	50,000	50,000	190,000
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This project provides funding for new transfer switches as well as docking stations for emergency hook up. Docking stations cut down on time & provide added safety during hook up for emergencies and load banking services. Docking stations should be installed on all stationary generators used for emergency standby.

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

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
GSBM180012								
General Facility Building Renovation	General Fund	700,000	700,000	700,000	50,000	50,000	50,000	2,250,000

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.

94233

Motorized Equip Replacement - Cash

Garage Fund	210,000	220,500	231,530	243,110	255,270	268,030	1,428,440
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This project is for the replacement of motorized vehicles and equipment estimated to cost less than \$25,000 per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

L1910

Motorized Equip Replace - L/P

Lease Purchase Proceeds	7,011,700	7,362,290	7,730,410	8,116,930	8,522,780	8,948,920	47,693,030
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This project is for the replacement of motorized vehicles /equipment estimated to cost \$25,000 or more per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 5% annually.

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

L2301

Motorized Equip Purchase - L/P

Lease Purchase Proceeds	1,780,000	1,869,000	1,962,450	2,060,570	2,163,600	2,271,780	12,107,400
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This project is for the purchase of additional motorized vehicles/equipment. The equipment is for new/additional pieces of equipment based upon new FTEs or programs/needs that are authorized through the budget process. Future years based on a projected increase of approximately 5% annually.

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

GSFL180001

Fleet Facility Repair & Replacement

Garage Fund	50,000	40,000	50,000	75,000	325,000	50,000	590,000
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This project provides funding for repairs and improvements to the fleet maintenance garage facility located at 1900 Grand Avenue. Improvements include roof repair/replacement, painting, industrial fan upgrades, etc. as needed due to the age of the facility.

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
L2001 & M2010								
P25 Radio Equipment & Infrastructure								
Garage Fund	—	50,000	50,000	50,000	50,000	—	—	200,000
Lease Purchase Proceeds	1,000,000	—	—	—	—	—	—	1,000,000

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

94729

Citywide Connectivity Infrastructure

Administrative Services Fund	200,000	100,000	150,000	150,000	150,000	150,000	900,000
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This project will continue the deployment of fiber optic cable and high-speed wireless infrastructure to City buildings connecting City operating facilities to the City's voice and data network. The sites range from facilities on the beach (marina, police beach sub-station, north beach fire station), to Countryside (police substation, wastewater treatment plant, library, recreation center, etc.). The architecture will include the creation of looped paths to create redundant connections for service resiliency.

94736

Geographic Information System

Administrative Services Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project has been established to link location based data from the City's numerous databases in an enterprise geographic information system (GIS). The development of a GIS will greatly increase the accessibility of infrastructure, capital asset, and customer information through an intuitive map-based query application. The system will also enable public and private access to mapped information via the internet. Funding includes costs for hardware and software as well as data collection and data conversion services.

94828

Financial System Upgrades

Administrative Services Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding to keep the financial systems up to date, operating at optimum condition and to pay for upgrades as needed. This project includes hardware, software and professional services.

94829

CIS Upgrades

Administrative Services Fund	75,000	75,000	50,000	50,000	50,000	50,000	350,000
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This project provides funding for upgrades and replacement of the Customer Information System (CIS), tracking and document management systems. These systems support City utilities.

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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94830

MS/Licensing Upgrades

Administrative Services Fund	150,000	150,000	100,000	100,000	100,000	100,000	700,000
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The Microsoft Licensing project will upgrade versions of several core business applications including Microsoft Office, Microsoft Exchange and SQL Database. These upgrades will provide more advanced functionality and provide a stable platform for operations over the next five to six years.

94857

Accela Permitting & Code Enforcement Upgrade

Administrative Services Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding to keep the Accela System up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services.

94873

Citywide Cameras System

Administrative Services Fund	100,000	100,000	100,000	50,000	100,000	50,000	500,000
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A Citywide Camera System is an enterprise video management system to manage the diverse needs of City departments. The system needs to be open platform and able to be customized to solve the video storage, delivery and integration.

94874

City Enterprise Time Keeping System

Administrative Services Fund	50,000	50,000	50,000	25,000	25,000	25,000	225,000
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This project provides funding for the upgrade and replacement of time clocks and software licensing (Kronos).

94880

Granicus Agenda Management System

Administrative Services Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project will integrate the City's current video streaming services and meeting minutes production with a paperless agenda management system. The project will address decreased support services provided by current agenda management program, Novus Agenda, and limited Information Technology staff resources. Video streaming services is currently provided by Granicus.

Annual Operating Costs: Costs include for service and licensing maintenance. Estimated average yearly costs will be \$15,000.

94883

Business Process Review & Implementation

Administrative Services Fund	150,000	150,000	150,000	150,000	100,000	150,000	850,000
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This project will support efforts to review, analyze and modify various business processes throughout the City enterprise. The project will place emphasis on processes in support of asset management and work order management activities, however, other operations may be reviewed as need and priority require.

Capital Improvement Program

2022/23 - 2027/28

OTHER GENERAL GOVERNMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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C2007

Citywide Audio/Video Solutions

Admin Services Fund	200,000	200,000	100,000	100,000	100,000	100,000	800,000
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This project provides for the upgrade and replacement of audio/visual solutions and upgrade of meeting and training facilities to support increased use of online services, electronic media and wireless collaborations.

L1906/M2202

Telecommunications Upgrade

Administrative Services Fund	500,000	200,000	100,000	100,000	100,000	50,000	1,050,000
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This project will provide funding for the upgrade of telecommunications equipment including Nortel switches, handsets and software. Funding will cover licensing for software and hardware for a new internet protocol (IP) based unified communications solution.

L1907 & M1911

IT Disaster Recovery

Lease Purchase Proceeds	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Administrative Services Fund	125,000	150,000	150,000	150,000	150,000	100,000	825,000

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	350,000	300,000	300,000	250,000	250,000	1,800,000
Administrative Services Fund	75,000	75,000	100,000	100,000	100,000	100,000	550,000

This project will replace network hardware (switches and routers) and upgrade several enterprise system servers on the City's computer network. The City's wide area network incorporates more than 55 different access locations throughout Clearwater. Much of the infrastructure equipment is aging and not capable of handling the increased volumes of data as the City's computing systems grow. These upgrades will improve performance and efficiency of the network and systems, and enable tiered management of network traffic. The project will also fund the purchase of network and bandwidth management software, a new fiber switch and new router blades.

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

M2007

City EOC Maintenance

Administrative Services Fund	25,000	25,000	25,000	50,000	50,000	50,000	225,000
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This project is for the ongoing maintenance of the City's emergency operating center and disaster recovery facility located at Fire Station # 48. This facility includes a CAT-5 data center, emergency call center and communications studio to support mission critical City operations during emergency or disaster conditions.

Total Other Gen Govt.	22,981,700	22,176,790	21,664,390	15,110,610	16,036,650	16,193,730	114,163,870
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Capital Improvement Program

2022/23 - 2027/28

POLICE PROTECTION

This section includes facility renovations and/or new construction, equipment needs, and major computer technology for the Clearwater Police Department. As a function of general government, projects in this section are typically funded by General Fund revenues. As allowable by state statute, the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction, as well as Police Department vehicles and equipment. Funding for capital needs of the Police Department was included in the approved Penny for Pinellas project list for the ten year cycle (2021-2030) which included building renovations as well as annual funding for Police Vehicles.

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

Efficiency

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

Quality

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

Financial Responsibility

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

Safety

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

POLICE PROTECTION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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94238

Police Vehicles

Infrastructure Sales Tax/Penny	150,000	200,000	200,000	200,000	200,000	200,000	1,150,000
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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.

Capital Improvement Program

2022/23 - 2027/28

POLICE PROTECTION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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P1802

Police Equipment

General Fund	130,000	120,000	120,000	110,000	110,000	110,000	700,000
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This project provides funding for the complete outfitting of sworn personnel with the equipment needed to perform their function (Bullet Proof Vests, Guns, Holsters, etc.). As the equipment reaches its life expectancy with the department, we need to replace those items with newer more effective equipment.

P1902

Police Information Systems

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

Total Police Protection:	<u>305,000</u>	<u>345,000</u>	<u>345,000</u>	<u>335,000</u>	<u>335,000</u>	<u>335,000</u>	<u>2,000,000</u>
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Capital Improvement Program

2022/23 - 2027/28

FIRE PROTECTION

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

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

Efficiency

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

Quality

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

Financial Responsibility

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

Safety

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

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
91218								
Fire Engine Replacement								
Infrastructure Sales Tax/ Penny	648,630	694,030	742,610	—	—	827,220	2,912,490	
County Fire Reimbursements	80,170	85,780	91,730	—	—	102,180	359,860	

This project provides for the replacement of one of the eight front line fire engines each year, on average, as they reach the end of their service life as front line units. Engines removed from front-line service may move to the reserve fleet and an older reserve unit may be retired. Maintaining up to date response vehicles along with required equipment, allows the department to maintain its level of service to the community and provide for the safety of our personnel. 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: Fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements.

Capital Improvement Program

2022/23 - 2027/28

FIRE PROTECTION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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91260

Thermal Imaging Cameras (TIC)

General Fund	25,000	25,750	26,500	27,300	28,150	29,000	161,700
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This project will provide funding for the replacement of two thermal imaging cameras annually. The department currently uses a number of these units for various fire ground tasks. The most common of these tasks are search and rescue, and firefighting. The current units are used daily and have proven to be a valuable tool to our department. These units will enhance the service provided to the community and enhance the safety of our firefighters. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91261

Personal Protective Equipment

General Fund	100,000	140,000	150,000	200,000	250,000	250,000	1,090,000
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This project provides funding for the complete outfitting of all personnel with the new Personal Protective Equipment (PPE). This project also provides for the National Fire Protection Association (NFPA) 1852 compliance and generates a revolving replacement schedule for the replacement of PPE that has reached its 5-year life expectancy. The Department has 210 sets of PPE gear and would replace 42 sets in an average year. This PPE provides a high degree of protection for our firefighters along with providing many safety features that could assist members in case of an emergency at an incident. The excellent identification that is incorporated in this PPE also assists Incident Commanders with accountability and safety. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91264

Fire Hose Replacement

General Fund	15,450	20,000	20,600	21,220	21,860	—	99,130
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This project provides funding to purchase replacement fire hoses. NFPA requires an annual hose test in which these funds replace those sections that fail. Funding is reimbursed by the County at the annual projected amount as per the Fire Agreement. Current funding reimbursement for FY 21/22 is based of of the 88.64% incorporated and 11.36% unincorporated split.

C25FD1

Fire Command Bus Replacement

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

This will provide funding for the purchase of a Command Bus, replacing the current vehicle which will meet life cycle expectancy in 2025. The Command Bus can be deployed during large scale and or long-term emergencies to provide an on-site command post and communications center. This project will also provide funding for the purchase of the equipment package necessary for operations. 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 maintenance and fuel costs to be funded by the General fund at a lower cost than the aging vehicle being replaced.

Capital Improvement Program

2022/23 - 2027/28

FIRE PROTECTION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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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	175,000	25,000	25,000	25,000	30,000	30,000	310,000
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This project will provide funding for the maintenance of the Training Tower-B which is (11) eleven years old. The training tower is consistently used for all aspects of training not only for the fire department, but for police and departments in the surrounding communities as well. The current structure was evaluated due to structural concerns in the 'Live Burn' rooms due to the number of classes over the years. The 'Burn Rooms' were deemed unsafe and in need of repair. The rest of the structure is safe and able to be used for other training.

Total Fire Protection:	1,044,250	990,560	1,964,540	273,520	2,200,760	1,238,400	7,712,030
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Capital Improvement Program

2022/23 - 2027/28

FIRE RESCUE SERVICES

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

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

Efficiency

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

Quality

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

Financial Responsibility

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

Safety

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

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
91229								
Replace & Upgrade Air Packs	General Fund	140,000	150,000	150,000	150,000	150,000	100,000	840,000

This project provides for the replacement of breathing apparatus needed for worn or damaged front line units. This project also provides funding for future purchases of upgrade kits based on anticipated changes to National Fire Protection Associations (NFPA) standards. All 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 agreement to fund unincorporated coverage.

91236

Rescue Vehicle

County Fire Reimbursement	260,000	280,000	—	—	300,000	—	840,000
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This project provides for the scheduled replacement of Fire/EMS first response vehicles. Clearwater Fire and Rescue provides EMS services on behalf of Pinellas County and the current contract allows for replacing up to one (1) county funded unit each year.

Annual Operating Costs: Annual fuel and maintenance costs to be funded by the General Fund. Newer vehicles reflect lower maintenance costs than their aging replacements. All expenses for these units are reimbursed by the County as part of the EMS Advanced Life Support (ALS) Agreement.

Capital Improvement Program

2022/23 - 2027/28

FIRE RESCUE SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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91257

Auto External Defibrillator (AED) Program

Central Insurance Fund	22,000	25,000	26,520	27,320	28,920	29,780	159,540
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The Department oversees sixty biphasic Lifepak AED devices currently in key City facilities such as City Hall, Municipal Services (MSB), libraries, recreation centers, Police, Fire department facilities, and on vehicles and apparatus. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District. This piece of equipment is a critical link in the 'chain of survival' for a person experiencing a cardiac event.

91263

Extrication Tools

General Fund	—	—	—	—	80,000	—	80,000
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This project will provide funding for the upgrade and additional vehicle extrication equipment package that will replace existing units and upgrade equipment to current National Fire Protection Agency (NFPA) recommendations. These type 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 for unincorporated coverage.

ENGF190002

Beach Guard Towers

Parking Fund	66,000	66,000	67,980	70,000	72,000	74,300	416,280
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This project provides funding for repair and replacement of equipment including the guard towers and structures on Clearwater Beach used by the Beach Guards. Currently there are 7 towers staffed on Clearwater Beach.

ENGF200002

Beach Guard Administrative Building

Parking Fund	50,000	50,000	60,000	50,000	50,000	30,000	290,000
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This project provides for the repair, replacement and maintenance of the Beach Guard Administration Building. This building is the administration building for all of the Beach Life Guard operations to include daily briefings, training, and equipment storage.

Total Fire Rescue Services: 538,000 571,000 304,500 297,320 680,920 234,080 2,625,820

Capital Improvement Program

2022/23 - 2027/28

GAS UTILITY SERVICES

The Gas Utility Services section includes projects that support the Clearwater Gas System operations for the City. The majority of these projects are maintenance projects to maintain the system, but also include projects for the continued expansion and upgrade of the gas utility. All projects in this section are funded with Gas Utility Fund revenues.

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

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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96365

Line Relocation Pinellas - Maintenance

Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This is a continuing project to fund the removal of abandoned gas lines/offsets and maintenance of existing capitalized lines. 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
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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
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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.

Capital Improvement Program

2022/23 - 2027/28

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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.

96377

Pinellas New Mains & Service Lines

Gas Fund	5,800,000	5,900,000	3,100,000	2,000,000	2,000,000	2,000,000	20,800,000
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This project will provide funding for the extension of new gas mains and service lines, as well as replacement gas mains/services, within Pinellas County. It will also funds two (2) sub-aqueous gas crossing to Clearwater Beach, upgrade low pressure to high-pressure on North Clearwater Beach, and replace aging steel gas mains. Increases the gas supply capacity and reliability of CGS distribution piping system.

96378

Pasco New Mains & Service Lines

Gas Fund	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pasco County. It will fund related activities such as capital replacement of obsolete cast iron and galvanized mains, liquid propane service. 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
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This project provide funding 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
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This is a continuing project to relocate gas mains for road construction and upgrades to the mains in Pasco County. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized. Maintains safe accessibility for maintenance on our gas mains. Continues to provide reliable service to new and existing customers. Reduces methane leaks by limiting 3rd party line hit/damages.

Capital Improvement Program

2022/23 - 2027/28

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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96382

Gas Inventory - Work Management System

Gas Fund	750,000	750,000	750,000	—	—	—	2,250,000
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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
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This project provides funding for gas load building objectives to include a system-wide neighborhood expansion program and any other capital marketing programs.

96387

Natural Gas Vehicle

Gas Fund	200,000	200,000	—	—	—	—	400,000
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This project provides funding for a Natural Gas Vehicle (NGV) program to include upgrades to natural gas filling stations, the conversion of vehicles to natural gas fuel, and any other capital NGV marketing programs. Provides for a reliable station for the City's fleet. Reduces gasoline and diesel usage replacing with cleaner natural gas.

96389

Future IMS Software and Hardware

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

96391

Gas System - Pasco Building

Gas Fund	250,000	250,000	250,000	250,000	—	—	1,000,000
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This project provides funding for the purchase of property and construction of a training facility within the CGS distribution territory. It will also allow for the purchase of property and construction of a remote warehouse within Pasco County. Funding for this project will come from available Gas system revenues. This facility will allow CGS to standardize technician training, as it will be performed in one locations vs. having to train at different job site locations. In addition, CGS needs to have a remote warehouse in Pasco County that is close to our customer growth.

Capital Improvement Program

2022/23 - 2027/28

GAS UTILITY SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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C2301

Pasco Gate Station

Gas Fund	1,500,000	—	—	—	—	—	1,500,000
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This project will provide for the purchase of land and construction of a new natural gas gate station in Pasco County. The gate station will add capacity in our Pasco service area to serve new & existing customers and rely less on gas supply from TECO/ Peoples Gas interconnects. Increases the gas supply capacity and reliability to CGS Customers.

M1904

Pinellas Building: Equipment Replacement and Repair

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

Total Gas Utility System:	13,625,000	12,225,000	9,225,000	7,375,000	7,125,000	7,125,000	56,700,000
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Capital Improvement Program

2022/23 - 2027/28

SOLID WASTE CONTROL SERVICES

The Solid Waste Control Services section includes projects that support the Solid Waste and Recycling operations of the City. Included in this section are projects funded to provide for facility maintenance and major repairs, equipment and container replacements, as well as the construction for new and/or replacement of existing facilities. All projects in this section are funded by Solid Waste and Recycling Fund revenues.

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

Quality

- Proactively maintain and reinvest in our infrastructure.

Efficiency

- Optimize use of employees, assets, and resources.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C2005 Underground Refuse Program	Solid Waste Fund	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000

This project funds the purchase and installation of additional underground and above ground refuse containers. This system saves space above ground by featuring a secure kiosk appropriate for accepting large amounts of solid waste while keeping the trash in a large (up to 6.5 cubic yards) underground container. This prevents over-flowing above ground containers, wind blown litter, and nuisance animals. The larger container holds more trash and the monitoring system signals when the kiosks are needed to be emptied. These attributes reduce the number of trips needed to service the kiosks which reduces the carbon footprint of the trucks servicing the kiosks.

Comprehensive Plan Objective: (D.2.3) Continue to provide sound fiscal management for solid waste collection, transport, disposal and recycling as it develops through State legislation.

Capital Improvement Program

2022/23 - 2027/28

SOLID WASTE CONTROL SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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.

M2203

Solid Waste Facility R&R

Solid Waste Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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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	450,000	7,200,000	7,200,000	450,000	450,000	450,000	16,200,000
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Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project in the Water-Sewer Combination Services section includes projects that support the Water and Sewer Utility operations of the City. These projects provide for the ongoing repair, replacement and restoration of the utilities' infrastructure which include transmission and distribution lines for the City's potable water, transmission lines and pumping of wastewater, three water reclamation and bio-solids facilities, two reverse osmosis water treatment plants, a water treatment plant, six water storage tanks and various wells. Projects which fund major renovations, upgrades and improvements to the utilities' infrastructure are also included in this section. All projects are funded by the revenues from the Water and Sewer Utility Fund, impact fees, a bond issue, or sales tax infrastructure (Penny for Pinellas) revenues. Funding for Sanitary Sewer Upgrades/Improvements was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

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

Quality

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Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
96212								
Sanitary Sewer Upgrades/Improvements								
Sewer Revenue		—	1,250,000	1,250,000	1,360,000	3,416,230	3,416,230	10,692,460

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

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

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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96213

Marshall Street Upgrade/Improvements

Sewer Revenue	4,300,000	4,250,000	3,134,000	450,000	1,000,000	—	13,134,000
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This project provides funding for future upgrades and improvements to the Marshall Street Water Reclamation Facility infrastructure (within the fence).

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

96214

East Plant Upgrades/Improvements

Sewer Revenue	1,000,000	700,000	2,567,000	500,000	—	—	4,767,000
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This project provides funding for future upgrades and improvements to the East Plant Water Reclamation Facility infrastructure (within the fence).

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

96215

North East Plant Upgrades/Improvements

Sewer Revenue	3,000,000	526,820	711,690	3,200,000	2,445,000	—	9,883,510
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This project provides funding for future upgrades and improvements to the Northeast Plant Water Reclamation Facility infrastructure.

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

96217

Pump Station R & R

Utility R&R	—	—	—	550,000	2,296,800	—	2,846,800
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This project provides funding to repair and replace existing pump stations systems, and their related force mains to current industry and regulatory requirements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
96526								
Utilities Admin Building Upgrades/Improvements								
Water Revenue		50,000	50,000	50,000	50,000	50,000	—	250,000
Sewer Revenue		50,000	50,000	50,000	50,000	50,000	—	250,000

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

96630

Sanitary Sewer Extensions

Sewer Impact Fees	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Sewer Revenue	87,540	187,540	187,540	187,540	187,540	187,540	1,025,240

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.

96634

Sanitary Utility Relocation Accommodation

Utility Revenue	—	60,000	60,000	60,000	60,000	60,000	300,000
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The project provides funding for the relocation of sanitary sewer infrastructure to accommodate roadway improvements by Florida DOT, Pinellas County, and the City of Clearwater and various City initiatives related to Stormwater and Traffic Improvements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020. (D.1.3.5) Extend force mains, lift station capacity and the gravity wastewater collection system to serve existing development as well as new infill development.

96654

Facilities Upgrade & Improvement

Sewer Revenue	—	270,000	320,000	300,000	250,000	—	1,140,000
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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.

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
96664								
Water Pollution Control R & R								
Utility R&R	3,000,000	2,895,000	1,775,000	1,115,000	1,800,000	—	10,585,000	
Sewer Revenue	—	375,000	2,000,000	2,000,000	2,000,000	220,000	6,595,000	

The project provides for the design, repair, rehabilitation, and replacement of Water Pollution Control Plant and bio-solids facility items such as presses, pumps, motors, associated plumbing, instruments, and minor facility repair to return or maintain the Water Pollution Control facilities to or at designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96665

Sanitary Sewer R & R

Utility R & R	6,000,000	5,256,400	7,233,670	6,640,450	5,000,000	5,000,000	35,130,520
Sewer Revenue	—	2,100,000	2,900,000	2,900,000	2,000,000	—	9,900,000

The project provides general system wide condition inspections, and repair and replacements.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

96686

Pump Station Upgrade & Improvement

Sewer Revenue	2,000,000	2,000,000	2,000,000	1,365,000	3,252,500	1,065,000	11,682,500
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This project provides funding to upgrade pump stations systems, their related force mains and telemetry systems to adhere to current industry and regulatory requirements.

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

96721

System R&R - Maintenance

Water Revenue	6,500,000	625,000	250,000	250,000	250,000	250,000	8,125,000
Utility R & R	—	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000

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.

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
96722								
Line Relocation Maintenance								
Water Revenue	426,500	850,000	750,000	750,000	1,500,000	—	4,276,500	
Utility Revenue	200,000	1,600,000	1,005,000	600,000	1,000,000	—	4,405,000	

This is an on-going program relating to repair or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96739

Reclaimed Water Distribution System

Water Revenue	300,000	950,000	450,000	650,000	500,000	—	2,850,000
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This project provides for the continued expansion of the City's Reclaimed Water System based on the Reclaimed Water Master Plan Update.

Comprehensive Plan Objective: (D.5.2) To provide adequate quantity and quality of water service to all customers in the Clearwater service area. (D.5.5) Continue to develop a potable water system that is compatible with the environment and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96742

Line Relocation - Improvements

Water Revenue	—	200,000	200,000	200,000	200,000	—	800,000
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This provides funding for upgrades to the potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida DOT, Pinellas County and the City of Clearwater. Planned work includes various city initiatives related to Stormwater and Traffic Improvement.

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

96744

System Expansion

Water Impact Fee	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Water Revenue	76,000	76,000	76,000	76,000	76,000	76,000	456,000

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

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

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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96764

R.O. Plant Reservoir # 1 Upgrades & Improvements

Water Revenue	—	630,000	—	150,000	1,350,000	—	2,130,000
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This project is to provide funding for the expansion of the City's existing R.O. plant, which includes plant equipment and piping modifications. This includes upgrades and improvements at RO 1.

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

96767

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

Water Revenue	1,000,000	1,000,000	3,200,000	3,200,000	500,000	75,000	8,975,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

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

96773

Groundwater Replenishment Facility

Governmental Revenue	—	—	—	6,358,000	10,000,000	—	16,358,000
Water Revenue	—	—	—	17,900,000	—	—	17,900,000

This project provides funding for a Microfiltration, Reverse Osmosis, Advanced Oxidation 3.0 MGD Water Purification Plant, purified water pipelines, with injection wells to replenish the local aquifer.

Annual Operating Costs: Annual operating costs beginning in FY 2026/27 will approximately amount to \$1,630,000 which includes ten (10) new FTEs.

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.

96782

R.O. Plant at WTP #3

Water Revenue	1,000,000	4,000,000	4,000,000	500,000	1,267,500	8,000,000	18,767,500
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This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids (TDS) including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

Annual Operating Costs: Annual operating costs beginning in FY 2025/26 will approximately amount to \$1,480,000, which includes eight (8) new FTEs.

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

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
96783								
Water System Upgrades/Improvement								
Water Revenue — 1,350,000 2,070,000 2,275,000 3,000,000 3,200,000 11,895,000								

This project provides funding for future upgrades and improvements to the water distributive systems and infrastructures.

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

96784

Reclaimed Water Distribution System R & R

Utility R&R	1,000,000	1,670,450	1,547,450	3,651,680	3,366,650	200,000	11,436,230
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and to maximize efficiencies for the water distribution systems.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations through the year 2018. (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources. (D.5.5.7) Reclaimed water service will continue to be extended to private residences based on the Twenty (20) Year Reclaimed Water Master Plan.

96785

Feasibility Studies/Evaluations - Water System

Utility R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for the feasibility studies and evaluations to meet regulatory requirements and to maximize efficiencies for the water distribution systems.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96786

Devices & Equipment - Water System

Water Revenue	—	225,000	675,000	200,000	200,000	300,000	1,600,000
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This project provides funding for the purchase of equipment and devices, configuration and utilization of mobile technology to enhance our field processes for the water division.

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

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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M1905

Marshall Street Plant R&R

Utility R&R	—	1,855,000	3,155,000	2,100,000	1,100,000	590,000	8,800,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

M1906

Northeast Plant R&R

Utility R&R	250,000	1,040,000	535,000	525,000	4,865,000	125,000	7,340,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

M1907

East Plant R&R

Utility R&R	—	1,000,000	1,785,000	1,100,000	688,000	250,000	4,823,000
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This project provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such as pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

Comprehensive Plan Objective: (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.

M1908

Reverse Osmosis #1 R&R

Utility R&R	—	100,000	100,000	300,000	300,000	1,015,000	1,815,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

M1909

Reverse Osmosis #2 R&R

Utility R&R	—	200,000	200,000	200,000	200,000	200,000	1,000,000
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Provides funding for the expansion of the City's existing R.O. plant, which includes plant equipment, and piping modifications.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

Capital Improvement Program

2022/23 - 2027/28

WATER-SEWER COMBINATION SERVICES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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M1910

Water Treatment Plant #3 R&R

Utility R&R	—	500,000	500,000	500,000	500,000	500,000	2,500,000
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This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids (TDS) including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations. (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

Total Water System Combination Services:	<u>30,500,040</u>	<u>39,102,210</u>	<u>45,997,350</u>	<u>63,473,670</u>	<u>55,931,220</u>	<u>25,989,770</u>	<u>260,994,260</u>
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Capital Improvement Program

2022/23 - 2027/28

FLOOD PROTECTION/STORMWATER MANAGEMENT

This Flood Protection/Stormwater Management section includes projects that support the Stormwater Utility operations of the City. These projects provide for the implementation of water quality and quantity projects within the City's watersheds and coastal basins. Projects also include funding for ongoing repair, replacement and restoration of stormwater infrastructure, and the purchase and replacement of vehicles and field equipment. All projects in this section are funded with Stormwater Utility revenues, and grant funding from various local, state and federal agencies when available.

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

Quality

- Proactively maintain and reinvest in our infrastructure

Financial Responsibility

- Continue responsible financial management
- Set priorities and spend money aligned with the Strategic Direction

Safety

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C1908								
Stormwater Vehicles & Equip								
Stormwater Fund		1,307,550	1,358,200	1,500,000	1,500,010	1,500,000	1,500,000	8,665,760

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.

Capital Improvement Program

2022/23 - 2027/28

FLOOD PROTECTION/STORMWATER MANAGEMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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ENS180001

Stormwater Pipe System Improvement

Stormwater Fund	3,033,440	652,670	3,609,120	467,140	1,412,140	1,969,680	11,144,190
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This project provides for the repair, replacement and restoration of stormwater conveyance infrastructure components. A significant portion of this project will include lining or replacement of existing infrastructure to maximize lifespan and system conveyance efficiency.

Comprehensive Plan Objective: (D.3.6) Continue to provide sound fiscal management of the stormwater management systems to include maintenance, operation and construction in accordance with the watershed management plans and concurrent with its implementation.

ENST180002

Allen's Creek

Stormwater Fund	497,360	405,460	979,100	489,510	1,111,890	424,360	3,907,680
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This project provides for the implementation of water quality and quantity projects within the Allen's Creek watershed, including those projects identified in the Allen's Creek Watershed Management Plan. The main objectives of projects in this basin include the abatement of structure and street flooding, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans.

ENST180003

Stormwater System Expansion

Stormwater Fund	244,160	119,270	—	—	83,810	398,330	845,570
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This project provides for reduction of structure, street and property flooding or improvements to water quality through property acquisition and/or expansion of the existing stormwater system. Property acquisition may be exercised where it is determined that flooding may be cost effectively alleviated or the area is utilized for water quality treatment.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans.

Capital Improvement Program

2022/23 - 2027/28

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
ENST180004 Stevenson Creek	Stormwater Fund	565,220	231,030	696,590	500,000	—	1,035,410	3,028,250

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.

ENST180005 Coastal Basin	Stormwater Fund	615,570	477,440	1,058,200	591,920	561,690	668,470	3,973,290
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This project provides for the implementation of water quantity and quality projects within the City's coastal basins. The main objectives of projects in these basins include the abatement of structure and street flooding, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans.

Capital Improvement Program

2022/23 - 2027/28

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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ENST180006

Alligator Creek Watershed

Stormwater Fund	694,710	231,030	1,068,280	500,000	474,760	1,728,600	4,697,380
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This project provides for the implementation of water quantity and quality projects within the Alligator Creek watershed, including those identified in the Alligator Creek Watershed Management Plan. The main objectives of projects in this basin include the abatement of structure and street flooding, improvement of water quality, improvement and optimization of stormwater infrastructure and compliance with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objective: (D.3.2) The City of Clearwater shall continue to develop watershed management plans which should seek to identify, evaluate and implement the most cost effective and cost efficient programs for Stormwater management, including Stormwater quantity and quality. (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans. (D.3.5) Protect and enhance the quality of receiving waters by the use of “Best Management Practices” in accordance with the adopted watershed management plans.

Total Flood Protection/ SW Management:	6,958,010	3,475,100	8,911,290	4,048,580	5,144,290	7,724,850	36,262,120
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Capital Improvement Program

2022/23 - 2027/28

OTHER PHYSICAL ENVIRONMENT

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

Projects in the Other Physical Environment section support the City of Clearwater's Vision and the Strategic Direction to "Facilitate Development of the Economy" and to "Provide Cost Effective Municipal Services and Infrastructure" through the following related strategic actions:

Quality

- Proactively maintain and reinvest in our infrastructure

Financial Responsibility

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

Safety

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
93422								
Dredging of City Waterways	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

The project provides for periodic dredging of sediments throughout city controlled waterways and city owned submerged lands, as deemed necessary.

Operating costs include labor for inspection and planning by marina staff.

Comprehensive Plan Objective: (G.1.6.2) The City will provide new access or enhance/maintain existing access to water bodies where possible for recreational use.

Capital Improvement Program

2022/23 - 2027/28

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C2208 Coopers Point	TBD - Grant	—	—	10,130,000	10,130,000	10,130,000	9,610,000	40,000,000

This project is for the design and construction of water quality and habitat improvements on and around Cooper's Point. Water quality improvements will be accomplished through increased tidal flushing in and around Cooper's Bayou, construction of mangrove shelves, addition of seagrasses and saltmarsh habitat, and installation of sediment removal boxes. This project supports initiatives of Tampa Bay Estuary Program's Nitrogen Management Consortium to reduce nutrients in Old Tampa Bay, as it aligns with the Tampa Bay Reasonable Assurance. The project will also provide recreation opportunities through improved water craft access at Cooper's Bayou Park, kayak trails thought mangrove tunnels, hiking trails, fishing platforms, and observation towers. 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.

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.

ENGF180006

Citywide Docks & Seawall

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding to replace or upgrade seawalls and other shoreline protection as needed city-wide. Replacement or upgrading of shoreline protection prior to failure is of vital importance to protect the upland uses adjacent to them. This project also provides funding for the maintenance of docks, other than at Marina facilities. This project supports studies to determine how to provide more resilient and sustainable shoreline protection.

ENGF180011

Environ Assessment & Cleanup

General Fund	70,000	70,000	70,000	70,000	70,000	70,000	420,000
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This project is established to provide funding for the assessment and remediation of contaminated sites owned or acquired by the City. This project is intended to meet the current state requirements set forth in Chapter 62 of the Florida Administrative Code, requiring the City to meet mandatory target clean-up levels where contamination could affect a potable water supply or could pose a health or safety risk to the public. Assessment/remediation reduces the potential risk of off-site contamination to private property and the potential for third party liability claims against the City. Funding is also included to keep the City's pollutant storage tank locations in compliance with FDEP rules and to reduce the potential risk of groundwater contamination from these sites.

Capital Improvement Program

2022/23 - 2027/28

OTHER PHYSICAL ENVIRONMENT

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
ENGF180012								
Public Works Complex								
General Fund	—	55,140	1,271,000	1,133,000	1,211,000	577,130	4,247,270	
Infrastructure Sales Tax Penny	—	—	4,600,000	—	2,600,000	—	7,200,000	
Stormwater Fund	—	1,909,180	3,610	29,480	555,930	—	2,498,200	
Water Revenue	—	202,140	5,560,370	502,120	5,196,920	—	11,461,550	

This project provides for the redevelopment of the City's Public Works Complex (PWC) located at 1650 No. 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 be designed to reduce energy demand, evaluate the feasibility of solar installation and utilize recycled materials where appropriate.

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

M2002

Environ Park Remediation & Protection

Infrastructure Sales Tax Penny	—	750,000	750,000	—	—	—	1,500,000	
General Fund	50,000	50,000	50,000	50,000	50,000	—	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, and Lake Chautauqua Park.

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

M2006

Right of Way Tree Management Program

General Fund	150,000	150,000	150,000	150,000	100,000	100,000	800,000	
Central Ins Fund	150,000	150,000	150,000	150,000	100,000	100,000	800,000	

This project will proactively address the removal of diseased trees from City Rights of Way as indicated in the annual tree survey. Tree surveys will be conducted every year in one of five (5) districts in the City. This project protects residents and natural resources by removing trees that are hazardous to the public. Use of survey data helps to create policies and procedures in managing the urban green space.

Total Other Physical Environment:	570,000	3,486,460	22,884,980	12,364,600	20,163,850	10,607,130	70,077,020	
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Capital Improvement Program

2022/23 - 2027/28

ROAD AND STREET FACILITIES

This section includes all major street infrastructure improvements and street and sidewalk maintenance projects for the City, including traffic calming, signal installation, signal renovation, and traffic safety infrastructure. Projects in this section are funded with various revenues restricted for road maintenance improvements including local option fuel tax, multi-modal impact fees, and the City's designated Road Millage. As defined by Florida statutes, local option fuel tax proceeds can be used for roadway and right-of-way maintenance, as well as bridge maintenance and operations. The multi-modal impact fee revenue is required to be used for capital improvements and the expansion of transportation facilities. Road millage revenues represent a portion of ad valorem taxes annually designated by Council policy for the maintenance of the City's streets and sidewalks. The goal of the street and sidewalk maintenance program is to protect the road base and prevent deterioration of the street surface. Road infrastructure projects that include utility relocations include funding from the associated utility fund for their portion of construction costs.

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

Increase Economic Opportunity

- Recognize transit oriented development

Efficiency

- Encourage teamwork across departments

Quality

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

Financial Responsibility

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

Safety

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C2102								
Fort Harrison Reconstruction								
General Fund	—	732,000	732,000	997,800	997,800	997,800	4,457,400	
Stormwater Fund	—	2,060,000	632,050	4,641,140	3,277,280	1,441,990	12,052,460	
Water Revenue	1,254,250	—	—	—	—	—	—	1,254,250
Sewer Revenue	1,254,250	—	1,684,090	—	—	—	—	2,938,340
Utility R&R	1,725,590	690,340	2,771,020	3,579,550	—	—	—	8,766,500

This project provides funding for the design and reconstruction of the Fort Harrison Avenue corridor from the apex at Fort Harrison/ Myrtle Avenues to the north and Belleair Road to the south. The project includes replacement of underground infrastructure, including potable water, sanitary sewer, reclaim water, drainage, and roadway features where feasible. The project will improve pedestrian safety and encourage pedestrian use through downtown Clearwater while improving environmental benefits and roadway aesthetics.

Comprehensive Plan Objective: (A.6.5) - The City shall encourage improved land use compatibility through the evaluation of traffic calming techniques, multi-modal transportation networks, and the use of transit oriented development planning

Capital Improvement Program

2022/23 - 2027/28

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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ENRD180002

Bridge Maintenance & Improvements

Fuel Tax	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	6,280,500
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This project provides 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.

ENRD180004

Streets & Sidewalks

Road Millage	4,055,420	4,136,530	4,219,260	4,303,640	4,389,710	4,477,500	25,582,060
General Fund	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000

This project provides continuous maintenance to prevent deterioration of City streets and sidewalks. Work on streets include curb repair, milling and resurfacing, and striping. The project also provides for the maintenance, repair and replacement of existing sidewalks and curbs, construction of new sidewalks and ADA upgrades throughout the City on an as needed basis.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.

ENRD180005

City-Wide Intersections Improvement

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 by increasing capacity of roadway corridors. Intersection improvements include adjustment to radii, right turn lanes and minor channelization. Intersection improvements resulting in safer and more efficient multi-modal movement, reduces carbon emissions in support of Greenprint.

Comprehensive Plan Objective: (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners and the F.D.O.T.

Capital Improvement Program

2022/23 - 2027/28

ROAD AND STREET FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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 un-signalized intersections, software and communication infrastructure to meet standards set by Federal and State mandates to increase safety and reduce liability; repairs to address damaged assets; relocation of traffic signal equipment due to road widening or intersection improvements; new traffic signals installed at previously signalized 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 improve the traffic flow, roadway safety and efficiency, supporting Greenprint by reducing carbon emissions.

Comprehensive Plan Objective: (H.2.2) The City shall adopt the Florida Department of Transportation level of service standards for State primary and secondary arterials as they be modified by additional service designations approved by F.D.O.T. and shall use intergovernmental coordination agreements to secure maximum City control over access and management of roads in Clearwater. Clearwater intends that these standards be recognized as the minimum acceptable standards for State arterial roads, and should serve as a guideline for reviewing development applications. (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and F.D.O.T.

ENRD180007

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 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:	<u>10,701,650</u>	<u>10,031,010</u>	<u>12,450,560</u>	<u>15,934,270</u>	<u>11,076,930</u>	<u>9,329,430</u>	<u>69,523,850</u>
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Capital Improvement Program

2022/23 - 2027/28

AIRPORTS

The Airports section includes projects that support the operations of the Clearwater Airpark. This includes projects which range from repairs and maintenance, to the major renovation and improvement of facilities. As one of the City's enterprise funds, these projects are typically funded with Airpark Fund revenue, or when available grant revenues from the Florida Department of Transportation (FDOT), and the use of sales tax infrastructure (Penny for Pinellas) revenues.

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

Diversify the Economic Base

- Maintain tourism commitment

Increase Economic Opportunity

- Recognize the value of transit oriented development

Quality

- Proactively maintain and reinvest in our infrastructure

Financial Responsibility

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

Safety

- Reinforce standing as a safe community, especially with visitors

AIRPORTS

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
94817 Airpark Maintenance & Repair	Airpark Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This project will provide funding for ongoing maintenance and repairs as needed at the Clearwater Airpark. Operating costs include labor for minor repairs provided by marine and aviation staff.

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

Capital Improvement Program

2022/23 - 2027/28

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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G23xx

Apron Relayment

Airpark Fund	50,000	607,320	—	—	—	—	657,320
FDOT Grant	200,000	2,429,280	—	—	—	—	2,629,280

This project will provide funding for the Florida Department of Transportation recommendations for a complete reconstruction and remill/overlay of the Clearwater Airpark apron in accordance with the Statewide Airfield Pavement Management Program. This is a major safety concern as loose gravel becomes foreign object debris and damages airplanes.

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

G25xx

Aviation Oper Center

Airpark Fund	—	—	300,000	—	1,940,000	—	2,240,000
FDOT Grant	—	—	300,000	—	2,700,000	—	3,000,000
Infrastructure Sale Tax/Penny	—	—	—	—	760,000	—	760,000

This project will provide 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.

Total Airports:	275,000	3,061,600	625,000	25,000	5,425,000	25,000	9,436,600
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Capital Improvement Program

2022/23 - 2027/28

WATER TRANSPORTATION SYSTEMS

This section includes projects that support Water Transportation, as defined by the state's expenditure function codes. This includes our waterway maintenance program which is funded with General Fund Revenues.

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

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
93415								
Waterway Maintenance								
	General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Total Water Trans Systems:		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 staff 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.

Capital Improvement Program

2022/23 - 2027/28

PARKING FACILITIES

The Parking Facilities section includes projects for the maintenance of the City owned parking garages, as well as City owned parking lots and on-street parking spaces. This section also includes projects for the construction of new Parking Garages, and funding for significant technology and system improvements. Funding for all projects in this section are provided from Parking Fund revenues.

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

Diversify the Economic Base

- Develop downtown and US 19
- Maintain tourism commitment

Increase Economic Opportunity

- Continue building a business friendly environment
- Recognize the value of transit oriented development

Develop and Promote our Brand

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

Quality

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

Financial Responsibility

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

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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ENPK180001

Parking Lot Resurfacing

Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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The project provides for the resurfacing of various City Parking System lots as determined necessary by the Engineering department.

ENPK180002

Parking Lot Improvements

Parking Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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The project provides for improvements, both functional and aesthetic, to all parking system lots and onstreet parking spaces. Parking facility locations will begin with the beach lots and expand to include all parking system lots and on-street parking. Improvements include items such as brick pavers, parking kiosks, parking revenue control equipment and sign upgrades. Also included is the construction of temporary lots, as needed, and sustainability upgrades such as efficient LED lighting and electric 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.

Capital Improvement Program

2022/23 - 2027/28

PARKING FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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ENPK180003

Parking Garages

Parking Fund	459,000	184,000	379,000	184,000	284,000	184,000	1,674,000
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This project provides for funding maintenance, repair and addressing safety concerns for all current and future parking facilities. This project will also fund research and studies of future parking facilities. Also included are sustainability upgrades such as efficient LED lighting and electric vehicle charging stations in City run garages.

Comprehensive Plan Objective: (A.6.6) Tourism is a substantial element of the City's economic base and as such the City shall continue to support maintenance and enhancement of this important economic sector. (A.6.9). Decrease energy consumption, use more renewable energy and reduce the impact of the built environment on the natural environment.

ENPK24xx

Downtown Parking Garage

Parking Fund	10,500,000	10,500,000	500,000	500,000	500,000	500,000	23,000,000
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This project provides for the construction of a downtown parking garage near Pierce and Ft. Harrison to serve the proposed new City Hall, Imagine Clearwater, general public and downtown businesses.

Annual Operating Costs: Annual costs include personal services for three (3) FTEs in the amount of \$100,000 and other operating expenses for insurance, equipment repair, utilities, etc. estimated at \$400,000.

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.

M2102

Seminole Boat Launch Maintenance

Parking Fund	20,000	25,000	30,000	40,000	40,000	40,000	195,000
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This is a continuous maintenance program to maintain the City's infrastructure and keep the Seminole Boat launch area in good repair. 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: 11,179,000 10,909,000 1,109,000 924,000 1,024,000 924,000 26,069,000

Capital Improvement Program

2022/23 - 2027/28

OTHER TRANSPORTATION

The Other Transportation section includes miscellaneous projects managed by the Engineering department. These projects, which support the function of transportation as defined by the state's expenditure function codes, are typically funded with General Fund revenues or revenues from utility funds where applicable.

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

Quality

- Proactively maintain and reinvest in our infrastructure

Financial Responsibility

- Continue responsible financial management
- Evaluate additional funding options
- Set priorities and spend money aligned with the Strategic Direction

Safety

- Reinforce standing as a safe community, especially with visitors

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	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	6,500	6,500	6,500	6,500	6,500	6,500	39,000
	Stormwater Fund	—	—	—	—	—	35,000	35,000
	This project provides for the future replacement of two (2) Leica Survey Total Stations and two (2) Leica Global Positioning Systems (G.P.S.) stations. The typical useful life of this equipment is ten years due to repairs and advancement in technology.							
Total Other Transportation:		56,500	56,500	56,500	56,500	56,500	91,500	374,000

Capital Improvement Program

2022/23 - 2027/28

LIBRARIES

Projects in the Libraries section support the City's operations of five library branches. These projects provide for the purchase of library software/ technology maintenance and upgrades and funding for system-wide replacement of furniture, fixtures and equipment. As a function of general government, projects in this section are typically funded by General Fund revenues.

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

Develop and Promote our Brand

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

Foster Community Engagement

- Preserve community history and culture
- Support community events

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
93534								
Library FF&E Repair and Replacement Project	General Fund	135,000	85,000	85,000	85,000	85,000	85,000	560,000

The funding for this project provides for system-wide library technology upgrades and replacements, including software and hardware, and replacement of furniture, fixtures and other equipment. Technology equipment needs to be repaired or replaced when obsolete. The Library's high volume of visitors annually, library furniture and fixtures will require replacement to keep the facilities appealing, functioning, and safe.

94861

Library Technology

General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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The funding for this ongoing CIP project provides for the maintenance and upgrades of Radio Frequency Identification (RFID) technology at all City of Clearwater library locations. This technology allows libraries to perform many repetitive tasks more efficiently. Numerous library materials can be checked in and out with one workflow, and materials sorting machines check in material quickly and reduces the amount of staff handling. This increased efficiency allows staff to continue to provide excellent customer service, and the ability for staff to perform other projects. The system also provides the most effective security system currently available.

Capital Improvement Program

2022/23 - 2027/28

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C2211								
Main Library Renovation								
	General Fund	575,000	—	—	—	—	—	575,000
This project funds the transformation of the first floor of the Main Library into a one-stop destination that supports and enhances citizen use of the new Coachman Park and the Downtown District by locating the library's most-used resources and services there.								
<hr/>								
Total Libraries:		<u>735,000</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>	<u>110,000</u>	<u>1,285,000</u>

Capital Improvement Program

2022/23 - 2027/28

PARKS & RECREATION

This section includes all the projects that support the Parks & Recreation functions for the City of Clearwater. Many of these projects are created to support the ongoing maintenance of our parks, and our park facilities, which make a wonderful place to live, learn, work, and play. Projects may also include major renovations to our neighborhood, and regional park facilities and recreation centers. As a function of general government, projects in this section are typically funded by General Fund revenues, as well as donations and grants from local, state and federal agencies when available. As allowable by state statute, the use of sales tax infrastructure (Penny for Pinellas) revenues can be used for facility renovations and/or new construction. Funding for capital needs of neighborhood parks was included in the approved Penny for Pinellas project list for the ten year cycle (2020-2029).

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

Diversify the Economic Base

- Maintain tourism commitment, including sports tourism.

Develop and Promote our Brand

- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- Continue responsible financial management.
- Set priorities and spend money aligned with the Strategic Direction.

Safety

- Reinforce standing as a safe community, especially with visitors.

Efficiency

- Optimize use of employees, assets, and resources.

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
93272								
Bicycle Paths-Bridges	Infrastructure Sales Tax/Penny	1,250,000	1,250,000	—	—	—	—	2,500,000

This project provides for the construction and renovation of recreation trails throughout the city for walking, jogging, inline skating, bicycling and equestrian uses. Projects may include segments of the Ream Wilson Trail, Bayshore Drive Trail, Courtney Campbell Causeway Trail, trails within park boundaries and transportation connector trails. Funding in 2022/23 is planned for the pedestrian overpass at SR60 as well as a connector trail from the Pinellas Trail to Seminole Dock.

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.

Capital Improvement Program

2022/23 - 2027/28

PARKS & RECREATION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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93602

Special Events Equipment R & R

Special Program Fund	50,000	55,000	55,000	55,000	55,000	55,000	325,000
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This project provides for the purchase, repair and replacement of such items as sound equipment, chairs, tables, tents, etc used by the Special Events Division for special events, grand openings, dedications, celebrations, etc. The equipment used by this division wears out from heavy use, and replacement is funded with revenues from special events. Additional tents and portable light towers are planned for purchase in 2022/23.

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

93618

Misc Parks & Rec Contract Services

General Fund	250,000	55,000	55,000	55,000	55,000	55,000	525,000
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This is a capital improvement project to provide professional services which include architects, engineers and other professional consultants so that preliminary work can be completed prior to committing additional resources for major capital projects. Without this preliminary work it would be difficult to get accurate estimates for Council approval or for grant applications.

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

C2209

Neighborhood Park Renovations

Infrastructure Sales Tax/ Penny	400,000	100,000	100,000	100,000	100,000	400,000	1,200,000
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This project provides for renovation and improvements needed at various neighborhood parks in the City. Currently the City maintains and manages over 100 parks in the City ranging from small one acre parks to larger community parks. Many of these parks are in need of refurbishment and repair from years of continued use by the public. The City continues to perform maintenance on all of these parks to keep them in safe operating conditions, however, this fund was established to make needed capital improvements and renovations. Parks like Bay Park on Sand Key, Coachman Ridge Park, Forest Run Park, Soule Road Park, etc., all have various needs to be addressed. Also, there are several parks that have little or no facilities and this project will allow the City to address these needs.

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

C27xx

Woodgate Park Renovation

Infrastructure Sales Tax/ Penny	—	—	—	—	—	1,800,000	—	1,800,000
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This project will provide for the renovation and construction of two lighted multipurpose fields, improved parking and restrooms at Woodgate Park. Renovations are planned to include regrading the large open space area, installation of 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 levels of service.

Capital Improvement Program

2022/23 - 2027/28

PARKS & RECREATION

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C28xx McMullen Tennis Renovation	Infrastructure Sales Tax/ Penny	—	—	—	—	—	700,000	700,000

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, new LED lighting systems are being proposed for the tennis courts as well as separately designed pickle ball courts. 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.

M2206

Parks & Beatification R&R

General Fund	1,200,000	1,265,000	1,293,750	1,350,000	1,437,500	1,625,000	8,171,250
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This project will provide for the repair, renovation and replacement of various capital items which are found within the entire park system of 110 parks with primary focus on the 25 neighborhood parks. This includes resurfacing of parking lots and bicycle paths; repair and replacement of boardwalks, docks and viewing platforms in various parks and beach access points; repair and replacement of sidewalks and concrete pads; repair and replacement of playgrounds, fitness courts, and various park amenities. Park amenities include items such as identification and rule signage, lighting, park benches, trash receptacles, water fountains, grills, picnic tables, etc.

M2207

Athletic Fields R&R

General Fund	915,000	1,006,500	1,052,250	960,000	875,000	942,500	5,751,250
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This project will provide for the repair, renovation and replacement of various capital items associated with all the outdoor athletic facilities which include tennis courts, handball courts, basketball courts, baseball fields, softball fields, multipurpose fields, etc. These repairs and replacement may include lighting systems, fencing, resurfacing of courts, resodding of fields, scoreboards, dugouts, bleacher systems, basketball, soccer, and football goals, etc.

Total Parks & Rec:	4,065,000	3,731,500	2,556,000	2,520,000	4,322,500	3,777,500	20,972,500
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Capital Improvement Program

2022/23 - 2027/28

CULTURAL SERVICES

The Cultural Services section includes projects that support the City's Cultural Arts program. These projects, managed by the City Manager's Office are funded by General Fund revenues.

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

Foster Community Engagement

- Encourage neighborhood identity programs
- Preserve community history and culture

Financial Responsibility

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

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
A1901 Miscellaneous Public Art Fund	General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
		This project provides funding for the ongoing maintenance of the public art and design program collection.						
A2201 Cultural Arts Strategic Plan Implementation	General Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000
		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	40,000	240,000

Capital Improvement Program

2022/23 - 2027/28

SPECIAL RECREATION FACILITIES

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

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

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

Diversify the Economic Base

- Maintain tourism commitment, including sports tourism

Develop and Promote our Brand

- Ensure that our residents and visitors are familiar with the whole offering of community amenities

Quality

- Proactively maintain and reinvest in our infrastructure

Financial Responsibility

- Set priorities and spend money aligned with the Strategic Direction

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	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. Both City marinas are certified "Clean Marina" by the FDEP.

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

Capital Improvement Program

2022/23 - 2027/28

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	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.

Operating costs can include labor for minor repairs provided by marina staff.

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

93499

Pier 60/Sailing Center Maintenance

General Fund	100,000	500,000	500,000	100,000	100,000	100,000	1,400,000
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This project provides funding for the continuous repair and/or replacement of electrical services, water service, fire protection equipment, HVAC systems, dock repairs and other structural components of the Pier and Sailing Center. Fiscal year 2023/24 funds will be used for the design phase for repairs that are needed at the Sailing Center. This will be a three year project due to the limitation of funds that can be used to repair structures in a flood zone.

(G.1.1.) the City shall ensure that parks, open space, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City. (I.1.1.5.2) The repair, remodeling, renovation or replacement of obsolete or worn out facilities that contribute to achieving or maintaining standards for levels of service.

C1905

Beach Marina Upgrade

Infrastructure Sales Tax/Penny	11,500,000	11,500,000	—	—	—	—	23,000,000
Marina Fund	1,250,000	1,000,000	—	—	—	—	2,250,000
General Fund	250,000	—	—	—	—	—	250,000

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 Greenprint and Clean Marina initiatives and use sustainable materials where possible. Examples may include composite decking materials and solar lighting.

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

C1906

Clw Hbr Marina Replace & Upgrade

Clw Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Infrastructure Sales Tax/Penny	—	—	—	1,000,000	1,000,000	1,000,000	3,000,000

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

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

Capital Improvement Program

2022/23 - 2027/28

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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C2001

Athletic Fields & Facility Renovation/Improvements

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

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

C2202

Long Center Major Renovations

Infrastructure Sales Tax/Penny	2,000,000	3,000,000	—	—	—	—	5,000,000
General Fund	3,000,000	2,000,000	—	—	—	—	5,000,000

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

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

C2204

Soccer Field Reno EC Moore

General Fund	60,000	1,000,000	—	—	—	—	1,060,000
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This project provides for the renovation of the two major soccer fields at EC Moore Complex which have been used by club soccer for over 36 years. Unfortunately when these fields were constructed they were constructed on two levels which does not allow for the most optimal use of the land for soccer play, at times causing the lower field to flood and not be used under current conditions. This project will completely renovate these fields by leveling them off, installing new irrigation, sod, fencing and lighting.

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

C24xx

McKay Play Field Improvements

Donation Revenue	—	150,000	—	—	—	—	150,000
General Fund	—	275,000	—	—	—	—	275,000

This project will provide for 4 new pickleball courts to be constructed at McKay Playfield as part of the Clearwater Beach Recreation and Aquatics Center. Pickleball has become a very popular sport and is being played on basketball and tennis courts. Designated pickleball courts are being requested to meet public demand and will solve the cross use of tennis and basketball courts. McKay Playfield will be used as a temporary site for the fire department until the new fire station is being constructed. Once the temporary fire station is removed would be the best time to construct these courts.

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

Capital Improvement Program

2022/23 - 2027/28

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
C24xx								
Frank Tack Improvements	Infrastructure Sales Tax/Penny	—	250,000	300,000	—	—	—	550,000

This project will provide for 4 new pickleball courts to be constructed at McKay Playfield as part of the Clearwater Beach Recreation and Aquatics Center. Pickleball has become a very popular sport and is being played on basketball and tennis courts. Designated pickleball courts are being requested to meet public demand and will solve the cross use of tennis and basketball courts. McKay Playfield will be used as a temporary site for the fire department until the new fire station is being constructed. Once the temporary fire station is removed would be the best time to construct these courts.

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

M1902

Marine Facility Maint & Dock R & R

Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides for the continuous repair and/or replacement of Beach Marina facilities, including the Beach Marina Building, and deteriorated docks and docking facilities. This will cover the marine services section and equipment to maintain the City-owned marinas in usable condition. This will include the shared maintenance of the marina vessels and those periods of time when vessels are out of the water for major work.

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

M2204

Carpenter & Baycare R&R

General Fund	1,703,030	2,477,030	1,046,500	972,000	1,012,500	1,625,000	8,836,060
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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.

M2205

Recreation Center R&R

General Fund	600,000	1,017,500	667,000	846,000	762,500	1,248,000	5,141,000
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This project will provide for the repairs of infrastructure and replacement of various capital items at the city's six recreation centers that are not covered by the building and maintenance department. Some of the various repairs and replacements needed may include furnishings; exercise/fitness equipment gymnasium flooring and lighting systems; swimming pool infrastructure, furniture and play equipment; security systems, divider curtains, etc.

Capital Improvement Program

2022/23 - 2027/28

SPECIAL RECREATION FACILITIES

Project # / Project Name	Funding Source	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
M2208								
Beach Walk/Pier 60 Park R&R	General Fund	550,000	330,000	345,000	360,000	375,000	390,000	2,350,000

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.

Total Spec Rec Facilities:	21,338,030	24,074,530	3,483,500	5,703,000	3,575,000	4,688,000	62,862,060
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Total By Category

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Other General Government	22,981,700	22,176,790	21,664,390	15,110,610	16,036,650	16,193,730	114,163,870
Police Protection	305,000	345,000	345,000	335,000	335,000	335,000	2,000,000
Fire Protection	1,044,250	990,560	1,964,540	273,520	2,200,760	1,238,400	7,712,030
Fire Rescue Services	538,000	571,000	304,500	297,320	680,920	234,080	2,625,820
Gas Utility Services	13,625,000	12,225,000	9,225,000	7,375,000	7,125,000	7,125,000	56,700,000
Solid Waste Services	450,000	7,200,000	7,200,000	450,000	450,000	450,000	16,200,000
Water-Sewer Services	30,500,040	39,102,210	45,997,350	63,473,670	55,931,220	25,989,770	260,994,260
Flood Protection/Stormwater Management	6,958,010	3,475,100	8,911,290	4,048,580	5,144,290	7,724,850	36,262,120
Other Physical Environment	570,000	3,486,460	22,884,980	12,364,600	20,163,850	10,607,130	70,077,020
Road and Street Facilities	10,701,650	10,031,010	12,450,560	15,934,270	11,076,930	9,329,430	69,523,850
Airports	275,000	3,061,600	625,000	25,000	5,425,000	25,000	9,436,600
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Parking Facilities	11,179,000	10,909,000	1,109,000	924,000	1,024,000	924,000	26,069,000
Other Transportation	56,500	56,500	56,500	56,500	56,500	91,500	374,000
Libraries	735,000	110,000	110,000	110,000	110,000	110,000	1,285,000
Parks & Recreation	4,065,000	3,731,500	2,556,000	2,520,000	4,322,500	3,777,500	20,972,500
Cultural Services	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Special Recreation Facilities	21,338,030	24,074,530	3,483,500	5,703,000	3,575,000	4,688,000	62,862,060
Total	125,512,180	141,736,260	139,077,610	129,191,070	133,847,620	89,033,390	758,398,130



Summary of General Fund Revenue

Program	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Other General Government	3,480,000	3,560,000	3,515,000	2,790,000	2,995,000	3,020,000	19,360,000
Police Protection	155,000	145,000	145,000	135,000	135,000	135,000	850,000
Fire Protection	315,450	210,750	1,030,340	273,520	1,994,980	309,000	4,134,040
Ambulance & Rescue Svcs	140,000	150,000	150,000	150,000	230,000	100,000	920,000
Other Physical Environments	420,000	475,140	1,691,000	1,553,000	1,581,000	897,130	6,617,270
Road and Street Facilities	900,000	1,632,000	1,632,000	1,897,800	1,897,800	1,897,800	9,857,400
Water Transportation Systems	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Other Transportation	56,500	56,500	56,500	56,500	56,500	56,500	339,000
Libraries	735,000	110,000	110,000	110,000	110,000	110,000	1,285,000
Parks & Recreation	2,365,000	2,326,500	2,401,000	2,365,000	2,367,500	2,622,500	14,447,500
Cultural Services	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Special Recreation Facilities	6,263,030	7,599,530	2,558,500	2,278,000	2,250,000	3,363,000	24,312,060
Total General Fund	15,019,980	16,455,420	13,479,340	11,798,820	13,807,780	12,700,930	83,262,270

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	25,000
	GSBM180001 - Air Cond-City Wide Replace	300,000
	GSBM180002 - Flooring Facilities	200,000
	GSBM180003 - Roof Repair and Replacements	550,000
	GSBM180004 - Painting of Facilities	250,000
	GSBM180005 - Fencing of Facilities	10,000
	GSBM180006 - Light Replacement & Repair	25,000
	GSBM180007 - Elevator Refurb & Modern	100,000
	GSBM180008 - Building Systems	500,000
	GSBM180009 - New A/C System Chiller	400,000
	GSBM180011 - Generator Maintenance	20,000
	GSBM180012 - Gen Facility Bldg. Reno	700,000
		3,480,000
POLICE PROTECTION:	P1802 - Police Equipment	130,000
	P1902 - Police Information Systems	25,000
		155,000
FIRE PROTECTION:	91260 - Thermal Imaging Cameras	25,000
	91261 - Personal Protective Equipment	100,000
	91264 - Fire Hose Replacement	15,450
	M2005 - Fire Training Tower	175,000
		315,450
FIRE RESCUE SERVICES:	91229 - Replace & Upgrade Air Packs	140,000
OTHER PHYSICAL ENVIRON:	93422 - Dredging of City Waters	100,000
	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
		420,000
ROAD & STREET FACILITIES	ENRD180004 - Street & Sidewalks	900,000
		900,000

Summary of General Fund Revenue

WATER TRANSPORTATION SYS:	93415 - Waterway Maintenance		150,000	150,000
OTHER TRANSPORTATION	ENGF180003 - Miscellaneous Engineering		50,000	
	ENGF180004 - Survey Equip Replacement		6,500	56,500
LIBRARIES:	93534 - Library F.F. & E. R&R		135,000	
	94861 - Library Technology		25,000	
	C22xx - Main Library Renovation		575,000	735,000
PARKS & RECREATION:	93618 - Misc Parks & Rec Contract Svcs		250,000	
	M2206 - Parks & Beautification R&R		1,200,000	
	M2207 - Athletic Fields R&R		915,000	2,365,000
CULTURAL SERVICES:	A1901 - Misc Public Art Fund		25,000	
	A2201 - Cult Arts Strategic Plan Implementation		15,000	40,000
	93633 - Pier 60 Park & Beachwalk Repairs and Improvements		100,000	
	C1905 - Beach Marina Upgrade		250,000	
	C2202 - Long Center Major Renovations		3,000,000	
	C2204 - Soccer Field Reno EC Moore		60,000	
	M2204 - Carpenter & Baycare R&R		1,703,030	
	M2205 - Recreation Center R&R		600,000	
	M2208 - Beach Walk/Pier 60 Park R&R		550,000	6,263,030

TOTAL GENERAL FUND FY 2022/23: 15,019,980

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
GENERAL SOURCES							
General Fund Revenue							
A1901 - Misc Public Art Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000
A2201 - Cultural Arts Plan Imp	15,000	15,000	15,000	15,000	15,000	15,000	90,000
C2106 - Greenprint Implemnt	20,000	20,000	20,000	20,000	20,000	20,000	120,000
C2004 - Lift Stations	80,000	80,000	80,000	—	80,000	55,000	375,000
C2102 - Ft Harrison Construction	—	732,000	732,000	997,800	997,800	997,800	4,457,400
ENGF180003 - Misc Engineering	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENGF180004 - Survey Equip	6,500	6,500	6,500	6,500	6,500	6,500	39,000
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
ENGF180012 - Public Wrk Cmp	—	55,140	1,271,000	1,133,000	1,211,000	577,130	4,247,270
ENRD180004 - Streets & Sdwls	900,000	900,000	900,000	900,000	900,000	900,000	5,400,000
91229 - Replc&Upgrd Air Packs	140,000	150,000	150,000	150,000	150,000	100,000	840,000
91260 - Thermal Image Camera	25,000	25,750	26,500	27,300	28,150	29,000	161,700
91261 - Personal Protective Eqp	100,000	140,000	150,000	200,000	250,000	250,000	1,090,000
91263 - Extrication Tools	—	—	—	—	80,000	—	80,000
91264 - Fire Hose Replacement	15,450	20,000	20,600	21,220	21,860	—	99,130
C25FD1 - Fire Command Bus	—	—	808,240	—	—	—	808,240
C27FD2 - Fire Squad Unit Replc	—	—	—	—	1,664,970	—	1,664,970
M2005 - Fire Training Tower	175,000	25,000	25,000	25,000	30,000	30,000	310,000
GSBM180001 - A/C Replcmnt	300,000	325,000	325,000	350,000	350,000	350,000	2,000,000
GSBM180002 - Flooring R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
GSBM180003 - Roofing R&R	550,000	500,000	300,000	300,000	300,000	300,000	2,250,000
GSBM180004 - Painting R&R	250,000	300,000	300,000	250,000	250,000	200,000	1,550,000
GSBM180005 - Fencing R&R	10,000	10,000	10,000	15,000	15,000	15,000	75,000
GSBM180006 - Lighting R&R	25,000	25,000	25,000	50,000	50,000	50,000	225,000
GSBM180007 - Elevator R&R	100,000	100,000	200,000	200,000	200,000	200,000	1,000,000
GSBM180008 - Building System	500,000	550,000	600,000	700,000	800,000	900,000	4,050,000
GSBM180009 - New A/C Chiller	400,000	400,000	400,000	300,000	300,000	300,000	2,100,000
GSBM180011 - Generator Maint	20,000	20,000	25,000	25,000	50,000	50,000	190,000
GSBM180012 - Genrl Bld Reno	700,000	700,000	700,000	50,000	50,000	50,000	2,250,000
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	135,000	85,000	85,000	85,000	85,000	85,000	560,000
94861 - Library Technology	25,000	25,000	25,000	25,000	25,000	25,000	150,000
C2211 - Main Library Reno	575,000	—	—	—	—	—	575,000
C1905 - Beach Marina Upgrade	250,000	—	—	—	—	—	250,000
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
M2201 - Studio/Production Equip	25,000	30,000	30,000	30,000	30,000	30,000	175,000
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
93499 - Pier 60/Sailing Cntr	100,000	500,000	500,000	100,000	100,000	100,000	1,400,000
93618 - Misc. P&R Contracts	250,000	55,000	55,000	55,000	55,000	55,000	525,000
C2202 - Long Center Reno	3,000,000	2,000,000	—	—	—	—	5,000,000
C2204 - Soccer Reno ECM	60,000	1,000,000	—	—	—	—	1,060,000
C24xx - McKay Playfield	—	275,000	—	—	—	—	275,000
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	150,000	100,000	100,000	800,000

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
General Fund Revenue (continued)							
M2204 - Carpenter/Baycare R&R	1,703,030	2,477,030	1,046,500	972,000	1,012,500	1,625,000	8,836,060
M2205 - Recreation Center R&R	600,000	1,017,500	667,000	846,000	762,500	1,248,000	5,141,000
M2206 - Parks & Beaut R&R	1,200,000	1,265,000	1,293,750	1,350,000	1,437,500	1,625,000	8,171,250
M2207 - Athletic Fields R&R	915,000	1,006,500	1,052,250	960,000	875,000	942,500	5,751,250
M2208 - BchWlk/Pier R&R	550,000	330,000	345,000	360,000	375,000	390,000	2,350,000
Subtotal General Revenue	15,019,980	16,455,420	13,479,340	11,798,820	13,807,780	12,700,930	83,262,270
Road Millage							
ENRD180004 - Streets & Sidwlk	4,055,420	4,136,530	4,219,260	4,303,640	4,389,710	4,477,500	25,582,060
ENRD180007 - Traffic Safety	44,990	44,990	44,990	44,990	44,990	44,990	269,940
Subtotal Road Millage	4,100,410	4,181,520	4,264,250	4,348,630	4,434,700	4,522,490	25,852,000
Infrastructure Sales Tax/Penny							
ENGF180012 -Public Wrk Cmp	—	—	4,600,000	—	2,600,000	—	7,200,000
ENGF220001 - New City Hall	7,000,000	7,000,000	6,300,000	—	—	—	20,300,000
91218 - Fire Engine Replacement	648,630	694,030	742,610	—	—	827,220	2,912,490
C1905 - Beach Marina Upgrade	11,500,000	11,500,000	—	—	—	—	23,000,000
C1906 - Clw Hrbr Marina Rplc	—	—	—	1,000,000	1,000,000	1,000,000	3,000,000
G25xx - Aviation Oper Center	—	—	—	—	760,000	—	760,000
94238 - Police Vehicles	150,000	200,000	200,000	200,000	200,000	200,000	1,150,000
93272 - Bicycle Paths-Bridges	1,250,000	1,250,000	—	—	—	—	2,500,000
C2001 - Athletic Fields/Fac R&I	—	250,000	300,000	2,100,000	—	—	2,650,000
C2202 - Long Center Reno	2,000,000	3,000,000	—	—	—	—	5,000,000
C2209 - Neighborhood Prk Reno	400,000	100,000	100,000	100,000	100,000	400,000	1,200,000
C24xx. - Frank Tack Imprvmt	—	250,000	300,000	—	—	—	550,000
C27xx - Woodgate Park Reno	—	—	—	—	1,800,000	—	1,800,000
C28xx - McMullen Tennis Reno	—	—	—	—	—	700,000	700,000
M2002 - Environ Park Remediate	—	750,000	750,000	—	—	—	1,500,000
Subtotal Infrast Sales Tax/Penny	22,948,630	24,994,030	13,292,610	3,400,000	6,460,000	3,127,220	74,222,490
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
Subtotal Multi-Modal Impact Fees	140,000	140,000	140,000	140,000	140,000	140,000	840,000
Local Option Fuel Tax							
ENRD180002 - Bridge Maint	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	1,046,750	6,280,500
ENRD180005 - City Intersection	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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	1,327,150	1,327,150	1,327,150	1,327,150	1,327,150	1,327,150	7,962,900

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Special Program Fund							
93602 - Special Events Equip	50,000	55,000	55,000	55,000	55,000	55,000	325,000
Subtotal Special Program	50,000	55,000	55,000	55,000	55,000	55,000	325,000
Grants - Other Agencies							
C2208 - Coopers Point (TBD)	—	—	10,130,000	10,130,000	10,130,000	9,610,000	40,000,000
G23xx - Apron Relayment	200,000	2,429,280	—	—	—	—	2,629,280
G25xx - Aviation Oper Center	—	—	300,000	—	2,700,000	—	3,000,000
Subtotal Grants - Other Agencies	200,000	2,429,280	10,430,000	10,130,000	12,830,000	9,610,000	45,629,280
Other Governmental Revenue							
96773 - Grndwtr Replenish Fclty	—	—	—	6,358,000	10,000,000	—	16,358,000
Subtotal Other Governmental	—	—	—	6,358,000	10,000,000	—	16,358,000
County Fire Reimbursements							
91218 - Fire Engine Replace	80,170	85,780	91,730	—	—	102,180	359,860
91236 - Rescue Vehicle	260,000	280,000	—	—	300,000	—	840,000
C25FD1 - Fire Command Bus	—	—	99,860	—	—	—	99,860
C27FD2 - Fire Squad Unit Replc	—	—	—	—	205,780	—	205,780
Subtotal Other Governmental	340,170	365,780	191,590	—	505,780	102,180	1,505,500
Donations							
C23PR1 - McKay Play Field	—	150,000	—	—	—	—	150,000
Subtotal Donation Revenue	—	150,000	—	—	—	—	150,000
Total General Sources	44,126,340	50,098,180	43,179,940	37,557,600	49,560,410	31,584,970	256,107,440

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	1,250,000	1,000,000	—	—	—	—	2,250,000
M1902 - Maint & Dock R&R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Marina Revenue	1,400,000	1,150,000	150,000	150,000	150,000	150,000	3,150,000
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							
G25xx - Aviation Oper Center	—	—	300,000	—	1,940,000	—	2,240,000
94817 - Airpark Maint & Repair	25,000	25,000	25,000	25,000	25,000	25,000	150,000
G23xx - Apron Relayment	50,000	607,320	—	—	—	—	657,320
Subtotal Airpark Revenue	75,000	632,320	325,000	25,000	1,965,000	25,000	3,047,320
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

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Parking Revenue (continued)							
ENPK180003 - Parking Garages	459,000	184,000	379,000	184,000	284,000	184,000	1,674,000
ENPK24xx - Downtown Garage	10,500,000	10,500,000	500,000	500,000	500,000	500,000	23,000,000
ENGF190002 - Bch Grd Towers	66,000	66,000	67,980	70,000	72,000	74,300	416,280
ENGF200002 - Bch Grd Admin	50,000	50,000	60,000	50,000	50,000	30,000	290,000
M2102- Seminole Launch Maint	20,000	25,000	30,000	40,000	40,000	40,000	195,000
Subtotal Parking Revenue	11,295,000	11,025,000	1,236,980	1,044,000	1,146,000	1,028,300	26,775,280
Water Revenue							
96526 - Utilities Adm Bld R&R	50,000	50,000	50,000	50,000	50,000	—	250,000
96721 - Wtr System R&R Maint	6,500,000	625,000	250,000	250,000	250,000	250,000	8,125,000
96722 - Wtr Line Relo Maint	426,500	850,000	750,000	750,000	1,500,000	—	4,276,500
96739 - Reclaimed Water System	300,000	950,000	450,000	650,000	500,000	—	2,850,000
96742 - Line Relocations Imprv	—	200,000	200,000	200,000	200,000	—	800,000
96744 - System Expansion	76,000	76,000	76,000	76,000	76,000	76,000	456,000
96764 - R.O. Plant Expsn Res #1	—	630,000	—	150,000	1,350,000	—	2,130,000
96767 - R.O. Plant @ Res #2	1,000,000	1,000,000	3,200,000	3,200,000	500,000	75,000	8,975,000
96773 - Grndwtr Replenish Fclty	—	—	—	17,900,000	—	—	17,900,000
96782 - R.O. Plant at WTP #3	1,000,000	4,000,000	4,000,000	500,000	1,267,500	8,000,000	18,767,500
96783 - Water Syst Upgrd/Imprv	—	1,350,000	2,070,000	2,275,000	3,000,000	3,200,000	11,895,000
96786 - Devices/Equip Water	—	225,000	675,000	200,000	200,000	300,000	1,600,000
ENGF180012 - Public Wrk Cmp	—	202,140	5,560,370	502,120	5,196,920	—	11,461,550
C2102 - Ft Harrison Construction	1,254,250	—	—	—	—	—	1,254,250
Subtotal Water Revenue	10,606,750	10,158,140	17,281,370	26,703,120	14,090,420	11,901,000	90,740,800
Sewer Revenue							
96212 - Sewer Upgrd/Imprv	—	1,250,000	1,250,000	1,360,000	3,416,230	3,416,230	10,692,460
96213 - Marshall Upgrd/Imprv	4,300,000	4,250,000	3,134,000	450,000	1,000,000	—	13,134,000
96214 - East Plant Upgrd/Imprv	1,000,000	700,000	2,567,000	500,000	—	—	4,767,000
96215 - NE Plant Upgrd/Imprv	3,000,000	526,820	711,690	3,200,000	2,445,000	—	9,883,510
96526 - Utilities Adm Bld R&R	50,000	50,000	50,000	50,000	50,000	—	250,000
96630 - Sewer Extensions	87,540	187,540	187,540	187,540	187,540	187,540	1,025,240
96654 - Facilities Upgrd/Imprv	—	270,000	320,000	300,000	250,000	—	1,140,000
96664 - Water Pollution Control	—	375,000	2,000,000	2,000,000	2,000,000	220,000	6,595,000
96665 - Sanitary Sewer R&R	—	2,100,000	2,900,000	2,900,000	2,000,000	—	9,900,000
96686 - Pump Station Replace	2,000,000	2,000,000	2,000,000	1,365,000	3,252,500	1,065,000	11,682,500
C2102 - Ft Harrison Construction	1,254,250	—	1,684,090	—	—	—	2,938,340
Subtotal Sewer Revenue	11,691,790	11,709,360	16,804,320	12,312,540	14,601,270	4,888,770	72,008,050
Water Impact Fees							
96744 - System Expansion	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Subtotal Water Impact Fees	160,000	160,000	160,000	160,000	160,000	160,000	960,000
Sewer Impact Fees							
96630 - 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							
96217 - Pump Station R&R	—	—	—	550,000	2,296,800	—	2,846,800

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Utility R&R (continued)							
96634 - Sanitary Utility Relo	—	60,000	60,000	60,000	60,000	60,000	300,000
96664 - Water Pollution Control	3,000,000	2,895,000	1,775,000	1,115,000	1,800,000	—	10,585,000
96665 - Sanitary Sewer R&R	6,000,000	5,256,400	7,233,670	6,640,450	5,000,000	5,000,000	35,130,520
96721 - Wtr System R&R Maint	—	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
96722 - Wtr Line Relo Maint	200,000	1,600,000	1,005,000	600,000	1,000,000	—	4,405,000
96783 - Water Syst Upgrd/Imprv	—	—	—	—	—	—	—
96784 - Reclaimed System R&R	1,000,000	1,670,450	1,547,450	3,651,680	3,366,650	200,000	11,436,230
96785 - Feasibility Studies Water	50,000	50,000	50,000	50,000	50,000	50,000	300,000
C2102 - Ft Harrison Construction	1,725,590	690,340	2,771,020	3,579,550	—	—	8,766,500
M1905 - Marshall Plant R&R	—	1,855,000	3,155,000	2,100,000	1,100,000	590,000	8,800,000
M1906 - Northeast Plant R&R	250,000	1,040,000	535,000	525,000	4,865,000	125,000	7,340,000
M1907 - East Plant R&R	—	1,000,000	1,785,000	1,100,000	688,000	250,000	4,823,000
M1908 - R.O. Plant #1 R&R	—	100,000	100,000	300,000	300,000	1,015,000	1,815,000
M1909 - R.O. Plant #2 R&R	—	200,000	200,000	200,000	200,000	200,000	1,000,000
M1910 - Water Plant #3 R&R	—	500,000	500,000	500,000	500,000	500,000	2,500,000
Subtotal Utility R&R	12,225,590	17,917,190	21,717,140	21,971,680	22,226,450	8,990,000	105,048,050
Stormwater Utility Revenue							
C2102 - Ft Harrison Construction	—	2,060,000	632,050	4,641,140	3,277,280	1,441,990	12,052,460
ENST180001 - Storm Syst Imprv	3,033,440	652,670	3,609,120	467,140	1,412,140	1,969,680	11,144,190
ENST180002 - Allens Creek	497,360	405,460	979,100	489,510	1,111,890	424,360	3,907,680
ENST180003 - Storm Syst Expsn	244,160	119,270	—	—	83,810	398,330	845,570
ENST180004 - Stevenson Creek	565,220	231,030	696,590	500,000	—	1,035,410	3,028,250
ENST180005 - Coastal Basins	615,570	477,440	1,058,200	591,920	561,690	668,470	3,973,290
ENST180006 - Alligator Creek	694,710	231,030	1,068,280	500,000	474,760	1,728,600	4,697,380
C1908 - Storm Vehicle & Equip	1,307,550	1,358,200	1,500,000	1,500,010	1,500,000	1,500,000	8,665,760
ENGF180004 - Survey Eqp Rplc	—	—	—	—	—	35,000	35,000
ENGF180012 - Public Wrk Cmp	—	1,909,180	3,610	29,480	555,930	—	2,498,200
Subtotal Stormwater Utility Revenue	6,958,010	7,444,280	9,546,950	8,719,200	8,977,500	9,201,840	50,847,780
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	5,800,000	5,900,000	3,100,000	2,000,000	2,000,000	2,000,000	20,800,000
96378 - Pasco New Mains/Srvc	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
96379 - Meter Change Pasco	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	750,000	—	—	—	2,250,000
96386 - Expand Energy Consvr	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
96387 - Natural Gas Vehicle	200,000	200,000	—	—	—	—	400,000
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	—	—	1,000,000
C2301 - Pasco Gate Station	1,500,000	—	—	—	—	—	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	13,625,000	12,225,000	9,225,000	7,375,000	7,125,000	7,125,000	56,700,000

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
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	250,000	1,500,000
M2203 - SW Facility R&R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Subtotal Solid Waste Revenue	450,000	7,200,000	7,200,000	450,000	450,000	450,000	16,200,000
Total Self-Supporting Funds	68,712,140	79,846,290	83,871,760	79,135,540	71,116,640	44,144,910	426,827,280
<u>INTERNAL SERVICE FUNDS</u>							
General Services Fund Revenue							
GSBM180010 - Gen Svcs R&R	100,000	100,000	100,000	100,000	100,000	110,000	610,000
Subtotal General Services Revenue	100,000	100,000	100,000	100,000	100,000	110,000	610,000
Garage Fund Revenue							
94233 - Motorized Rplc-Cash	210,000	220,500	231,530	243,110	255,270	268,030	1,428,440
GSFL180001 - Fleet Bld R&R	50,000	40,000	50,000	75,000	325,000	50,000	590,000
M2010 - P25 Radio Equip & Infr	—	50,000	50,000	50,000	50,000	—	200,000
Subtotal Garage Revenue	260,000	310,500	331,530	368,110	630,270	318,030	2,218,440
Administrative Services Revenue							
94729 - Citywide Connectivity	200,000	100,000	150,000	150,000	150,000	150,000	900,000
94736 - Geographic Info System	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94828 - Financial System Upgrd	100,000	100,000	100,000	100,000	100,000	100,000	600,000
94829 - CIS Upgrades	75,000	75,000	50,000	50,000	50,000	50,000	350,000
94830 - MS/Licensing Upgrades	150,000	150,000	100,000	100,000	100,000	100,000	700,000
94857 - Permit/Code Syst Upgrd	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Camera System	100,000	100,000	100,000	50,000	100,000	50,000	500,000
94874 - City Time Keeping Syst	50,000	50,000	50,000	25,000	25,000	25,000	225,000
94880 - Agenda Mgmt Syst	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94883 - Business Process Project	150,000	150,000	150,000	150,000	100,000	150,000	850,000
C2007 - Citywide A/V Solutions	200,000	200,000	100,000	100,000	100,000	100,000	800,000
M2202 - Telecom Upgrade	500,000	200,000	100,000	100,000	100,000	50,000	1,050,000
M1911 - IT Disaster Recovery	125,000	150,000	150,000	150,000	150,000	100,000	825,000
M1912 - Network Infrastrct R&R	75,000	75,000	100,000	100,000	100,000	100,000	550,000
M2007 - City EOC Maintenance	25,000	25,000	25,000	50,000	50,000	50,000	225,000
Subtotal Administrative Services Revenue	1,900,000	1,525,000	1,325,000	1,275,000	1,275,000	1,175,000	8,475,000
Central Insurance Fund Revenue							
91257 - AED Program	22,000	25,000	26,520	27,320	28,920	29,780	159,540
M2006 - Right of Way Trees	150,000	150,000	150,000	150,000	100,000	100,000	800,000
Subtotal Central Insurance Revenue	172,000	175,000	176,520	177,320	128,920	129,780	959,540
Total Internal Service Funds	2,432,000	2,110,500	1,933,050	1,920,430	2,134,190	1,732,810	12,262,980
BORROWING INTERNAL SERVICE FUNDS							

Summary of Funding Sources

	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	Total
Lease Purchase - Garage							
L1910 - Motorized Equip Replc	7,011,700	7,362,290	7,730,410	8,116,930	8,522,780	8,948,920	47,693,030
L2001 - P25 Radio Equip & Infrs	1,000,000	—	—	—	—	—	1,000,000
L2301 - Motorized Equip Prch	1,780,000	1,869,000	1,962,450	2,060,570	2,163,600	2,271,780	12,107,400
Subtotal Lease Purchase - Garage	9,791,700	9,231,290	9,692,860	10,177,500	10,686,380	11,220,700	60,800,430
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	350,000	300,000	300,000	250,000	250,000	1,800,000
Subtotal Lease Purchase - Admin. Services	450,000	450,000	400,000	400,000	350,000	350,000	2,400,000
Subtotal Borrowing/Internal Service Funds	10,241,700	9,681,290	10,092,860	10,577,500	11,036,380	11,570,700	63,200,430
TOTAL ALL FUNDING SOURCES: 125,512,180 141,736,260 139,077,610 129,191,070 133,847,620 89,033,390 758,398,130							

