



ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

CITY OF CLEARWATER

2019/2020



Clearwater Covered In



Parks & Recreation celebrated the completion of the Morningside Recreation Center. The 20,998-square-foot facility houses a gymnasium, fitness center, multi-purpose rooms and pools. The \$5.6-million facility was paid for mostly through Penny for Pinellas. Clearwater Gas System outfitted the Morningside Recreation Complex with eight individual natural gas air conditioning units to cool all 21,000 square feet of space. The benefits of this conversion are both environmental and financial, as this helps lower Clearwater's carbon footprint.

CITY OF CLEARWATER, FLORIDA

2019 – 2020 Annual Operating
and Capital Improvement Budget



GEORGE N. CRETEKOS
Mayor

DR. BOB CUNDIFF
Vice-Mayor

DAVID E. ALLBRITTON
Councilmember

JAY POLGLAZE
Councilmember

HOYT HAMILTON
Councilmember

WILLIAM B. HORNE, II
City Manager

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CITY MANAGER

October 14, 2019

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 2019/20. The budget for 2019/20 is \$542,194,290 for citywide services and capital contributions, a decrease of \$7.3 million across all city operations in comparison to the final amended fiscal year 2018/19 budget. The General Fund budget reflects expenditures of \$151,993,200, an increase of 0.1% from the 2018/19 final amended budget of \$151,844,651. This budget retains the current millage rate of 5.9550 mills.

The approved budget reflects continued attention to financial responsibility which has allowed us to benefit from property value growth over the last seven years even though other revenue sources have shown declines. Although we are finally seeing some stabilization in revenue sources (communications services tax and franchise fees) it is necessary to ensure we balance these limited resources against increased operating costs and capital investments. At our annual strategic planning meeting in May 2019, our updated General Fund revenue analysis model was presented to the City Council. This analysis incorporated the budgetary and fund balance changes which have taken place since the prior analysis in May 2018, as well as an update to the probable impact of major initiatives such as Imagine Clearwater, retention of the Philadelphia Phillies for Spring Training, and impacts of the position classification and compensation study. The current update anticipates that keeping revenues status quo would result in a stable fund balance through 2024, but a decline in fund balance starting in 2025, and an eventual dipping below required minimum reserves in 2027.

Aside from the effects of Imagine Clearwater and the retention of the Phillies, the most significant impact to the budget came in the form of personnel costs. This budget includes the effect of a salary study completed in 2019, which analyzed the city's employment market and then adjusted salaries and salary ranges to ensure the city is providing competitive compensation now and in the future. The estimated cost of implementation of this study is \$3.6 million across all operating funds and the effect to the General Fund is \$1,572,800. This increase is partially offset by a reduction to pension contributions in comparison to the current budget which results in an average personnel increase of 4% across all City operations.

With major resource investments in Imagine Clearwater and the financial requirement to retain the Phillies, our focus must be on reducing ongoing operational costs and future capital costs to truly achieve financial sustainability. As the city looks toward the future, we need to continue to be strategic; carefully weighing citizen expectations against financial impacts, both positive and negative.

In the upcoming year we will be focused on assessing our programs, projects, and responsibilities to determine if there are services we can discontinue, if there are services we need to start offering, and where service level improvements are needed. It is imperative that we fully assess how past and future decisions impact our resources so we can appropriately execute our strategic priorities and provide future councils the capacity to do the same.

National and State Economic News

According to the National League of Cities *2019 State of the Cities Report*, cities across the nation continue to be focused mostly on economic development, health and human services, infrastructure and energy and the environment. The prominence of these top-line issues has been accentuated by growing concerns in the areas of health and human services and energy and the environment. According the report, these issues have moved local leaders to begin to focus more national and global issues.

At time of printing, the most recent National League of Cities *City Fiscal Conditions* report was the 2018 version, released in September of 2018. The 2018 City Fiscal Conditions survey that informed the report, indicates that slightly more finance officers than last year are optimistic about the fiscal capacity of their cities. However, the level of optimism is still far below recent years. Furthermore, tax revenue growth is experiencing a year-over-year slowdown, with the growth in service costs and other expenditures outpacing it. Taken together, the survey results suggest that cities are approaching the limits of fiscal expansion. Specifically, general fund expenditures are outpacing revenues, a trend anticipated to continue into next year. Although revenues are not in decline, they are growing at a much slower rate than costs. Generally, all major tax sources grew slower in FY 2017 than in FY 2016, and all were expected to grow less than one percent in FY 2018.

At the state level, growth in tourism continues to support recovery throughout Florida. Growth in sales tax revenue also continues to remain healthy in 2019. However, from the city's perspective, these revenues are shared upon the basis of population-based formulas that have no relationship to the contribution our community actually makes to each levy. Further, restrictions on use of bed taxes does little to support the overall growth and impacts of tourism in our community. The 2019 state legislature season continued to have attacks on city Home Rule, however legislation passed in 2018, which would have impacted our future property tax revenue collection by more than \$1.8 million was rejected by voters. We will continue to work with local government partners through Pinellas County to solve countywide issues related to transportation and human services.

Future Plans and Priorities

In 2019, the city made an important commitment to the community by focusing resources toward the areas of sustainability and cultural affairs. As we move into the future, we believe that this commitment will provide us a competitive edge as we strive to attain a unique balance between the environmental, social, and economic forces that often challenge one another.

This year we will also be shifting from the design of Imagine Clearwater, into activating the park. Over the next year, the construction of the park portion of Imagine Clearwater will kick off, and staff is focused on filling the park with sound and light and making it a common destination for residents and visitors alike. This initiative coupled with the future redevelopment of the parcels adjacent to the park creates an environment ripe for investment and progress.

We are also entering the fourth levy of the Penny for Pinellas local option sales tax, and City Council has identified funding priorities as a part of that ten-year levy. These projects are focused on the enhancement of the downtown waterfront (Imagine Clearwater), upgrades to our spring training stadium, replacement of city hall, enhancements to utilities infrastructure, replacement of public safety buildings and vehicles, upgrades to the beach marina, and preparing for the eventual replacement of the Sand Key Bridge.

Award for Distinguished Budget

The Government Finance Officers Association of the United States and Canada (GFOA), a national organization, each year nationally recognizes budgets that meet certain rigorous standards. GFOA has awarded the City of Clearwater this recognition for each of the past 33 years. In order to receive the budget award, a government must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

Public Process

The proposed budget was formally presented to the City Council at the work session on July 15, 2019 and at the City Council meeting on July 18, 2019, where the City Council set the tentative millage rate. In order to fully discuss the proposed budget and capital plan, City Council held a special budget meeting on August 22, 2019 at 3 pm.

The first public hearing on the tentative millage rate, operating and capital budgets was held on the evening of September 5, 2019 at 6:00 p.m. The final millage rate and budget was adopted at the second and final public hearing on the evening of September 19, 2019 at 6:00 p.m. The budget agenda and all pertinent documents are available to citizens on the City's website.

Again, the approved budget seeks to establish a sustainable level of expenditures in relationship to our revenue resources. This becomes increasingly difficult as our work plan continues to expand, and costs continue to rise. In the past year, we have sought to staff many of City Council's strategic priorities within existing resources, during a time of increased activity and rising expectations. This budget offers a way in which we can respond to new conditions and priorities with a measured, but proactive approach. In that regard, I look forward to a productive year in 2019-2020.

Respectfully submitted,

William B. Horne II

William B. Horne, II
City Manager

Executive Summary

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

Taxable Values

2019 taxable property values have increased by approximately 6.8%, from \$11.2 billion to \$11.9 billion, including new construction. The bulk of this increase, \$662.7 million, is related to increases in current values, while the value of new construction and annexations totals \$95.3 million. We continue to have steady growth in taxable values, with this being the seventh consecutive year of increased valuations the City has recognized since the recessionary years 2008-2012. As seen in the table below, City taxable values have fully restored, finally recognizing growth over 2007 values.

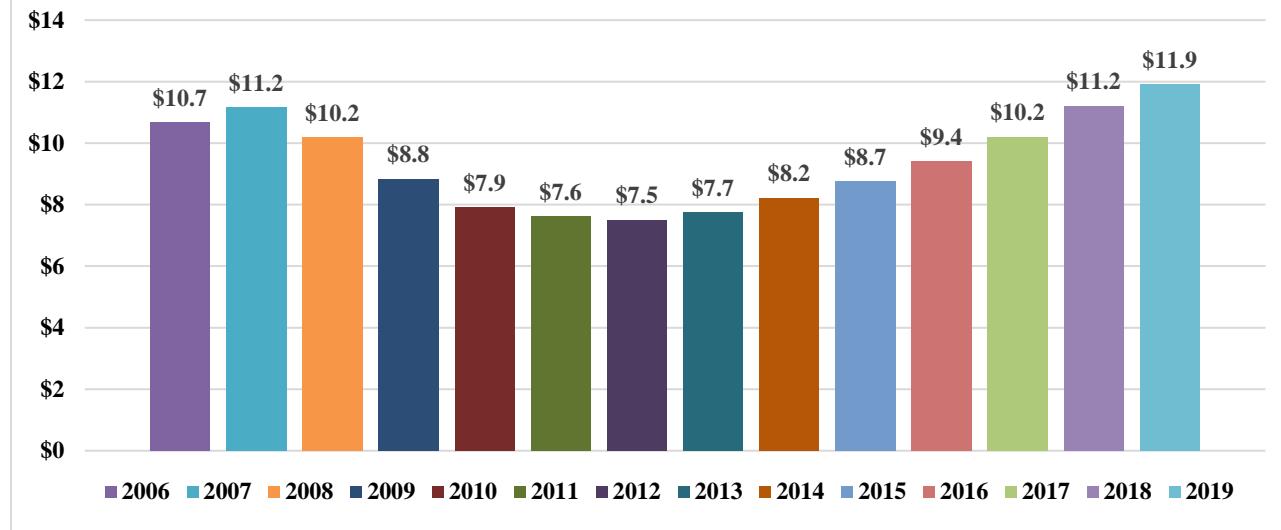
City of Clearwater Taxable Values

2019 Taxable Value	\$ 11,917,914,203	
2018 Taxable Value	<u>11,159,925,447</u>	
Net Increase	\$ 757,988,756	6.8%

Analysis of Taxable Value Increase:

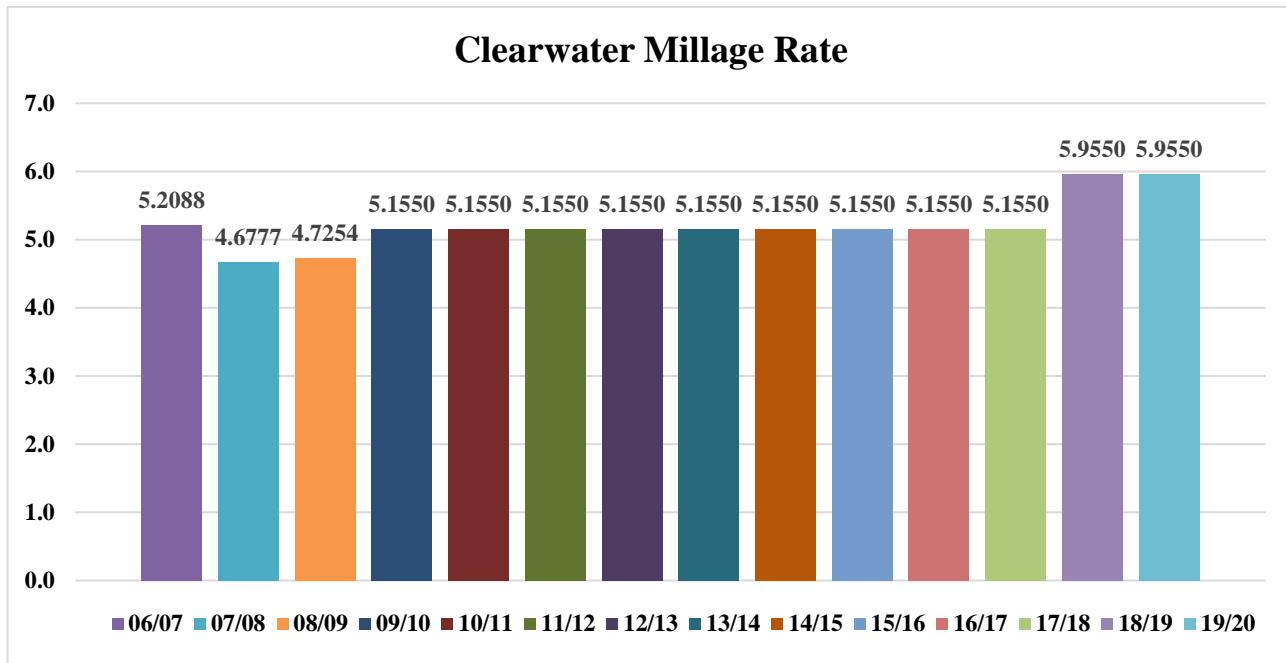
Increase in Current Values	\$ 662,697,083
New Construction and Annexations	<u>95,291,673</u>
Total Increase in Taxable Value	\$ 757,988,756

Clearwater Taxable Values (in billions)



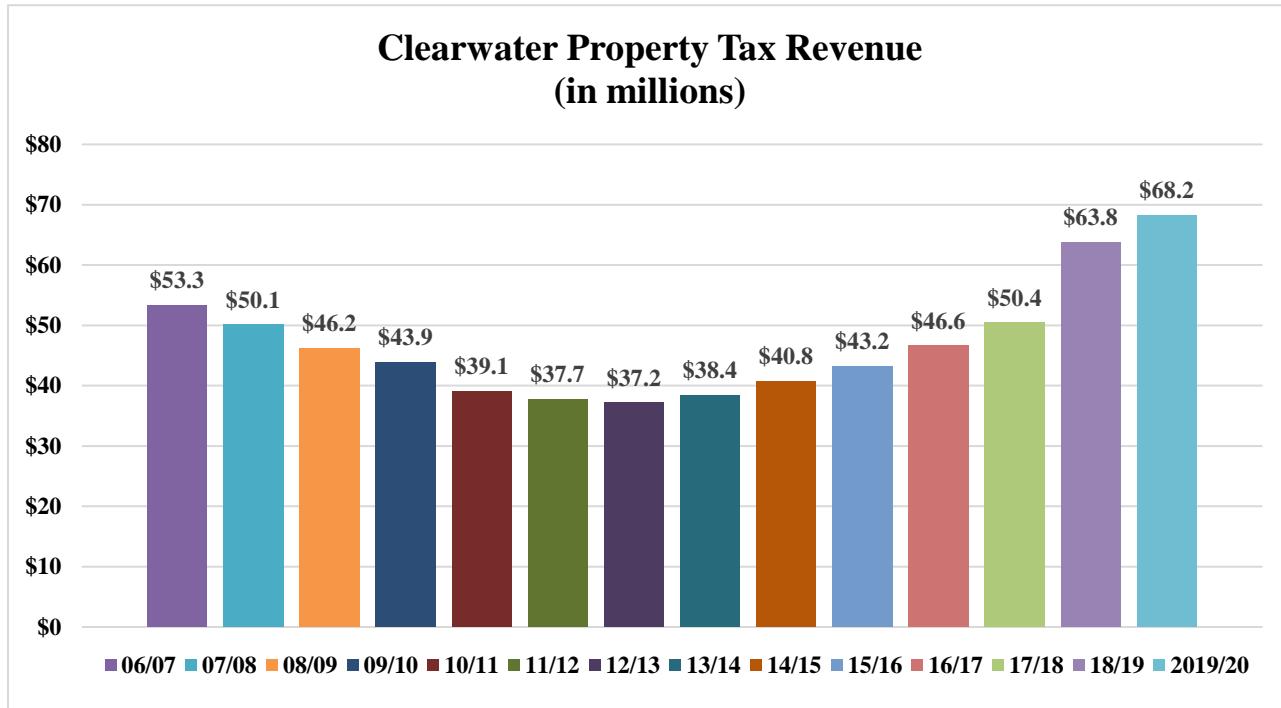
City Millage Rate

The following table provides thirteen years of history of the City's millage rate. The rate was at the lowest point in fiscal year 2007/08 at 4.6777 mills after the passage of Amendment 1. The proposed millage rate of 5.9550 mills for fiscal year 2019/20 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 \$64.9 million to support General Fund operations in fiscal year 2019/20, an increase of approximately \$4.1 million, or 6.8%, from the 2018/19 budget. In addition, per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects. The road millage is estimated at \$3.2 million in 2019/20, an increase of \$207,710.



Change in Full-time Equivalents (FTE)

- Total full-time equivalent positions for 2019/20 are reflected at 1,836.6 FTEs for all City operations, an increase of 2.0 FTE positions over the amended 2018/19 budget. In the General Fund, this represents a net increase of 1 FTE, for the addition of a construction inspector in Engineering, a police information technician in the Police Department, and the elimination of 1.0 Fire Medic position in the Fire Department. In the Marine and Aviation Department, FTEs are being increased by 1.0 marine facility operator position which is being shared between the soon to be re-opened Seminole Street Boat Ramp (Parking Fund) and the Clearwater Harbor Marina.

Employee Merit and Step Increases

- The contracts for the Fraternal Order of Police (FOP) and FOP Supervisors bargaining units were approved in March 2019 for three years expiring on September 30, 2021. As approved in the bargaining agreement, the budget includes step advancement as well as a 3% range adjustment and general wage increase for all Police FOP union employees.
- The contract for the International Association of Fire Fighters (IAFF) union units were approved in December 2018 for three years expiring on September 30, 2021. As approved in the bargaining agreement, the budget includes step advancement as well as a 3% range adjustment and general wage increase for all Fire union employees.
- The current contract for the CWA union expires on September 30, 2020. As approved in the bargaining agreement, the budget includes a 3% general wage increase and an increase of \$25 per year of service completed prior to October 1, 2019, added to the employees' annual rate for CWA union employees.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2019, indicates that a minimum required City contribution of \$9.7 million, which is 11.48% of covered payroll, is required for fiscal year 2019/20. This is an increase of approximately \$910,000 from the City's fiscal year 2019 required contribution of \$8.8 million.

During fiscal years 2006 thru 2014, the City relied on the pension credit balance to subsidize the required contribution during years of investment market underperformance, bringing the credit balance down from more than \$24 million in January 2005 to \$5.4 million in January 2014. Over the past four years the credit balance has been funded with an additional \$21.2 million to bring the current level to \$26.68 million as of January 2019.

The proposed budget plans for a contribution rate of 11.48% of covered payroll in fiscal year 2019/20 as required is the current actuarial valuation.

Medical Benefit Costs

In fiscal year 2019/20, the cost of medical care for employees is budgeted at \$18.9 million across all City operations, an increase of \$612,830, or 3%. 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 \$11.3 million, an increase of \$245,990, or 2%, over the current budget.

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 a ninth anniversary in July 2019. 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. In June 2019, the EHC moved to a larger space to accommodate current and future expansion of services being offered to employees.

Property and Liability Insurance

The City's budget for property and liability risks for fiscal year 2019/20 is approximately \$2.8 million, a 32% decrease from the 2018/19 budget of \$4.1 million. This decrease is the result of adjustments to the method of allocating insurance costs across all city departments, not related to any changes in coverage. The cost to the General Fund is estimated at \$1.2 million, a decrease of approximately 39% from fiscal year 2018/19. The budgeted amount provides for insurance coverage on all City properties individually as well as \$60 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 2019/20, is estimated at \$2.4 million, a decrease of 17%, or \$516,270 from fiscal year 2018/19 budgeted cost of \$2.9 million. This decrease is the result of adjustments to the method of allocating insurance costs across all city departments, not related to any changes in coverage. Workers 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 claims experience. In the General Fund, the budget for workers compensation is estimated at \$1.7 million, a decrease of \$356,930, or 17%, from fiscal year 2018/19. The City is insured for workers compensation losses under an excess policy with a self-insured retention of \$600,000 per claim.

Debt Administration

The City maintains separate accounting records for all debt principal, interest, and reserve requirements for all General Government Debt. Separate budgets are not adopted for these debt service funds, but appropriations are included in the operating expenditures of all related operating funds. There was no general obligation debt outstanding as of September 30, 2018, and no general obligation bonds have been issued during this past year.

Per City Charter, the City's indebtedness, including revenue, refunding and improvement bonds, shall not exceed 20% of the current assessed valuation of all real property located in the City. At fiscal year-end 2018, the City's net outstanding debt of approximately \$193.4 million represents about 1.6% of the assessed \$12.3 billion valuation of all real property, well within the resource capacity of the individual pledged sources. This computation includes all outstanding revenue bonds as well as all outstanding lease purchase contracts, net of available reserves set aside for payment.

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

The City has revenue refunding bonds in the Stormwater, Water and Sewer, and Gas Funds which are limited obligations of the City payable solely from and secured by a lien upon and pledge of the net revenues of their respective utility. The pledge of the system's net revenues does not constitute a lien upon any property of the City. The budget for these types of debt service obligations are shown in the table below as "Bonded" debt service.

Operating Fund	FY 2019/20 Lease Purchase Debt Service	FY 2019/20 Bonded Debt Service
General Fund	\$867,690	\$0
Stormwater Fund	63,580	7,870,640
Water & Sewer Fund	324,130	9,016,280
Gas Fund	130,110	1,088,540
Solid Waste and Recycling Fund	114,000	0
Parking Fund	4,320	0
Administrative Services Fund	459,830	0
General Services Fund	21,630	0
Garage Fund	8,823,950	0
Total Debt Service	\$10,809,240	\$17,975,460

General Fund Unassigned Fund Balance (Reserves)

The City Council's current policy requires that the City maintain a minimum General Fund reserve equal to 8% of the subsequent year's budgeted expenditures as a contingency fund to meet unanticipated financial needs. In addition, the City Council maintains an additional General Fund reserve equal to 0.5% of the subsequent year's budgeted expenditures to fund retirements of General Fund long-term employees during the given fiscal year.

Based upon the proposed General Fund budget, the City will maintain a General Fund unassigned fund balance (reserve) of approximately \$28.0 million, or 18.4% of the fiscal year 2019/20 proposed operating budget. The City's General Fund unassigned reserve balance is estimated to be \$25.7 million at the beginning of fiscal year 2019/20. This proposed budget, works toward the goal of restoring the City's reserve funds to prepare us for future priorities as well as economic uncertainties. The ending unassigned reserve balance in excess of the reserve requirement is estimated to increase by approximately \$2.3 million, or 17%, to a total of \$15.1 million, or 9.9% of the proposed 2019/20 operating budget.

General Fund Expenditures

General Fund expenditures for the fiscal year 2019/20 budget are estimated at \$151,993,200; an increase of less than 1% from the 2018/19 final amended budget.

Personnel costs reflect a net increase of 2% across all operations in comparison to the final amended fiscal year 2018/19 budget. These costs include the contractually negotiated union increases for fiscal year 2019/20 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. Also included for fiscal year 2019/20 are estimated increases that are the result of a position classification and compensation study which was completed in fiscal year 2019. This study, which included all positions except union represented police and fire, was completed to develop an updated classification for each position and associated compensation plan which reflects rates in line with local and regional comparators. The results of this study were presented to, and approved by, City Council in May 2019. The City is currently in negotiations with the CWA union in an effort to ratify proposed changes to covered positions. In fiscal year 2019/20, wage increases listed here are partially offset by decreases in the pension contribution and workers compensation costs.

Operating costs are estimated \$23.4 million for fiscal year 2019/20, an increase of 3%, or approximately \$526,614 from the final amended 2018/19 budget. Increases are reflected in professional and contractual services, utility costs for operations, operating supplies, and various increases to the cost of everyday business in maintaining current services. Included in operating costs are funds budgeted for outside agency support which total \$691,400. This includes funding of \$235,000 for homeless initiatives, \$419,400 to Ruth Eckerd Hall as outlined in our operating agreement, and various small annual contributions which total \$37,000.

Internal service costs are increased by 12% for fiscal year 2019/20. The primary increases in the internal service operations are related to changes in garage service, information technology, building and maintenance, and radio communication charges in various operations.

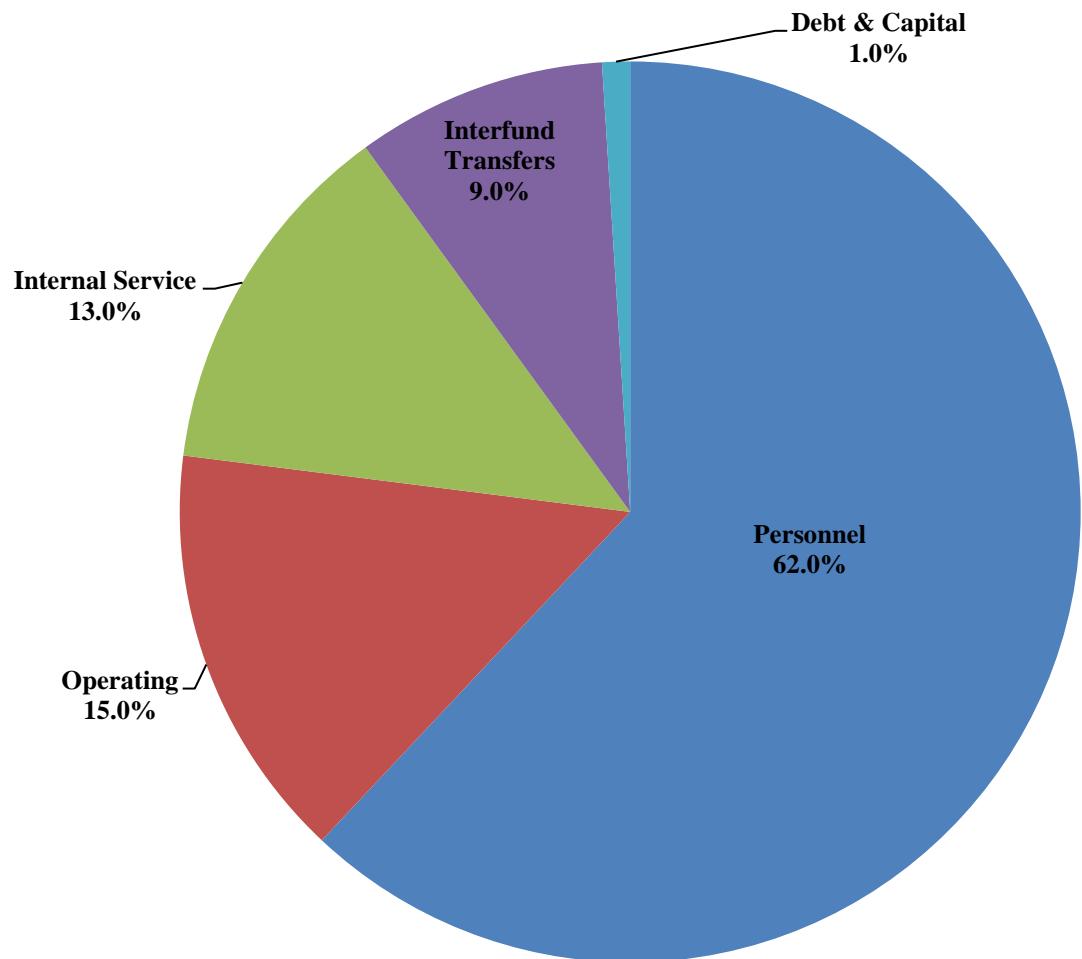
Debt service costs are budgeted at \$867,690, a decrease of \$92,520 or 10% from the fiscal year 2018/19 budget. This budget includes cost of debt payments for new vehicles and equipment added to the City's fleet, fire engines/rescues, and the addition of 42 police patrol cars which were added for the assigned vehicle program phased over two years beginning in fiscal year 2017/18. Debt costs for fire and police vehicles are approximately 82% of this total.

Capital costs are budgeted at \$732,430 for fiscal year 2019/20. This reflects a 72% decrease from the current year due to a land purchase shown in the amended fiscal year 2018/19 budget figures. Capital expenditures include library materials funding of \$693,680 and various small equipment purchases across all operations.

Interfund transfers in the General Fund are approximately \$13.2 million, a decrease of 18% from the fiscal year 2018/19 final amended budget. Of this total, transfers to fund planned capital projects are budgeted at \$10.8 million, and funding for special programs which include special events total \$431,840. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a \$2.0million for fiscal year 2019/20.

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

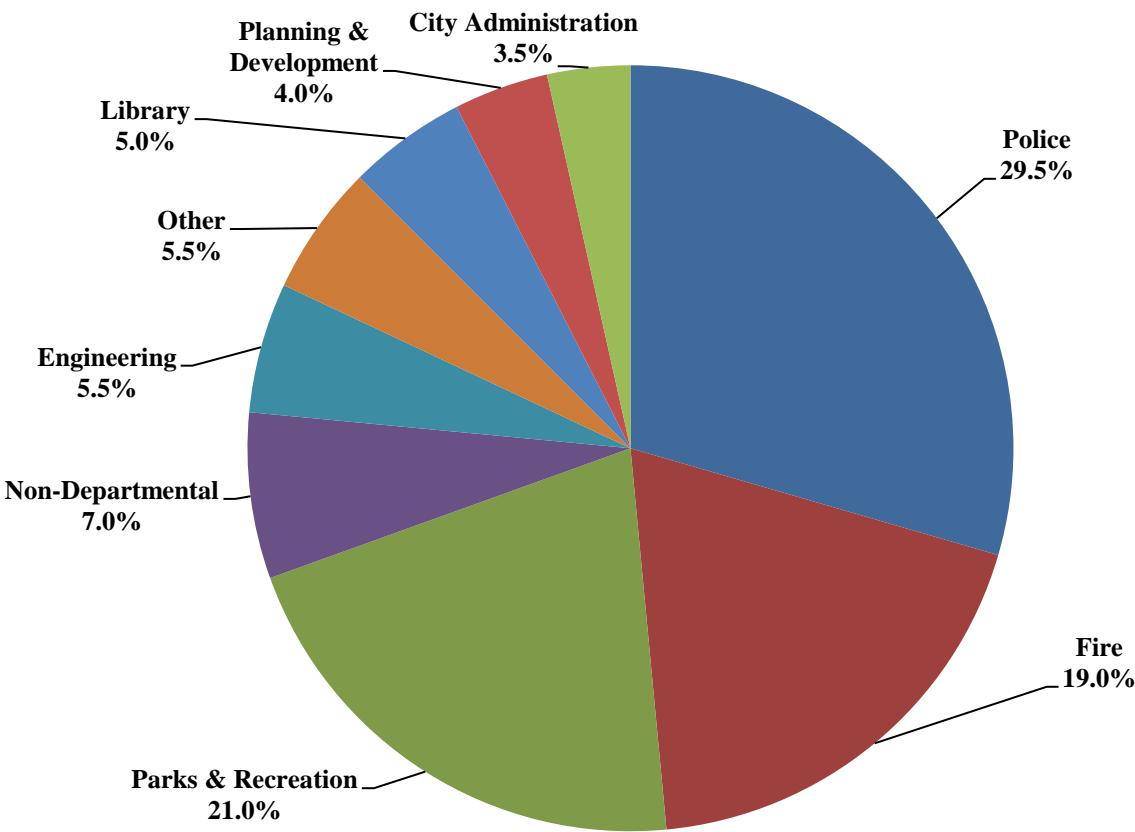
GENERAL FUND EXPENDITURES BY CATEGORY
Fiscal Year 2019/20



Category	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Personnel	\$85,820,107	\$88,837,747	\$92,458,489	\$94,721,380	2%
Operating	20,931,106	23,707,640	22,740,257	23,405,710	3%
Internal Service	14,832,600	16,141,952	16,954,210	19,028,330	12%
Interfund Transfers	11,193,670	12,707,382	16,115,465	13,237,660	(18%)
Debt Service	628,050	824,560	960,210	867,690	(10%)
Capital	5,103,746	784,060	2,616,020	732,430	(72%)
Total Operating Budget	\$138,509,279	\$143,003,341	\$151,844,651	\$151,993,200	0%

GENERAL FUND EXPENDITURES BY DEPARTMENT

Fiscal Year 2019/20



Department	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Police	\$39,875,263	\$41,650,083	\$43,601,605	\$44,832,880	3%
Fire	26,100,464	27,186,018	28,343,790	28,532,540	1%
Parks and Recreation	25,882,620	29,197,110	29,846,400	31,807,990	7%
Non-Departmental	13,347,042	11,646,754	15,844,310	10,948,640	(31%)
Engineering	7,865,730	7,858,136	7,991,796	8,330,520	4%
Library	7,219,940	7,385,870	7,439,790	7,871,950	6%
Planning & Develop Svc	5,627,690	6,026,000	6,181,040	6,571,820	6%
City Administration (1)	4,648,910	4,928,893	5,101,187	5,283,980	4%
Finance (2)	2,472,950	2,526,130	2,585,047	2,747,190	6%
Economic Development (2)	1,706,650	1,855,040	1,921,310	1,907,560	(1%)
Human Resources (2)	1,226,130	1,428,797	1,521,386	1,575,860	4%
Public Communications (2)	997,000	1,043,740	1,170,840	1,192,620	2%
Public Util. Facility Maint (2)	286,030	270,770	296,150	389,650	32%
Pier 60/Sailing Ctr (3)	1,252,860	0	0	0	n/a
Total Operating Budget	\$138,509,279	\$143,003,341	\$151,844,651	\$151,993,200	0%

(1) Includes budgets of City Council, City Manager's Office, City Attorney's Office, City Audit, Official Records, and CRA Administration.

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

(3) The Pier 60/Sailing Center department was merged with Parks and Recreation in fiscal year 2017/18.

GENERAL FUND REVENUES

Ad Valorem tax revenues represent 42% of the total General Fund revenues. Property tax revenues for General Fund purposes are estimated at \$64.9 million, up from \$60.9 million in the 2018/19 budget. This increase will provide an additional \$4.0 million to the General Fund, which is approximately a 7% increase due to growth in taxable property values.

Utility tax revenues continue to provide stable growth and represent approximately 10% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be \$15.6 million reflecting a 2% decrease from the 2018/19 final amended budget.

The category of Local Option, Fuel and Other Tax revenues represents approximately 4% of total General Fund revenue. This category includes business tax revenues which is being decreased to better align the budget with actual activity, and communication services tax revenues which after several years of declines have stabilized. Budgeted revenues are estimated at \$6.6 million which reflects an increase of 2% for fiscal year 2019/20 in comparison to the final amended 2018/19 budget.

Although Franchise Fee revenue was declining for a few years, most likely due to energy conservation and weather patterns, it has seemed to stabilize. Budgeted revenues for fiscal year 2019/20 are projected at \$10.0 million, this is a 1% decrease from the fiscal year 2018/19 final amended budget. This revenue source represents approximately 6.5% of General Fund revenue.

The Other Permits and Fees revenue category represents approximately 2% of General Fund revenues. This category includes building permit revenues which has shown improvements the last few years as the economy continues to strengthen. Although this increase in development is expected to stabilize soon, for fiscal year 2019/20, revenues are budgeted at \$2.7 million.

Intergovernmental revenue or revenues received from federal, state, or local governments, account for \$23.5 million, or 15% of General Fund revenue. Primary receipts in this category include Sales tax revenue, State Revenue Sharing, Fire and EMS revenues received from Pinellas County, State Public Safety Pension revenues and the Pinellas County Library Cooperative revenues. Sales tax revenue continues to reflect a positive trend with an estimated increase of 2% and revenues of approximately \$7.5 million projected for fiscal year 2019/20. County Fire and EMS revenues are estimated at \$8.2 million; State Public Safety Pension revenues are estimated at \$2.1 million; and Pinellas Library Cooperative revenues are projected at almost \$0.8 million for fiscal year 2019/20.

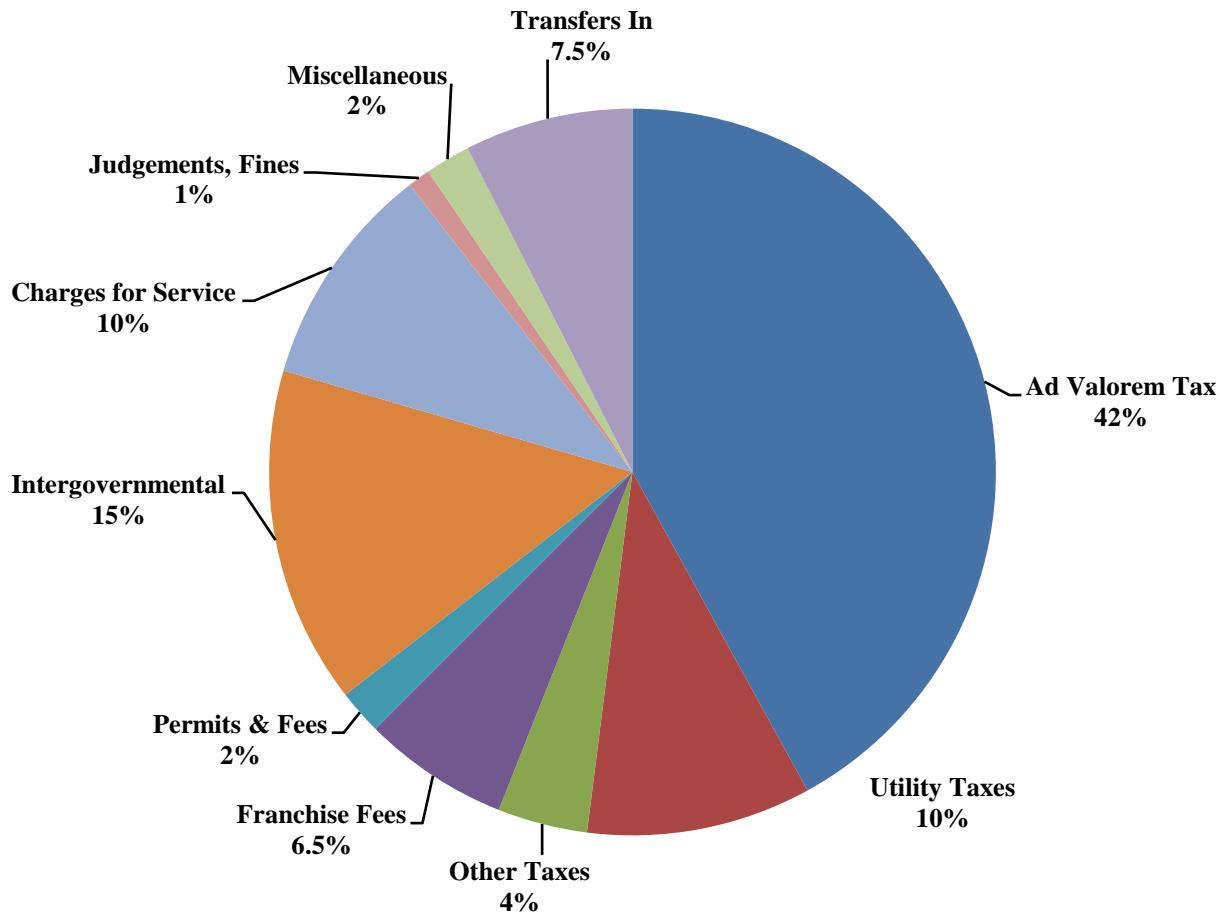
The category of revenue recognizing Charges for City Services accounts for approximately \$15.6 million and represents 10% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60 operations, as well as some specific planning 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 is anticipated to increase slightly from the amended fiscal year 2019/20 budget.

The Transfers In category of revenues represents funding from most of the Enterprise operations which pay the General Fund a "payment in lieu of taxes" (PILOT) by City Council policy, and reimbursements to the General Fund for administration of special programs. The combined receipts provided by transfers to the General Fund from other funds are approximately \$11.3 million, representing 7.5% of total General Fund revenues. These revenue sources reflect a 4% decrease from fiscal year 2019/20 final 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.

GENERAL FUND REVENUES

Fiscal Year 2019/20



Revenue Source	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Ad Valorem Taxes	\$44,564,200	\$48,281,380	\$60,990,340	\$64,911,420	6%
Utility Taxes	14,717,600	15,141,900	15,888,200	15,575,000	(2%)
Local Opt, Fuel & Other Taxes	6,600,400	6,695,000	6,499,400	6,614,400	2%
Franchise Fees	9,480,100	9,930,000	10,148,000	10,010,000	1%
Other Permits & Fees	2,662,250	2,891,500	2,838,500	2,739,000	(4%)
Intergovernmental	22,870,867	22,675,007	23,441,044	23,499,780	0%
Charges for Service	16,021,540	16,099,810	15,550,960	15,569,430	0%
Judgments, Fines, & Forfeits	1,250,400	1,469,000	1,589,000	1,264,000	(20%)
Miscellaneous	2,436,180	2,848,660	4,768,979	2,748,000	(42%)
Transfers In	11,473,540	10,941,451	11,840,562	11,330,850	(4%)
Total Annual Revenue	\$132,077,077	\$136,973,708	\$153,554,985	\$ 154,261,880	0%
Transfer (to) from surplus	6,432,202	6,029,633	(1,710,334)	(2,268,680)	
Total Revenues	\$138,509,279	\$143,003,341	\$151,844,651	\$ 151,993,200	0%

UTILITY FUNDS

Fund	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Water & Sewer	\$ 74,084,730	\$79,955,270	\$103,724,266	\$100,907,140	(3%)
Gas	52,205,272	57,368,621	46,409,064	46,922,560	1%
Solid Waste & Recycling	24,666,640	43,748,590	26,273,760	26,439,080	1%
Stormwater	17,653,660	18,029,182	18,855,092	22,821,340	21%
Total	\$ 168,610,302	\$199,101,663	\$195,259,182	\$197,090,120	1%

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of \$100.9 million for fiscal year 2019/20, a 3% decrease from the 2018/19 amended budget primarily due to a decrease in transfers to the Capital Improvement Fund. Operating revenues are budgeted at \$92.6 million, which will result in the use of approximately \$8.3 million of fund reserves. This use of reserves, which will reduce fund equity by approximately 39% in fiscal year 2019/20, is planned in the approved rate structure to provide funding for capital infrastructure needs. The staffing level of 196 full-time equivalent positions is the same as fiscal year 2018/19.

A water and sewer fund rate study are currently in process with expected completion later this fiscal year. Based upon the rate structure approved by the City Council in September 2017, annual 4.00% increases to water and sewer rates are approved through fiscal year 2021.

Gas

Estimated Gas Fund expenditures are \$46.9 million for fiscal year 2019/20, which reflects an increase of 1% from the current year amended budget. Budgeted revenues for fiscal year 2019/20 are approximately \$47.7 million, which will result in an increase of \$839,570, or 4% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The staffing level of 110 full-time equivalent positions in 2019/20 is the same as fiscal year 2018/19.

Solid Waste and Recycling

The Solid Waste and Recycling Fund operating budget is estimated at \$26.4 million for fiscal year 2019/20. This is an increase of 1% from the current year. Budgeted revenues are estimated at \$26.9 million which will result in an increase of \$481,320, or 2% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure in future years. The Solid Waste and Recycling operations are staffed with 133.5 FTEs, which is the same level of staffing as the current fiscal year.

A solid waste and recycling rate study was completed in the summer of 2019. A new rate structure was approved by the City Council in August 2019 for the next five years. Effective each October 1, rates will increase by 3.75% annually, through fiscal year 24.

Stormwater

Stormwater expenditures are budgeted at \$22.8 million in fiscal year 2019/20 a 21% increase from the 2018/19 budget. Operating revenues are budgeted at \$17.8 million, which will result in the use of approximately \$5.0 million of fund reserves. This use of reserves, planned to pay off series 2014 bonds, will reduce fund equity by approximately 16% in fiscal year 2019/20. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions, the same as the current fiscal year.

A stormwater rate study was completed in the summer of 2019. A new rate structure was approved by the City Council in August 2019 for the next three years. This rate structure reflects a decrease of 8.5% per equivalent residential unit (ERU) on October 1, 2019, followed by increases of 0.5% effective each October 1 through fiscal year 22.

OTHER ENTERPRISE FUNDS

Fund	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Marine Fund	\$ 4,223,510	\$4,605,720	\$5,038,920	\$5,058,860	0%
Airpark Fund	249,330	269,560	319,940	280,690	(12%)
Harbor Marina Fund	643,770	655,700	815,110	821,500	1%
Parking Fund	5,237,820	5,613,117	5,564,441	6,044,620	9%
Total	\$ 10,354,430	\$ 11,144,097	\$ 11,738,411	\$12,205,670	4%

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately \$5.1 million in fiscal 2019/20 offset by operating revenues of approximately \$5.2 million. Budgeted expenditures are less than 1% greater than the final amended 2018/19 budget. Revenues are projected to exceed expenditures by \$105,540 in fiscal year 2019/20, which will result in an increase of 13% to fund equity. This contribution to fund equity is planned in the approved rate structure to build reserve funds and provide for additional capital funding needed for the Beach Marine Upgrade project planned to begin in fiscal year 2022/23.

The Marine operations are supported by a staffing level of 18.9 full-time equivalent positions, the same as amended fiscal year 2018/19 due to reorganization of staffing among the department. 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.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of \$280,690 for fiscal year 2019/20, a 12% decrease from the final amended 2018/19 budget primarily due to decreased operating expenditures related to interfund charges for administrative support. Operating revenues are budgeted at \$342,680, which will result in an increase of approximately \$61,990, or 12% to fund equity. The fund is supported by 1.6 full-time equivalent positions, the same as amended fiscal year 2018/19 due to reorganization of staffing among the department.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is \$821,500 for fiscal year 2019/20, a 1% increase from the 2018/19 amended budget. Operating revenues are anticipated at \$885,820 which will result in an increase of approximately \$64,320, or 4% to fund equity. The fund is supported by 6.5 full-time equivalent positions, an increase of 0.2 FTEs for fiscal year 2019/20. A marine facility operator, which is shared with the soon to be reopened Seminole Street Boat Ramp, is being added for fiscal year 2019/20.

Parking

The Parking Fund operating budget for fiscal 2019/20 reflects anticipated expenditures of \$6.0 million, an increase of 9% from the 2018/19 final amended budget. This expenditure increase is primarily due to increased funding of capital projects. Also included for fiscal year 2019/20 are expenditures related to the Seminole Street Boat Ramp which is planned to reopen early 2020 now included in the Parking fund with metered parking revenues projected to offset expenditure. Operating revenues are anticipated at \$6.9 million, which will result in an increase of approximately \$891,519, or 6% to fund equity. This contribution to fund equity is planned in the approved rate structure to provide funding for capital infrastructure to expand the parking program in future years. Staffing levels in the Parking Fund reflect 45.6 full-time equivalents for fiscal year 2019/20, an increase of 0.8 FTEs from fiscal year 2018/19. A marine facility operator (shared with Clearwater Harbor Marina Fund), is being added to provide staffing for the Seminole Street Boat Ramp.

INTERNAL SERVICE FUNDS

Fund	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Administrative Services	\$12,252,010	\$12,561,880	\$12,223,554	\$12,765,760	4%
General Services	4,979,560	5,242,786	5,561,516	6,155,950	11%
Garage Fund	16,084,130	18,132,612	20,566,842	20,788,800	1%
Central Insurance Fund	22,656,420	26,113,560	27,151,320	25,590,100	(6%)
Total	\$ 55,972,120	\$62,050,838	\$65,503,232	\$65,300,610	0%

Administrative Services Fund

The Administrative Services Fund budget is approximately \$12.8 million in fiscal year 2019/20, an increase of 4% from the 2018/19 amended budget. Revenues are budgeted at \$13.0 million, which will result in an increase of approximately \$231,800, or 6% to fund equity. This contribution to fund equity is planned to provide funding for capital needs in future years. The Administrative Services Fund, which supports Information Technology, Utility Customer Service and the City's Courier, is staffed by 77.8 full-time equivalent positions, the same level of staffing as the 2018/19 budget.

General Services Fund

The General Services fund budget is approximately \$6.2 million in fiscal year 2019/20, an increase of 11% from the 2018/19 amended budget primarily due to increased costs for salaries and contractual services. Operating revenues are estimated at \$6.2 million, which will result in an increase of approximately \$79,300, or 2% to fund equity. The General Services Fund, which provides building and maintenance operations, is supported by 34.3 full-time equivalent positions, the same level of staffing as the 2018/19 budget.

Garage Fund

The Garage Fund budget is approximately \$20.8 million in fiscal year 2019/20, an increase of 1% from the 2018/19 amended budget. To balance the fiscal year 2019/20 budget, the use of \$124,030 of fund reserves is budgeted to fund increased transfers to capital projects. This use of reserves, planned for one-time capital needs for radio replacements, is estimated to reduce fund equity by 2% in fiscal year 2019/20. The Garage Fund, which includes fleet maintenance and radio communications operations, is supported by 37 full-time equivalent positions, the same level of staffing as the 2018/19 budget.

Central Insurance Fund

The Central Insurance Fund operating budget includes the programs supporting risk and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately \$25.6 million in fiscal year 2019/20, a decrease of 6% from the 2018/19 amended budget. Operating revenues are estimated at \$26.2 million, which will result in an increase of approximately \$619,200, or 5% to fund equity. The Central Insurance Fund is supported by 6.5 full-time equivalent positions, the same as the amended fiscal year 2018/19 budget.

CAPITAL IMPROVEMENT PROGRAM

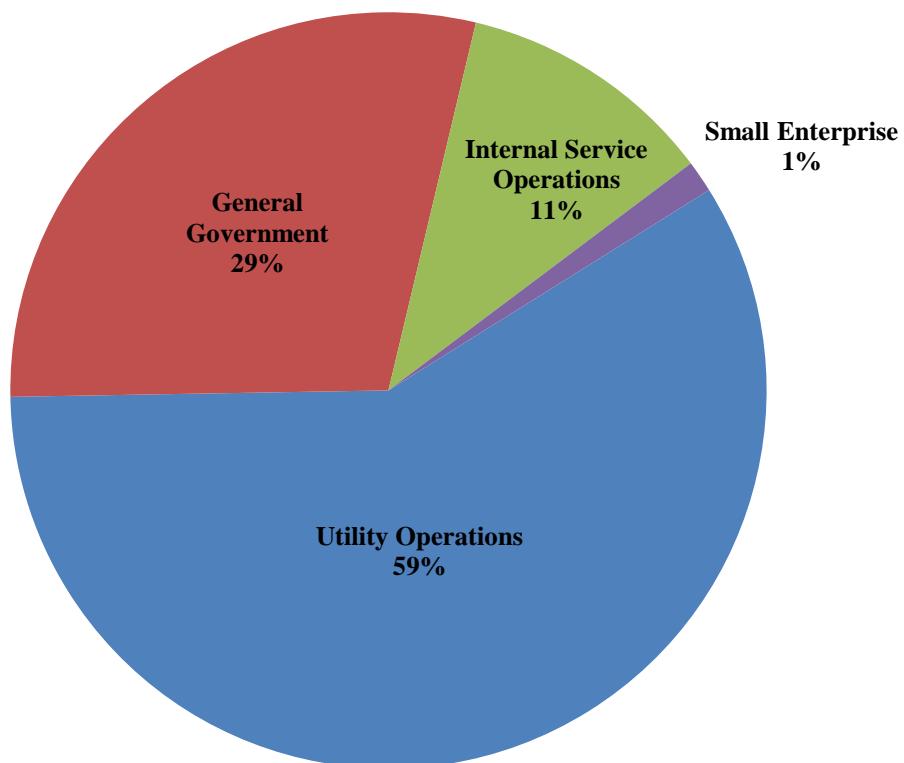
The capital improvement program budget is \$95.1 million for fiscal year 2019/20 and the six-year plan totals \$666.6 million. Of the total projects planned for 2019/20, approximately 59% of the projects, or \$55.8 million, are projects supporting one of the City's four utility operations, which consist of Water and Sewer, Stormwater, Solid Waste & Recycling, and Gas. Projects which total \$27.6 million are devoted to general government operations. General government type projects include those projects supporting the construction of fire facilities, police and fire equipment, street maintenance and intersection maintenance, and park development and maintenance.

The \$10.5 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 \$1.3 million are those projects that support the City's parking, airpark, and marine operations.

CAPITAL IMPROVEMENT PROGRAM EXPENDITURES

Fiscal Year 2019/20

\$ 95,128,170



CAPITAL IMPROVEMENT PROGRAM

Category	Amended 2016/17	Amended 2017/18	Amended 2018/19	Approved 2019/20	% Change
Utility Operations	\$62,710,269	\$41,292,677	\$54,615,199	\$55,762,630	(1%)
General Government	34,101,354	35,149,337	38,842,843	27,576,240	(29%)
Internal Service Operations	10,647,400	7,279,559	9,415,970	10,495,300	11%
Small Enterprise	945,500	862,500	1,174,739	1,294,000	10%
Total	\$ 108,404,523	\$ 84,584,073	\$ 104,048,751	\$95,128,170	(9%)

The approved capital improvement program budget for fiscal year 2019/20 is \$95,128,170. This represents a 9% decrease from the 2018/19 final amended budget.

Many of the projects included in the six-year plan are infrastructure maintenance projects funded annually and planned within currently adopted utility rate studies or enterprise operating plans. Significant project changes are outlined below:

Utility Operations

- Water and Sewer Fund infrastructure projects propose \$41.9 million in planned funding compared to \$42.4 million in fiscal year 2018/19. Funds have been reallocated between projects to reflect funding priorities for scheduled projects. Projects for the Gas utility are funded at \$7.0 million, a 19% increase from the current budget due to increased funding for the expanded energy conservation project. Stormwater utility projects are funded at \$6.2 million, a 13% decrease from current year funding as planned in the new rate structure which is currently in process. Solid Waste and Recycling utility projects are budgeted at \$600,000, a 4% decrease from fiscal year 2018/19.

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. Significant project changes are outlined below.
 - A new project is added to provide funding for lift station replacements on general government facilities. This project is funded with General Fund revenues of \$850,000 in fiscal year 2018/19, and a total of \$3,760,000 over the six-year period.
 - Additional funding of \$3,200,000 from General Fund revenues is included for the Imagine Clearwater Project to provide available resources to aide in the completion of the current phase of the project.
 - Funding of \$300,000 is included for fiscal year 2019/20 to provide for an Americans with Disabilities Act (ADA) transition plan for a review and improvements to City facilities.

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. The budget for Citywide fleet vehicle replacement in fiscal year 2019/20 is estimated at \$6.9 million. Projects to support our information technology infrastructure are estimated at \$1.4 million; our General Services and Fleet facilities are estimated at \$250,000; and funding for radio replacements are estimated at \$1.8 million in fiscal year 2019/20.

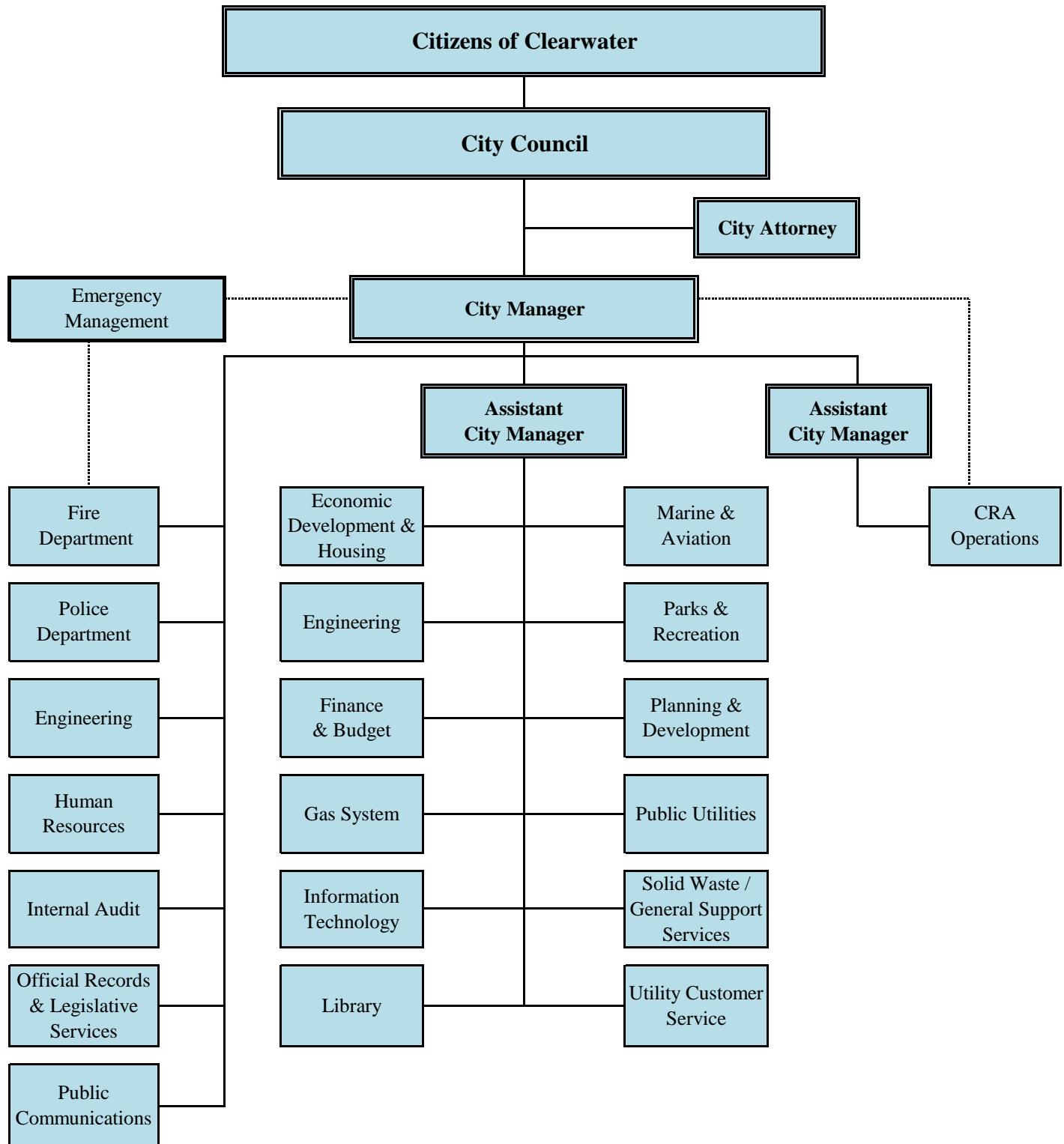
Small Enterprise Operations

- 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 2019/20 is budgeted at \$1.3 million, this is a decrease from the current budget due to funding of a hangar replacement at the City's airpark in the current budget. Funding for fiscal year 2019/20 includes routine repair and maintenance projects which total \$355,000 for the Beach Marina Fund, \$25,000 for the Airpark, \$140,000 for the CHM, and \$774,000 for the Parking Fund.

ANALYSIS OF FTE CHANGES
Approved 2019/20 Budget

	Additions and (Deletions)	Transfers Within Depts.	Position Title
General Fund			
<u>Engineering</u>	1.0		Construction Inspector
<u>Fire</u>	(1.0)		Fire Medic
<u>Police</u>	1.0		Police Information Technician
Total General Fund	1.0	0.0	
Other Enterprise Funds			
<u>Parking Fund (Seminole Street Boat Ramp)</u>	0.8		Marine Facility Operator
<u>Clearwater Harbor Marina Fund</u>	0.2		Marine Facility Operator
Total Special Program Funds	1.0	0.0	
Total All Funds	2.0	0.0	

City of Clearwater Organizational Chart





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FOR IMMEDIATE RELEASE

July 3, 2019

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(Chicago, Illinois)--Government Finance Officers Association is pleased to announce that **City of Clearwater, Florida**, has received GFOA's Distinguished Budget Presentation Award for its budget.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and in the fourteen mandatory criteria within those categories, to receive the award.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual(s) or department designated as being primarily responsible for having achieved the award. This has been presented to **Office of Management and Budget**.

There are over 1,600 participants in the Budget Awards Program. The most recent Budget Award recipients, along with their corresponding budget documents, are posted quarterly on GFOA's website. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

Government Finance Officers Association is a major professional association servicing the needs of more than 19,000 appointed and elected local, state, and provincial-level government officials and other finance practitioners. It provides top quality publications, training programs, services, and products designed to enhance the skills and performance of those responsible for government finance policy and management. The association is headquartered in Chicago, Illinois, with offices in Washington D.C.

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HISTORY

In the early 16th century the Clearwater area was known for its many fresh water springs that bubbled up along the shoreline. The Timucuan Indians called this area "Pocotopaug" meaning "Clear Water". The area was first visited by the other explorers in 1528. This was 37 years before St. Augustine (1565), 79 years before Jamestown (1607), and 92 years before the Pilgrims landed at Plymouth Rock (1620).

On April 15, 1528, Panfilo de Narvaez, a Spanish explorer, landed with 600 soldiers and five ships, which was 15 years after Ponce de Leon had discovered Florida. De Narvaez found here a large tribe of Indians, which his army drove out. The Indians recaptured their territory, however, and held it until conquered in the Seminole Wars of 1835-42.

Fort Harrison was built in 1841 on the bluffs overlooking the harbor, which was then called Clear Water Harbor, the present site of Clearwater. The fort was named for General William Henry Harrison, who became President Harrison. It was used as an outpost encampment for soldiers stationed at Fort Brook (now Tampa), which was abandoned when the wars ended a few months later, and the territory was then opened by the Federal Government for homesteading under the Armed Occupation Act. This meant the homesteads would be granted to settlers willing to bear arms for protection against the still-hostile Indians hiding in the area.

James Stevens was the first of the homesteaders, staking out the fort and its surrounding areas as his claim. He was granted the first land title in 1842. This was the real beginning of the Clearwater of today. For years, a plaque at the entrance of the famed "Brown Estate" on the waterfront bluff in Harbor Oaks marked the site of Fort Harrison.

The early settlement, which adopted the name of Clear Water Harbor, grew slowly for several years as an agricultural and fishing community. The only outside contacts were made either by horse-and-buggy, wagon, by foot to Tampa, or by sailboat 100 miles up the Gulf to Cedar Key.

In the early 1850's, the first area school, the Taylor School, was built in the vicinity of the present Druid Road and Hercules Avenue. The first school house within the community of Clear Water Harbor was built in 1883. The first post office was established on August 20, 1859. According to the U.S. Post Office Department, Clearwater became one word on January 19, 1895, and Harbor was dropped from the name on February 28, 1906. A Baptist minister established the first newspaper, named the Clear Water Times, in July 1873.

The first hotel, the Orange Bluff, was built in 1880. A second hotel, the Sea View, followed a short time later in the early 1880's. It stood near the site now occupied by the City's main library. The railroad was built through Clear Water Harbor in 1888, which became known as the Atlantic Coast Line.

Clear Water Harbor was incorporated in 1891. Clearwater Harbor received a special charter in 1897. Clearwater was chartered as a municipality on May 27, 1915. The act creating Pinellas County was passed by the State Legislature in May 1911. Clearwater became the county seat.

The first ice factory was built here in 1900. It was purchased by the City in 1910. The first public dock and pavilion were built at the foot of Cleveland Street in 1902. The telephone exchange was established in 1903. The library was built on the bluff in 1916 where the library sits today. In 1911, the first city hall with fire station was built at 29 North Fort Harrison Avenue.

A wooden bridge from Seminole Street to Clearwater Beach was built in 1916 with a hand-cranked rotating boat passage. In 1923, the City Commission decided to build a manufactured gas plant to provide gas service to the growing downtown area. On November 11, 1927, Memorial Causeway was dedicated, extending from Cleveland Street to the beach with a double lift bridge to accommodate the Intercoastal waterway. The major East/West connector, Gulf-to-Bay Boulevard also was opened in 1927. In 2005, the new high-level Clearwater Memorial Bridge opened replacing the former draw bridge.

The City of Clearwater turned 100 on May 27, 2015. To celebrate the occasion, at least one Centennial event was planned for each month of the year in 2015. These events included concerts, a parade, and art displays which drew record crowds. A centennial logo was created to promote this year to remember, and a pictorial history book was made. A 48-foot-tall monument was constructed at the western end of the Courtney Campbell Causeway to celebrate the city's incorporation 100 years ago. With a design that has depicted historical elements from downtown Clearwater, this monument is a beacon for the city.

Source: Clearwater Historical Society. The City of Clearwater - Council and Department action.

CITY OVERVIEW

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

Situated in a semitropical zone, Clearwater enjoys nearly ideal weather the year round with an average yearly temperature of 74 degrees Fahrenheit. Mild winters and warm summers tempered by the cooling afternoon rains and southerly prevailing winds off the Gulf attract millions of vacationers.

Tourism is the City's largest industry; however, Clearwater is home to a wide range of businesses including computer components, aircraft technology, surgical instruments, and data communication.

Transportation available to Clearwater includes, the St. Petersburg-Clearwater International Airport which has direct flights to convenient destinations throughout the United States and Canada. Fifteen minutes to the east, Tampa International Airport serves destinations worldwide and is recognized as one of the most efficient in the world. The Clearwater Airpark, which is slightly over a mile from the downtown business section, provides service and maintenance for private plane owners. The Airpark has one 4,100 foot hard-surface runway and hangar facilities for visiting and locally based aircraft. An improvement that helped the Airpark remain competitive in the market place was the installation of an automated weather observation system. This improvement made it safer for planes that already can use the Airpark. The Clearwater Airpark received the 2014 Florida General Aviation Airport of the Year award from the Florida Department of Transportation, topping 111 general aviation airports in the state. Ground transportation is provided through the Pinellas Suncoast Transit Authority (PSTA) bus service which offers 32 local routes, three express routes which cross Tampa Bay for service to downtown Tampa and Bradenton and a Trolley that runs north and south along Pinellas County's barrier islands. The Clearwater Jolley Trolley also provides transportation on Clearwater Beach with daily routes along North and South Clearwater Beach, Island Estates, and Sand Key. In 2010, the Jolley Trolley began the Coastal Route that starts at Island Estates and progresses through Downtown Clearwater, into Dunedin, Palm Harbor and ends in Tarpon Springs. Effective February 2014, Jolley Trolley has added an additional route connecting the city of Safety Harbor and Westfield Mall (Countryside Mall) to their coastal route on weekends. The Clearwater Beach Ferry began service on March 16, 2015. Service is provided from Downtown Clearwater to Clearwater Beach Marina, Island Estates and north Clearwater Beach. On July 6, 2018, Clearwater Ferry began a new route to include the City of Dunedin with service on Friday to Sunday.

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

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

The Clearwater Police Department is known across the state and nation as a forward-thinking community champion for the residents of Clearwater. With its focus on community policing, the agency is an important part of the fabric of the city. Officers don't just patrol the streets of the city; they dive head-first into ways to make Clearwater better. The police department has achieved the prestigious Excelsior status by the Commission for Florida Law Enforcement Accreditation. In June 2019 the agency was accredited for the eighth consecutive time after first being accredited in 1998.

Clearwater Beach

Clearwater's beach is on an island connected to downtown by palm tree-lined Memorial Causeway—a beautiful drive stretching across scenic Clearwater Harbor. The beach island is also connected to Sand Key and other Gulf beaches by the Clearwater Pass (Sand Key) Bridge. Clearwater Beach, with three miles of glistening powdery white sand and gentle waves, lies directly on the Gulf of Mexico. This beach is one of several in the area that has been included on the Clean Beaches Council Blue Wave list. Clean Beaches is a national nonprofit organization funded by federal, corporate and foundation grants. It sets criteria for cleanliness, safety and environmental health that beaches must meet to make the list. Beach Walk is revitalizing the community that surrounds Clearwater's popular south beach destination.

Beach Walk is a winding beachside promenade with lush landscaping, artistic touches and clear views to Clearwater's award-

winning beach and the water beyond; a place where bicyclists, inline skaters and pedestrians all have safe and convenient access and where visitors and locals can socialize, dine, play games, or simply enjoy the spectacular sun and surf. Clearwater has received two awards from the Florida Chapter of the American Planning Association. The first award in 2001 was for Clearwater's Beach by Design which was a redevelopment initiative addressing existing issues of parking and streetscape improvements while developing wholesale reconfiguration and incentives to attract resort development. The City received its second award in 2012 which was for its Clearwater Beach Walk being recognized in the "Great Places in Florida Public Spaces" category. This project was a redevelopment initiative that has transformed the look and feel of south Clearwater Beach.

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

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

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

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

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

The Clearwater and Pinellas County area offer visitors 35 miles of beautiful beaches, some of which have received prestigious awards. Clearwater Beach was selected as USA Today's "Best Beach Town" in Florida for 2013. An online vote was held to select the winner, and Clearwater Beach received an overwhelming number of votes – more than twenty - five percent of the total votes casted for the ten nominees. Clearwater Beach has also won the 2014 USA TODAY/10Best Readers' Choice Awards for the title of "Best Place to Watch a Sunset". In February 2016, 2018 and 2019, Clearwater Beach was voted #1 best beach in the United States and the Top 10 Beach in the world by TripAdvisor Travelers' Choice Awards. Clearwater Beach was voted the second best "Spring Break" beach in America in 2018. Among Clearwater Beach's luxuriously wide sandy beaches draw the locals and visitors for each evening's sunset.

Downtown

Clearwater is seeing its own downtown resurgence, with new residences available within the downtown core, along with new retail/office space. A streetscape project is redefining the city's downtown destination, Cleveland Street, which is envisioned as the central café and retail district for the area. In 2011, the Downtown Clearwater's website, www.ClevelandStreetDistrict.com, has received the Outstanding Achievement Award in the Government category from New York's Interactive Media Awards (IMA). The Outstanding Achievement award is the second highest honor bestowed by the

IMA and an extremely challenging award to win.

Clearwater's waterfront downtown is one of its most attractive and unique assets. Sitting atop a 30-foot bluff overlooking Clearwater Harbor, the downtown combines the best of waterfront living with a walkable urban setting. At the foot of the bluff lies Coachman Park, home to various events that draw tens of thousands to the downtown each year including, Clearwater Jazz Holiday which has been lauded as one of the top 20 events in the Southeast. At the top of the bluff sits the Main Library, a signature building providing spectacular views from four levels as well as an outstanding collection of materials. Public computers and Wi-Fi access help keep the community connected.

Clearwater Harbor Marina, a 126-slip public marina opened September 2010 on the downtown waterfront. With this new facility, downtown Clearwater has achieved an active, dynamic waterfront offering a destination for visitors cruising the Florida coastline and for locals out for a day of fun. The Clearwater Harbor Marina provides over 1,000 feet of overnight "side-tie" mooring for visitors and over 600 feet of free "side-tie" mooring for daytime visitors and special events.

The Clearwater Harbor Marina allowed the City of Clearwater to be honored with the receipt of the 2010 BoatUS Recreational Boating Access Award. The award is made in recognition of the city's ability to bring much needed boating access to Clearwater. BoatUS (Boat Owners Association of the United States) created the award program in 2007 to highlight successes in protecting water access as boaters and communities were losing marina slips, service yards and launching areas.

In January 2009, the City and Ruth Eckerd Hall joined forces to renovate and revitalize the historic Capitol Theatre located on downtown Clearwater's beautiful Cleveland Street. The old Capitol Theatre, built in 1921, was transformed into a mid-size performing arts venue with its re-opening on December 18, 2013. This 747-seat theatre has become a venue at which Ruth Eckerd Hall presents all genres of live entertainment, including jazz, classical artists, pop music acts, dance and other diverse national, regional and local acts. A film series is also a regular feature.

Sports & Culture

Clearwater's commitment to high-quality recreation, parks and cultural programs earned national acclaim in 2005, when Sports Illustrated Magazine named the city as Florida's "Sports Town USA," as well as one of the top ten finalist in the United States Tennis Association's "2010 Best Tennis Town" nationwide competition. Also, the Henry L. McMullen Tennis Complex was recently awarded the 2016 USTA Outstanding Facility Award. These awards confirm what many who live here have known for years: Clearwater maintains some of the best facilities in the nation, and provides programs for nearly every sporting interest, skill level and age. This includes facilities and programs for everything from soccer and lacrosse to lawn bowling and horseshoes. Because of Clearwater's year-round temperate climate, many visitors take advantage of golfing on the nearly 40 public and semi-private courses in the area. Also, visitors can enjoy playing tennis, jogging, cycling and walking through numerous beautiful parks.

Every year, thousands of youth, collegiate and adult sports teams convene in Clearwater for international and national tournament play and training activities at City facilities. Most notable of these are the city's seven decades of partnership with major league baseball's 2008 World Series Champion Philadelphia Phillies, who host spring training at Spectrum Field. The City of Clearwater is the home of the Threshers, a Class-A minor league team of the Philadelphia Phillies. The Threshers play at Spectrum Field, a fan-friendly ballpark with a capacity of 8,500. The ballpark distinguishes itself with a 360-degree main concourse, grass berm seating, and a tiki-hut pavilion in left field. Other characteristics include group picnic areas, a children's play area, and a state-of-the-art video scoreboard.

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

With six regional recreation centers nature center, and five libraries, residents have a multitude of options for keeping their hearts, minds and bodies healthy and happy. Each library branch focuses on the specific needs of the community it serves, providing a rich and varied experience. On April 18, 2018, the city helped inaugurate a new, joint-use library on the Clearwater campus of St. Petersburg College. A state-of-the-art, two-story, 40,000 square-foot building serves both the residents of Clearwater and the students of St. Petersburg College. To connect all these options, Clearwater has been steadily building a regional trail system that not only links points within the City, but also ties in to a larger system that spans all of Pinellas County, and now across Tampa Bay to Hillsborough County. With the completion of the Druid Road Trail this year, bicyclists can now travel from Clearwater Beach to Tampa on dedicated off-street trails.

The Clearwater Parks and Recreation Department's Office on Aging offers diverse programs and services through the Aging Well Center and other city sites to promote health and wellness, education, creative expression and community resources. With a mission to serve as a resource that facilitates services and activities a high quality of life for our community's older adults; the City has multi-year comprehensive plan to provide Clearwater with a roadmap to further enhance the quality of life for current and future older adults. The Clearwater Office on Aging serves as a resource for the entire community for aging related information, support for family caregivers, training professionals, community leaders and students; and for developing innovative approaches to address aging issues. Through Clearwater's Office on Aging, several city sites host evidence-based programs that offer proven ways through defined research to promote wellness and manage or reduce health concerns. The evidence-based programs include Stanford University Chronic Disease Self-Management as well as Boston University's Matter of Balance and Tai Chi: Moving for Better Balance. Clearwater's Aging Well Center offers diverse programs dedicated to older adults of all interest and abilities. The Aging Well Center which is designed as a "one stop shop" for residents to access community resources like legal and unbiased insurance counseling, emotional health counseling, preventative health screenings and education.

Visitors can take a break from the sunshine and shop in Clearwater's diverse stores which, when combined, provide over two million square feet of shopping delights. From unique boutiques, antique stores and malls to flea markets, a visitor will find that perfect shopping opportunity.

Clearwater has a rich history of both professional and community-based arts programs, led by the award-winning Ruth Eckerd Hall. Ruth Eckerd, known for its 2,180-seat acoustically perfect auditorium, hosts artists from America and around the world ranging from classical, rock, opera, Broadway, jazz, pop, and more are included in the stellar lineup of more than 200 performances a year. Ruth Eckerd also plays an integral role in community-based performance education through the Marcia P. Hoffman Center for the Performing Arts.

Clearwater and the surrounding Tampa Bay area have a variety of sporting competitions for spectators. This area is home for many nationally known teams including the National Football League Tampa Bay Buccaneers (2003 Super Bowl Champions), the National Hockey League Tampa Bay Lightning (2004 Stanley Cup Champions, 2014 Eastern Conference Champions, 2018 and 2019 Atlantic Division title and winning the President's Trophy in 2019.), the Major League Baseball Tampa Bay Rays (2008 and 2010 American League Champions).

Less than a two-hour drive away are numerous attractions such as Busch Gardens, Adventure Island, Walt Disney World Resort, EPCOT Center, Hollywood Studios, Universal Studios, Islands of Adventure, Legoland, Sea World, Dinosaur World and Zoo Tampa at Lowry Park, which was named "No. 1 Zoo in the United States for Kids" by Parents magazine in 2009. In 2012, Zoo Tampa at Lowry Park was awarded Significant Achievement in North American Conservation for the facility's Manatee Care and Conservation Program. The award recognizes exceptional efforts toward regional habitat preservation, species restoration, and support of biodiversity in the wild. In 2015, Zoo Tampa at Lowry Park was featured among the "Top 25 Zoos in the U.S. and "10 Best Zoos in the U.S. by Trekaroo. Numerous museums can also be found in the area including the Salvador Dali Museum, which contains the largest private collection of this artist's work outside of Spain.

Sources include: City of Clearwater Comprehensive Annual Report, Clearwater Regional Chamber of Commerce, various City Departments, PSTA, Ruth Eckerd Hall, and the St. Petersburg Times.

CLEARWATER AT A GLANCE

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

Demographics:

Population Estimates:

2009	109,907
2010	107,685
2011	107,805
2012	107,906
2013	109,065
2014	109,340
2015	110,703
2016	112,387
2017	113,723
2018	115,589
2019	116,585

Pinellas County (2018): 970,637

Median Age (2017): 48.0

Total Housing Units:	50,274
Owner Occupied:	54%
Renter Occupied:	46%

Per Capita Income:	
2018	\$31,291

Average Household Income:	
2018	\$69,354

Racial Distribution (2018):	
White	78%
Black	11%
Asian	3%
Other Races	5%
Multiracial	3%

Economics:

Total Employees by Industry Sector (2018):

Services	35,303
Wholesale and Retail Trade	13,062
Finance, Insurance and Real Estate	6,707
Public Administration	4,501
Manufacturing	1,824
Transportation and Communication	2,099
Construction	1,710
Others	<u>116</u>
Total Employees	65,322

Principal Employers:

(2018 Pinellas County Data)	
Pinellas County School District	15,000
Bay Pines VA Medical Center	4,600
City of St. Petersburg	3,500
Raymond James	3,400
All Children's Hospital	3,100
Pinellas County Bd of Commissioners	3,000

Principal Taxpayers: % of Total
(2018 Tax Data) Assessed Value

Bellweather Prop. LP Ltd.	1.66%
B W C W Hospitality LLC	0.94%
P E P F Solaris Key LLC	0.69%
John Taylor Properties LLC	0.67%
Clearmar LLC	0.64%
Standard Grand Reserve	0.53%
Sandpearl Resort	0.52%

2019 Taxable Value: \$11,917,914,203

FY19/20 Property Tax Millage Rate: 5.9550

Assessed Property Value Distribution:

Residential	67%
Commercial	18%
Govt & Institutional	8%
Other	7%

FY2019/20 Adopted Budget (expenditure):

Operating Funds:	\$426,589,600
Special Revenue Funds:	\$24,385,294
Capital Improvement:	\$95,128,170

CLEARWATER AT A GLANCE (continued)

Climate:

Average Annual Rain Fall: 54.7
(inches):

Six-month avg. high/low temperatures:
January 79.6/60.0
July 84.1/68.8

Average annual days of sunshine 361

Education:

Number of Public Schools:
(For School Year 2018 - 2019)

Elementary	6
Middle	2
High School	2
Other	10

2017/2018 Enrollment 13,207

Public/Private Colleges 2

Land Use:

Incorporated Land Mass: 26.6
(square miles)

Land Use:
Residential 55%
Commercial 17%
Recreation/Open Space 9%
Industrial 2%
Other 17%

SERVICE STATISTICS

Public Safety

<u>Police</u>	
Sworn Officers	241
Police Stations	7
 <u>Fire</u>	
Certified Firefighters	195
Fire Stations	8

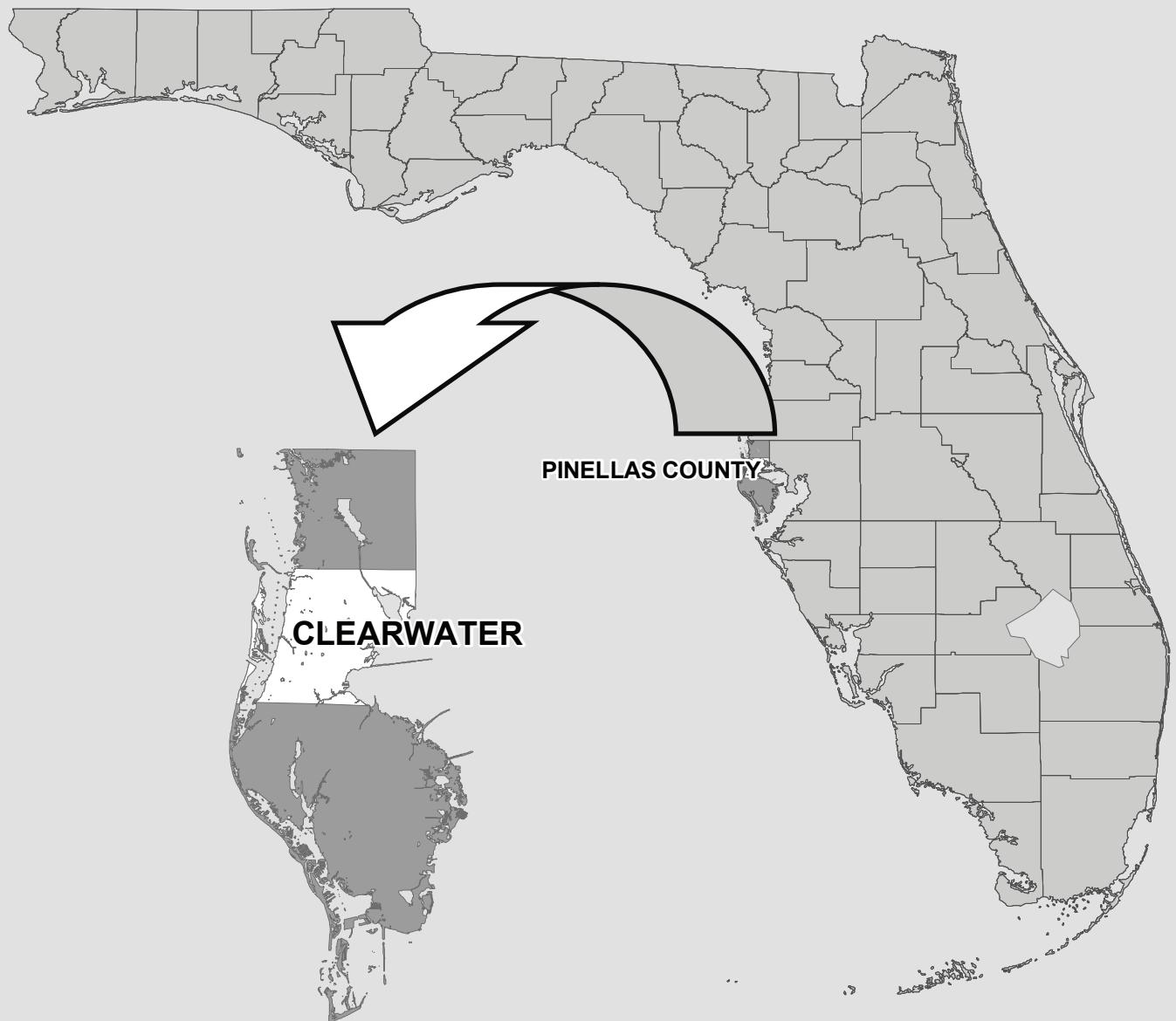
Culture & Recreation

Number of Parks/Facilities	109
Parks Acreage	1,427
Trees:	
Hardwoods	30,000
Palms	10,000
 Recreational Paths (miles)	19
Tennis Courts	49
Baseball/Softball Fields	34
Playgrounds	28
Basketball Courts	21
Soccer/Football Fields	21
Recreation Centers	8
Swimming Pools	5
Dog Parks	3
Golf Courses	3
Performing Arts Venues	3
Nature Center	1
 Libraries	5
Volumes in collection (thousands)	564
 Marine - Boat Slips	333
Aviation - Airpark Spaces	177
 Parking Spaces:	
Downtown	2,139
Clearwater Beach	1,997

Utilities

<u>Water and Sewer Utility</u>	
Water Wells	44
Water Treatment Plants	3
Water Storage Tanks	6
Water Mains (miles)	597
Water Services	37,822
Water Demand (million gallons/day)	11.18
 <u>Sanitary Sewer Mains (miles)</u>	408
<u>Sewer Service Connections</u>	34,166
Lift Stations	75
Water Reclamation Facilities	3
Wastewater Treatment Capacity (million gallons/day)	28.5
Reclaimed Water Mains (miles)	141
Reclaimed Water Storage Tanks	3
Reclaimed Water Pump Stations	6
Reclaimed Services	7,735
NELAP Certified Lab Tests	52,284
 <u>Stormwater Utility</u>	
Stormwater Mains (miles)	154
Stormwater Underdrains (miles)	115
Equivalent Residential Units	104,583
 <u>Gas Utility</u>	
Gas Mains (miles)	1,000
Gas Services	25,389
Natural Gas Vehicle Fueling Station	1
 <u>Solid Waste Utility</u>	
Solid Waste Services	30,006
 <u>Recycling Utility</u>	
Recycling Services	28,752

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





CITY OF CLEARWATER

VISION

Clearwater will be a uniquely beautiful and vibrant community:

- That is socially and economically diverse;
- That invests for the future; and
- That is a wonderful place to live, learn, work, visit and play

MISSION

The Mission of the City of Clearwater is to:

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

STRATEGIC DIRECTION

FACILITATE DEVELOPMENT OF THE ECONOMY

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

PROVIDE COST EFFECTIVE MUNICIPAL SERVICES AND INFRASTRUCTURE

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



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

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

On-Going Strategic Actions

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

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

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

Strategic Plan (2019-2024)

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

The City Council held their annual strategic planning session on May 14, 2019. At that meeting, the Council had the opportunity to review and revise the priorities which resulted in a focus on the following planned projects. Below, we have deconstructed the overall Strategic Direction into those eight objectives. Next to each are planned Focus Items for 2019-2020 that address the objectives.

1. Facilitating Development of the Economy

DIVERSIFY THE ECONOMIC BASE

- Develop Downtown and US 19
- Housing stock that matches need
- Expand nonresidential tax base
- Fulfill Beach by Design
- Maintain tourism commitment, including Sports Tourism

Focus Items for 2019-2020:

- Imagine Clearwater
- US 19 Corridor Marketing Plan
- CRA 18-Month Strategy
- Phillies Agreements

INCREASE ECONOMIC OPPORTUNITY

- Foster Industry Sectors
- Maintain a business-friendly environment
- Recognize transit oriented development

Focus Items for 2019-2020:

- ED Strategic Plan
- North Marina Master Plan Phase II
- Business SPARK
- City/County/PSTA Joint Use

DEVELOP AND PROMOTE OUR BRAND

- Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
- Ensure that our residents and visitors are familiar with the whole offering of community amenities

Focus Items for 2019-2020:

- Imagine Clearwater
- New Welcome Center
- CRA 18-Month Strategy
- Biennial Citizen Survey
- Wayfinding Plans

FOSTER COMMUNITY ENGAGEMENT

- Encourage neighborhood identity programs
- Prevent blight and support property values through code enforcement
- Preserve community history and culture
- Support community events
- Support healthy community initiatives

Focus Items for 2019-2020:

- Placemaking Manual
- Complete Streets Policy
- Expand *NextDoor* Outreach
- Library Maker Spaces
- North Ward Reuse Plans
- Gateway Streetscaping and Festival Core

2. Provide Cost Effective Municipal Services and Infrastructure

EFFICIENCY	Focus Items for 2019-2020: <ul style="list-style-type: none">• Class & Compensation Study• CWA Contract Negotiations• Employee Surveys• All SAMP Training
QUALITY	Focus Items for 2019-2020: <ul style="list-style-type: none">• Airpark Master Plan• Utilities Master Plans• Beach Marina Redevelopment Plan• “Smart City” Solutions
FINANCIAL RESPONSIBILITY	Focus Items for 2019-2020: <ul style="list-style-type: none">• General Fund Model• Water & Sewer, Solid Waste, Stormwater, Gas Rate Studies• Second Century Priorities• Admin Policy Reviews
SAFETY	Focus Items for 2019-2020: <ul style="list-style-type: none">• Fire Stations 46 and 47 Replacements• Update Comprehensive Emergency Master Plan• PD District III Substation Plan• New FEMA Maps

Collectively, staff understands many initiatives and projects comprise City Council’s Strategic Plan. However, these priorities are listed in addition to the on-going repair, maintenance and replacement of equipment, facilities and properties that support day-to-day operations and infrastructure. The Focus Items listed are in addition to day-to-day operations, services and programming throughout the City. They are identified because of the priority they have in the coming year or because they are generally not expected to recur over a minimum, five-year planning horizon unless otherwise noted by an asterisk, in which instance they are on-going initiatives or have components that will continue through the planning period.

City Council Policy – Budget and Finance

- A. **Accounting Procedures.** It is a policy of the City Council to establish and maintain a standard of accounting practices on a basis consistent with Generally Accepted Accounting Procedures (GAAP), and the Governmental Accounting Standards Board (GASB), and the standard practices of the Government Finance Officers Association of the United States and Canada (GFOA).
- The City will also comply with the rules of the Auditor General and the Uniform Accounting System as required by the State of Florida.
- B. **Audit Committee.** It is a policy of the City Council to have an Audit Committee for the selection of a Certified Public Accounting firm for the annual audit, in compliance with Section 218.391, Florida Statutes. The Audit Committee will be appointed by the City Council and may be comprised of council members, council appointees, and/or city employees as determined by the City Council. The Audit Committee will be responsible to solicit proposals via a competitive RFP process every five years at a minimum. The Audit Committee may also manage the audit process as appropriate.
- C. **Balanced Budget.** It is a policy of the City Council to adopt a balanced budget for all funds. The City will avoid budget and accounting practices that balance the budget at the expense of future budgets. The City will also avoid budgeting any unrealized investment gains due to the City's practice of holding investments until maturity.
- D. **Budget Review Process.** It is a policy of the City Council to be provided with a quarterly budget report and an annual operating budget comparing actual versus budgeted revenue and expense activity.
- E. **Budgetary Position Control.** It is a policy of the City Council that the total number of permanent full-time and part-time positions (full-time equivalents) approved in the annual operating budget may not be exceeded without prior approval of the City Council.
- F. **CRA Contribution to General Fund.** It is the City's policy that services provided for administrative support to the Community Redevelopment Agency (CRA) by City employees shall be reimbursed to the General Fund. Such reimbursement shall be approximate actual costs incurred by the department, together with any associated costs.
- G. **Capital Improvement Budget and Capital Improvement Plan.** It is a policy of the City Council to adopt a six-year Capital Improvement Plan and Budget which summarizes the project scope, estimated cost estimates by project, method of financing, and anticipated operating costs of each project.
- H. **Central Insurance Reserve Policy.** It is a policy of the City Council to maintain a Central Insurance Fund reserve to guard against unforeseen or uninsured costs or increases in property, workers' compensation, health or liability insurance. The target minimum balance for this reserve is equal to 75% of the actuarially calculated self- insurance reserve liability. If reserves are drawn down below the above target minimum balance, the City will develop a plan to replenish the reserves, generally within five (5) years.
- I. **Clearwater Gas System Supply Hedging Policy:** It is a policy of the City Council to limit the financial risk to Clearwater Gas System (CGS) of natural gas purchases by Hedging a portion of its gas supply needs with the intention of reducing price volatility for the residential, commercial, and industrial customers of CGS. Hedging amounts for a specified period of time will NOT exceed the expected average natural gas energy usage over that time period.

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

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

City Council Policy – Budget and Finance

the legality and enforceability of a Financial Product entered into pursuant to a Directive. **CGS shall not engage in any purchase or acquisition of Financial Products for Speculation.**

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

In above policy, these terms are defined as:

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

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

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

1. General:
 - A. The City shall seek to maintain their high bond ratings so borrowing costs are minimized and access to credit is preserved.
 - B. The City may utilize debt obligations to refinance current debt or for acquisition, construction or remodeling of capital Improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.
 - C. The useful life of the asset or project generally must exceed the payout schedule of any debt the City assumes.
 - D. The City will analyze funding alternatives to minimize the cost impact of debt structures on the taxpayers or ratepayers.
 - E. The outstanding debt will be reexamined periodically to determine whether an economical advantage exists for refinancing the outstanding debt given changes in the interest rate and bond market. As a general rule, the present value savings of a particular refunding should exceed 5% while maintaining a similar maturity schedule to the original debt.
2. Type and Structure of Debt:
 - A. Any legally allowable debt may be used for financing capital improvements; this includes, but is not limited to, short-term and long-term debt, general obligation and revenue debt, fixed and

City Council Policy – Budget and Finance

variable rate debt, lease-backed debt, conduit issues, and taxable debt. The use of zero-coupon bonds, capital appreciation bonds, deep discount bonds, and premium bonds may be considered.

- B. The City may consider the use of credit enhancements (letters of credit, bond insurance, surety bonds, etc.) when such credit enhancements proves cost-effective.
 - C. When fiscally advisable and when consistent with contractual obligations, the City shall lease purchase capital equipment. Generally, equipment will have a monetary value \$25,000 or more and a minimum life expectancy of three years. The debt service on the lease purchase items shall be paid by the user department.
3. Issuance of Obligations

A. Selecting Service Providers:

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

The objectives of the process will be to:

- a. Promote competition
- b. Be as objective as possible
- c. Incorporate clear and rational selection criteria
- d. Be independent of political influence
- e. Be perceived as fair by the respondents
- f. Result in a cost-effective transaction
- g. Result in the selection of the most qualified firm
- h. Eliminate conflict of interest

B. Method of Sale

- 1. Competitive Sale. The City will generally seek to issue its bond obligations in a competitive sale. Other methods may be used if it is determined that such a sale method will not produce the best results for the City.
- 2. Negotiated Sale. The City may elect to sell its bond obligations through a negotiated sale. This method will usually be considered when the bond issue is refunding a prior issue or there is a unique or unusual component to the bond issue.
- 3. Private Placement. When determined appropriate, the City may elect to sell its debt obligations through a private placement or limited public offering.

C. Maturity of the Debt

- 1. Bonds will generally not have more than a thirty-year duration.
- 2. Lease Purchase debt will generally not have more than a five-year duration.

4. Post-Issuance Compliance

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

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- B. Procedures for Ensuring Timely Compliance
 - 1. The Finance Director (or designee) will review project invoices presented for payment from bond proceeds and authorize payment if use of proceeds is proper.
 - 2. The Finance Director (or designee) will participate in staff meetings where discussions are held regarding use of debt-financed facilities.
 - 3. The Finance Director (or designee) will calendar all bond year-ends and coordinate transmission of bank statements and other arbitrage-related documents with the outside arbitrage consultant within one month of the bond year-end.
 - 4. The Finance Director (or designee) will re-calculate monthly sinking fund deposit requirements semi-annually after each interest payment, and annually after each principal payment.
 - 5. The Finance Director (or designee) will consult with the City's Disclosure Counsel, as needed, regarding disclosure of Significant Events.
- C. Procedures Reasonably Expected to Timely Identify Noncompliance
 - 1. The Finance Director (or designee) will review the Continuing Disclosure Checklist for upcoming due dates at the beginning of each calendar quarter.
 - 2. The Finance Director (or designee) will send required continuing disclosure documents to the City's Disclosure Counsel for review and approval before filing through the EMMA Dataport.
 - 3. Continuing disclosure due dates will be calendared by the Finance Director and by the designee, as a backup reminder.
 - 4. The annual financial statement audit will include review by external auditors of use of debt proceeds, debt service accounts and payments, and review of minutes of official meetings.
- D. Procedures for Ensuring Timely Correction of Noncompliance
 - 1. When noncompliance has been identified, the Finance Director will promptly provide required documents or consult with Disclosure Counsel, Bond Counsel or other outside specialists as needed. If a possible violation of the tax rules is identified, the Finance Director will consult with counsel to determine if a "remedial action" should be taken under the Treasury Regulations or if a closing agreement request should be submitted to the Internal Revenue Service under the Voluntary Closing Agreement Program. The City Manager and Council will be notified to take additional steps, if necessary, to timely correct the noncompliance.
 - 2. Upon receipt of any correspondence from or opening of an examination of any type with respect to tax-exempt debt issued for the benefit of the City, the Finance Director will promptly notify the City Manager and consult with outside counsel as necessary to respond to the IRS.
- E. Recordkeeping Requirement and Records Retention

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

Records required to be maintained include:

- 1. Basic records relating to the debt transaction, including the debt transcript of proceedings and other relevant documents delivered to the City in connection with the issuance and closing of the debt transaction.
- 2. Documents evidencing expenditure of debt proceeds, including but not limited to:
 - a) Construction contracts
 - b) Purchase orders
 - c) Invoices and applications for payment
 - d) Trustee requisitions and payment records
 - e) Documents related to costs reimbursed with debt proceeds, including related issuer resolutions
 - f) Records identifying the assets or portion of assets financed or refinanced with the debt proceeds
 - g) A final schedule of property financed by the debt and final allocation of debt proceeds
- 3. Documentation evidencing the use of debt-financed property, including records of lease or sale of debt-financed property for public or private purposes, and any change in use of debt-financed property from its original intended purpose.

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4. Documentation evidencing all sources of payment or security for the debt.
 5. Documentation pertaining to investment of debt proceeds, including but not limited to:
 - a. Purchase and sale of securities
 - b. SLGs subscriptions
 - c. Yield calculations for each class of investments
 - d. Actual income received from the investment of proceeds
 - e. Investment agreements
 - f. Trustee statement
 - g. Arbitrage rebate calculations and reports
- K. **Enterprise Funds.** It is a policy of the City Council that all Enterprise Fund operations shall be self-supporting and shall pay administrative and other appropriate service charges to General Fund Operations for support at a level determined by the City Council.
- L. **Enterprise Fund Transfer Payment.** It is a policy of the City Council that the specific enterprise operations designated by the City Council shall annually transfer to the General Fund an amount determined appropriate to be considered reimbursement in lieu of taxes. The current rate is 5.5% of prior year gross revenues.
- April 1989 policy adopted by councilmembers established this rate at 4.5% of prior-year gross revenues. This proportionate rate was adopted to accommodate growth and replaced prior years' policy of a prescribed dollar contribution. Other than the exceptions noted below, the rate of 4.5% remained in effect until the City Council adopted the amended rate of 5.5% in September 2005.
- Upon adoption of the Gas Strategic Plan in fiscal year 1995/96, the Council agreed to replace the Gas Support contribution with a franchise fee from natural gas customer accounts payable to the General Fund. This, in combination with the Gas dividend, offered the General Fund the same level of support as fiscal year 1995/96. The Gas System Dividend will be 50% of the Gas System Net Income less Bond Interest Earnings, but no less than a \$1,700,000, plus a PILOT (Payment in Lieu of Taxes) fee of at least \$508,720. Such PILOT fee will be paid by the Gas Franchise Fees to offset such PILOT payment.
- In September 2000, with the adoption of the 2001/02 Annual Operating Budget, the City Council expanded this policy, which had previously been imposed only on the utility enterprises, to include an annual payment in lieu of taxes from the Marine and Airpark Fund. In FY 2009 the Parking Fund began paying the PILOT.
- M. **General Fund Unappropriated Retained Earnings.** It is a policy of the City Council to maintain a General Fund reserve equal to 8% of the subsequent year's budgeted expenditures as a contingency fund to meet unanticipated financial needs. Should funds in excess of 8% be available in any fiscal year, these funds shall be identified as available, and may be appropriated by the Council for specific Capital Improvement Projects or other one-time needs.
- In addition, the City Council will maintain an additional General Fund reserve equal to ½% of the subsequent year's budgeted expenditures to fund unanticipated retirements of General Fund long-term employees during the given fiscal year. Any appropriations approved by the City Manager during the year, for this purpose, will be noted in the City Manager's quarterly budget report.
- N. **Interfund Administrative Charge.** It is a policy of the City Council that an allocation shall be made annually distributing the costs for administrative support departments among all operating departments. This distribution shall be proportionately based on the operating department's annual budget and shall not be charged to General Fund departments.
- Upon adoption of the Gas Strategic Plan in fiscal year 1995/96, the Council agreed to maintain the same charge for administrative support from the Gas Fund for fiscal year 1995/96 which will be increased annually by estimated the cost of salary increase index (fiscal year 2001/02 - 5%).

City Council Policy – Budget and Finance

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

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

P. **Investment Policy.**

1. **Scope**

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

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

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

2. **Investment Objectives**

- A. Safety of principal is regarded as the highest priority in the handling of investments for the City. All other investment objectives are secondary to the safety of capital. Each investment transaction shall seek to first ensure that capital losses are avoided.
- B. The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To accomplish this the portfolio will be "laddered" with monthly maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible, the City will match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than 15 years from the date of purchase. Also, unless specifically matched against a debt or obligation not more than 15% of the portfolio will have a maturity greater than 10 years.
- C. The City's investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

3. **Performance Measurement**

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

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

City Council Policy – Budget and Finance

4. Prudence and Ethical Standards

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

5. Authorized Investments

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

- A. Direct Federal Government obligations. Investments in this category would include but not be limited to the following: United States Treasury Bills, Notes and Bonds, and securities issued by the Small Business Administration, Government National Mortgage Association (Ginnie Mae), Veterans Administration, and Federal Housing Administration.
- B. Federal Agencies and instrumentalities. Investments in this category would include but not be limited to the following: obligations of the Federal Home Loan Banks System (FHLB) or its distinct banks, Financing Corporation (FICO), the Federal Farm Credit Bank, Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), Student Loan Marketing Association (Sallie Mae), Financial Assistance Corporation and Federal Agriculture Mortgage Corporation (Farmer Mac).
- C. U.S. Securities and Exchange Council registered money market funds with the highest credit quality rating from a nationally recognized rating agency.
- D. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.
- E. Debt issued by the State of Florida or any political subdivision thereof including pools.
- F. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.
- G. Repurchase Agreements and reverse repurchase agreements collateralized by securities otherwise authorized in this policy.
- H. The Local Government Surplus Funds Trust Fund or any intergovernmental investing pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s. 163.01 Florida Statutes.
- I. Commercial paper of prime quality of the highest letter and numerical rating as provided for by at least one nationally recognized rating service.

6. Maturity and Liquidity Requirements

- A. The City will maintain a forecast of expected cash outflows and inflows by major categories. For months that the outflows exceed inflows the City will have investments maturing that month in excess of the forecasted deficits.
- B. The City's intention is to keep the weighted average maturity to three years or less. Due to market conditions and cash needs the average maturity may temporarily be greater than three years but no greater than five years.

7. Portfolio Composition, Risk and Diversification

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

Maturity date	10%	Specific instrument	8%
Specific issuer	40%	Specific dealer/broker	33%

City Council Policy – Budget and Finance

Commercial Paper	25%	Collateralized Mortgage Obligations and Real Estate Mortgage Investment Conduits	33%
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Diversification strategies within the established guidelines shall be reviewed and revised periodically as necessary by the Investment Committee.

8. Authorized Investment Institutions and Dealers

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

9. Third-Party Custodial Agreements

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

10. Master Repurchase Agreement

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

11. Bid Requirements

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

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

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

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

12. Internal Controls

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

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

13. Reporting

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

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

14. Continuing Education

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

- Q. **Maintenance of Capital Plant and Equipment.** It is a policy of the City Council that the City's budget will provide adequate funding for maintenance of capital plant and equipment and the funding for their orderly replacement.
- R. **Review of Annual Audit.** It is a policy of the City Council to have a Certified Public Accounting firm perform an annual audit on all of the City's funds. A work session will be held each year within 60 days of the release of the annual financial audit of the City. At that time, the overall financial condition of the City and its enterprise funds will be reviewed.
- S. **Review of Rate Schedules.** It is a policy of the City Council to review rate schedules of the City of Clearwater enterprise funds at a minimum of every 5 years. The purpose of the review will be to assure rates are set in a manner to be fair and equitable while covering the City's cost to provide the service. Unrestricted utility fund balances (working capital reserves) should be maintained pursuant to the most recent rate review or at a level equivalent to at least six months' operation and maintenance expense, whichever is greater, and three months for all other enterprise and internal funds
- T. **Road Millage.** In order to maintain the City's sidewalks and streets (including curbs and bridges), a road millage will be designated as a part of the annual budget process. Priorities will be determined first on functional and safety considerations. Road Millage may be used for aesthetic repairs.
- U. **Special Events Fee.** The Special Events Committee will review applications for use of City beaches, sidewalks, outdoor recreation open space and rights-of-way. Sponsoring organizations will be responsible for the costs of all City services needed in conjunction with the events unless they are City sponsored or co-sponsored events.

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

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



FISCAL YEAR 2019/20 BUDGET PROCESS CALENDAR

OCTOBER 2018

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
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28	29	30	31			

NOVEMBER 2018

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DECEMBER 2018

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JANUARY 2019

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FEBRUARY 2019

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MARCH 2019

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February – April

City Manager and Assistant City Managers review six-year capital improvement plan, department organization and proposed program savings with department directors

March – April

Departments prepare operating budgets

May 14

City Council held strategic planning session

May – June

City Manager meetings with departments to provide final direction and finalize department budgets

May 31

Receipt of early “estimate of taxable values” from Pinellas County

June 28

Receipt of preliminary taxable values from Pinellas County (figures used in budget)

June 28

City Manager releases Preliminary Operating and Capital Improvement Budget to the City Council

July 18

City Council reviews budget proposal and sets Tentative Millage Rate

August 22

Special Council Meeting to discuss Preliminary Budget

August 3

City must provide Pinellas County with Tentative Millage Rate

September 5

First Public hearing to approve millage rate and Annual Operating and Capital Improvement Budgets; Public Hearing on Penny for Pinellas projects

September 19

Final Public Hearing to adopt millage rate and Annual Operating and Capital Improvement Budget

APRIL 2019

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MAY 2019

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JUNE 2019

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JULY 2019

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AUGUST 2019

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SEPTEMBER 2019

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GOVERNMENTAL ORGANIZATION

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

This budget document includes all funds that are appropriated budgets for the fiscal year beginning October 1, 2019. The City of Clearwater provides a full range of services normally associated with a municipality, including police and fire protection, public works operations, code enforcement activities, permitting and building services, economic development services, parks, libraries and other recreational services. In addition, the City provides its citizens with water, reclaimed water, sewer, stormwater, gas, solid waste, recycling utilities, and operates a full service marina, airpark, a public fishing pier, and maintains boat slips in the downtown area.

BUDGET PROCEDURES

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

Budget Presentation

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

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

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

Capital Improvement Fund

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

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

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

Budget Amendments After Adoption

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

- ***Supplemental appropriations.*** If during the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council, by ordinance, may make supplemental appropriations for the year up to the amount of such excess.
- ***Emergency appropriations.*** To meet a public emergency affecting life, health, property or the public welfare, the City Council may make emergency appropriations. Such appropriations may be made by emergency ordinance. To the extent that there are no available unappropriated revenues to meet such appropriations, the City Council may by such ordinance authorize the issuance of emergency notes which may be renewed from time to time, but the emergency notes and renewals of any fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.
- ***Reduction of appropriations.*** If at any time during the fiscal year it appears probable to the City Manager that the revenues available will be insufficient to meet the amount appropriated, such event shall be reported to the City Council without delay. Such report shall indicate the estimated amount of the deficit, any remedial action taken by the City Manager and recommendation as to any other steps to be taken. The City Council shall then take such further action as it deems necessary to prevent or minimize any deficit, and for that purpose it shall by ordinance reduce one or more appropriations.
- ***Transfer of appropriations.*** At any time during the fiscal year the City Manager may for reasons of economy or efficiency, transfer part or all of any unencumbered appropriation balance among programs within an operating fund, provided such action does not result in the discontinuance of a program. The City Manager may transfer appropriations within the capital budget provided such transfer does not result in changing the scope of any project or the fund source included in the adopted capital budget. Such operating and capital transfers must be included in the next budget review presented to the City Council. Upon detailed written request by the City Manager, the City Council may by ordinance transfer part or all of any unencumbered appropriation balance from one fund to another.
- ***Limitations; effective date.*** No appropriation for debt service may be reduced or transferred except where such reduction or transfer is surplus and will not jeopardize the specific debt service requirements. No appropriation may be reduced below any amount required by law to be appropriated by more than the unencumbered balance thereof. The supplemental and emergency appropriation and reduction or transfer of appropriations authorized by this section may be made effective immediately upon adoption.
- ***Penny for Pinellas.*** If after adoption of the capital improvement budget and program there is a change proposed for the use of Penny for Pinellas tax, adding or subtracting \$500,000 or more from a project approved in the capital improvement budget or adding new projects in excess of \$500,000, there shall be an advertised public hearing before the City Council.

Quarterly Report to Citizens

The Code of Ordinances also requires that the City Manager prepare a quarterly report addressing the status of the operating and capital improvement budgets. This report provides anticipated quarterly income estimates, actual collections and variances between estimated and actual income for all City operating funds; projected quarterly expenditure estimates, actual expenditures and variances between estimated and actual expenditures for City operating funds; a narrative explanation of significant variances; and the financial status of all active capital improvement projects.

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

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

Public Participation

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

In addition, the two public hearings, required by state law, were held September 5 and 19, 2019, for the final adoption of the 2019/20 budget ordinances. These mandated public hearings for ordinance adoption in September completed the process of citizen participation in the 2019/20 budget.

Truth In Millage (TRIM)

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

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

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

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

BUDGETARY BASIS

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

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

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

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

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

FINANCIAL STRUCTURE

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

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

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

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

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

- **Special Development Fund** - The Special Development Fund is used to account for the appropriation of revenues restricted by statute or ordinance for a specific purpose. Revenues which are accounted for in the Special Development Fund include the "Penny for Pinellas" one-cent sales tax, recreation impact fees, transportation impact fees, local option gas tax and the portion of ad-valorem taxes designated as road millage.
- **Special Program Fund** - The Special Program Fund is used to account for proceeds from grants or donations and specific funding sources such as Law Enforcement Trust proceeds.
- **Other Housing Assistance Funds** - The Housing Assistance Trust Funds are used to account for grant proceeds and program expenditures for the State Housing Initiatives Partnerships (SHIP) Program and the Home Investment Partnership Program (HOME).

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

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

The City of Clearwater operates eight Enterprise funds:

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

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

The City of Clearwater operates four Internal Service Funds:

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

City of Clearwater
DEPARTMENT/FUND STRUCTURE

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

City of Clearwater
DEPARTMENT/FUND STRUCTURE (continued)

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

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

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



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

	2015-16	2016-17	2017-18	2018-19	2019-20
ASSESSED PROPERTY VALUE:					
Taxable Valuation of Existing Structures	8,681,755,210	9,329,404,434	10,063,351,814	10,834,295,489	11,827,812,792
Taxable Valuation of New Construction	66,930,097	70,696,000	117,579,109	325,629,958	90,101,411
Total, Taxable Valuation:	<u>8,748,685,307</u>	<u>9,400,100,434</u>	<u>10,180,930,923</u>	<u>11,159,925,447</u>	<u>11,917,914,203</u>
Value of a Mill	8,748,685.00	9,400,100.00	10,180,931.00	11,159,925.00	11,917,914.00
Less Estimated Discount	(349,947)	(376,004)	(407,237)	(446,397)	(476,717)
NET VALUE OF ONE MILL:	<u>8,398,738</u>	<u>9,024,096</u>	<u>9,773,694</u>	<u>10,713,528</u>	<u>11,441,197</u>

2015-16		2016-17		2017-18		2018-19		2019-20	
Mills	Tax Revenue								
1.0779	9,053,390	0.9252	8,348,690	0.8542	8,348,690	0.6962	7,458,920	0.9601	10,984,280
3.6744	30,860,436	3.8281	34,544,723	3.8960	38,078,247	4.7993	51,417,717	4.5153	51,660,924
0.0476	400,000	0.0443	400,000	0.0409	400,000	0.0373	400,000	0.0350	400,000
0.1094	918,936	0.1119	1,009,484	0.1183	1,156,035	0.1384	1,482,840	0.1609	1,841,094
4.9094	41,232,762	4.9094	44,302,897	4.9094	47,982,972	5.6713	60,759,477	5.6713	64,886,298
0.2456	2,062,730	0.2456	2,216,318	0.2456	2,400,419	0.2837	3,039,583	0.2837	3,246,033
5.1550	43,295,492	5.1550	46,519,215	5.1550	50,383,391	5.9550	63,799,059	5.9550	68,132,331



BUDGET SUMMARY
CITY OF CLEARWATER - FISCAL YEAR 2019-20

THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 2.0%
 MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

General Fund **5.9550**

ESTIMATED REVENUES:	GENERAL FUND	SPECIAL REVENUE FUNDS	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	CAPITAL IMPROVEMENT FUND	TOTAL ALL FUNDS
ESTIMATED REVENUES:							
Taxes:		Millage per \$1,000					
Ad Valorem Taxes	5.9550	64,911,420	3,247,290				68,158,710
Utility Taxes		15,575,000					15,575,000
Local Option, Fuel & Other Taxes		6,614,400	13,279,230				19,893,630
Franchise Fees		10,010,000					10,010,000
Other Permits and Fees		2,739,000		1,400			2,740,400
Intergovernmental Revenue		23,499,780	3,427,700		4,500	2,747,740	29,679,720
Charges For Services		15,569,430	150,000	180,613,650	11,812,320	63,845,250	271,990,650
Fines & Forfeitures		1,264,000		574,000	703,890		2,541,890
Miscellaneous Revenues		2,779,819	700,000	3,896,500	808,330	2,261,000	10,495,649
Other Financing Sources						50,000	9,408,000
TOTAL SOURCES	142,962,849	20,804,220	185,085,550	13,329,040	66,106,250	12,205,740	440,493,649
Transfers In		11,299,031	2,272,934	0	0	85,682,441	99,254,406
Fund Balances/Reserves/Net Assets		25,747,732	24,911,991	161,870,749	19,839,090	59,652,692	292,022,254
TOTAL REVENUES, TRANSFERS & BALANCES	180,009,612	47,989,145	346,956,299	33,168,130	125,758,942	97,888,181	831,770,309
EXPENDITURES:							
General Government Services		14,172,426	37,380		52,729,510	21,940,300	88,879,616
Public Safety		76,312,520	30,000		930,200	3,438,000	80,710,720
Physical Environment		980,250		126,025,200		56,332,630	183,338,080
Transportation		9,665,620			4,102,810	6,455,160	20,223,590
Economic Environment		2,353,860	1,743,423			2,573,720	6,671,003
Human Services		231,250	1,500		1,703,020		1,935,770
Culture & Recreation		34,386,070	349,730		5,139,050	6,962,080	46,836,930
Debt Service		867,690		10,861,490		9,283,780	21,012,960
Total Expenditures	138,969,686	2,162,033	136,886,690	10,172,060	63,716,310	97,701,890	449,608,669
Transfers Out		13,023,514	22,223,261	60,203,430	2,033,610	1,584,300	186,291
Fund Balances/Reserves/Net Assets		28,016,412	23,603,851	149,866,179	20,962,460	60,458,332	282,907,234
TOTAL APPROPRIATED EXPENDITURES							
TRANSFERS, RESERVES & BALANCES	180,009,612	47,989,145	346,956,299	33,168,130	125,758,942	97,888,181	831,770,309

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



GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
UNASSIGNED FUND BALANCE				13,155,917
REVENUES:				
Ad Valorem Taxes	48,294,661	60,858,200	60,990,340	64,911,420
Utility Taxes	15,544,160	15,188,200	15,888,200	15,575,000
Local Option, Fuel & Other Taxes	6,677,715	6,649,400	6,499,400	6,614,400
Franchise Fees	9,992,264	9,748,000	10,148,000	10,010,000
Other Permits and Fees	3,372,026	2,313,500	2,838,500	2,739,000
Intergovernmental Revenues	23,198,315	23,141,960	23,441,044	23,499,780
Charges for Services	15,915,397	15,290,960	15,550,960	15,569,430
Judgments, Fines & Forfeits	1,724,608	1,184,000	1,589,000	1,264,000
Miscellaneous Revenues	2,615,385	2,375,800	4,768,979	2,748,000
Transfers In	10,848,018	11,100,610	11,840,562	11,330,850
Other Financing Sources	-	-	-	-
TOTAL BUDGETED REVENUES	138,182,549	147,850,630	153,554,985	154,261,880
Transfer (to) from Surplus	-	288,370	(1,710,334)	(2,268,680)
TOTAL REVENUES	138,182,549	148,139,000	151,844,651	151,993,200
EXPENDITURES:				
City Council	356,030	383,990	383,990	391,040
City Manager's Office	1,004,677	1,087,350	1,144,200	1,212,580
City Attorney's Office	1,523,084	1,746,160	1,746,160	1,770,760
City Audit	210,541	230,950	230,962	226,000
CRA Administration	417,605	410,030	472,057	459,530
Economic Development & Housing	1,599,916	1,921,310	1,921,310	1,907,560
Engineering	7,429,547	7,991,460	7,991,796	8,330,520
Finance	2,206,717	2,584,870	2,585,047	2,747,190
Fire	26,609,610	27,641,780	28,343,790	28,532,540
Human Resources	1,134,908	1,521,310	1,521,386	1,575,860
Library	7,049,970	7,439,790	7,439,790	7,871,950
Non-Departmental	11,674,657	14,239,940	15,844,310	10,948,640
Official Records & Legislative Services	1,127,501	1,123,770	1,123,818	1,224,070
Parks & Recreation	28,794,089	29,846,370	29,846,400	31,807,990
Planning & Development	5,720,205	6,151,040	6,181,040	6,571,820
Police	40,758,198	42,351,890	43,601,605	44,832,880
Public Communications	1,030,070	1,170,840	1,170,840	1,192,620
Public Utilities - Maintenance Facility	272,791	296,150	296,150	389,650
TOTAL EXPENDITURES	138,920,116	148,139,000	151,844,651	151,993,200
Source/(Use) of Fund Equity	-	-	-	2,268,680
ENDING FUND BALANCE	-	-	-	15,424,597

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				21,333,791
REVENUES:				
Charges for Service	85,125,537	87,465,240	87,465,240	90,630,120
Judgments, Fines & Forfeits	302,917	271,000	271,000	271,000
Miscellaneous Revenues	1,685,005	837,460	837,460	1,740,000
Transfers In	11,521,382	-	1,176	-
TOTAL BUDGETED REVENUES	98,634,841	88,573,700	88,574,876	92,641,120
Fund Reserves	-	-	15,149,390	8,266,020
TOTAL REVENUES	98,634,841	88,573,700	103,724,266	100,907,140
EXPENDITURES:				
Administration	1,435,570	1,635,240	1,636,416	1,665,960
Wastewater Collection	6,828,391	16,074,400	16,074,400	16,189,040
Infrastructure Maintenance	6,825,934	5,739,030	5,739,030	9,116,670
WW Environment Technologies	16,001,459	33,961,510	33,961,510	30,107,300
Laboratory Operations	1,398,181	2,704,510	2,704,510	1,642,830
Industrial Pretreatment	816,636	920,550	920,550	939,740
Water Distribution	14,309,152	10,954,390	21,110,890	22,064,270
Water Supply	20,239,930	18,682,630	18,682,630	16,402,580
Reclaimed Water	2,791,612	2,894,330	2,894,330	2,778,750
Non-Departmental	-	10,156,500	-	-
TOTAL EXPENDITURES	70,646,865	103,723,090	103,724,266	100,907,140
Source/(Use) of Fund Equity	-	-	-	(8,266,020)
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	13,067,771

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				30,930,361
REVENUES:				
Charges for Service	18,343,558	18,336,780	18,336,780	16,928,900
Judgments, Fines & Forfeits	74,284	70,000	70,000	73,000
Miscellaneous Revenues	748,886	448,000	448,000	760,000
Transfers In	4,087,087	-	312	-
TOTAL BUDGETED REVENUES	23,253,815	18,854,780	18,855,092	17,761,900
Fund Reserves	-	-	-	5,059,440
TOTAL REVENUES	23,253,815	18,854,780	18,855,092	22,821,340
EXPENDITURES:				
Eng/Stormwater Management	9,545,459	12,280,060	12,280,120	16,642,460
Eng/Stormwater Maintenance	5,683,993	6,574,720	6,574,972	6,178,880
TOTAL EXPENDITURES	15,229,452	18,854,780	18,855,092	22,821,340
Source/(Use) of Fund Equity	-	-	-	(5,059,440)
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	25,870,921

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				19,800,513
REVENUES:				
Intergovernmental Revenues				
Charges for Service	44,499,208	47,036,860	48,814,767	47,045,630
Judgments, Fines & Forfeits	136,210	132,000	132,000	132,000
Miscellaneous Revenues	1,002,870	450,490	484,630	584,500
Transfers In	14,317,704	-	-	-
TOTAL BUDGETED REVENUES	59,955,992	47,619,350	49,431,397	47,762,130
Fund Reserves	-	-	-	-
TOTAL REVENUES	59,955,992	47,619,350	49,431,397	47,762,130
EXPENDITURES:				
Gas Administration & Supply	20,949,454	22,677,160	23,906,594	23,945,000
Pinellas Gas Operations	7,176,718	8,099,530	9,203,217	9,029,470
Pasco Gas Operations	4,286,633	7,451,980	6,374,030	6,681,510
Gas System Marketing & Sales	21,056,847	6,479,800	6,925,223	7,266,580
TOTAL EXPENDITURES	53,469,652	44,708,470	46,409,064	46,922,560
Source/(Use) of Fund Equity	-	-	-	839,570
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	20,640,083

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				20,245,469
REVENUES:				
Other Permits and Fees	1,131	1,000	1,000	1,000
Charges for Service	22,734,278	23,659,000	23,659,000	23,659,000
Judgments, Fines & Forfeits	87,663	85,000	85,000	90,000
Miscellaneous Revenues	962,176	512,000	512,000	662,000
Transfers In	3,861,953	-	-	-
Subtotal Solid Waste Revenues	27,647,201	24,257,000	24,257,000	24,412,000
Other Permits and Fees	345	400	400	400
Intergovernmental Revenues	82,821	-	-	-
Charges for Service	2,228,977	2,295,000	2,295,000	2,350,000
Judgments, Fines & Forfeits	8,738	8,000	8,000	8,000
Miscellaneous Revenues	199,051	183,200	183,200	150,000
Transfers In	2,957	-	-	-
Subtotal Recycling Revenues	2,522,889	2,486,600	2,486,600	2,508,400
TOTAL BUDGETED REVENUES	30,170,091	26,743,600	26,743,600	26,920,400
Fund Reserves	-	-	-	-
TOTAL REVENUES	30,170,091	26,743,600	26,743,600	26,920,400
EXPENDITURES:				
Solid Waste Administration	970,382	1,087,370	1,087,370	1,121,860
Solid Waste Collection	16,235,324	18,633,870	18,633,870	18,254,990
Solid Waste Transfer	17,670,735	1,756,070	1,756,070	2,278,360
Container Maintenance	867,147	889,510	889,510	941,510
Subtotal Solid Waste Expenditures	35,743,588	22,366,820	22,366,820	22,596,720
Recycling-Residential	1,300,830	1,609,530	1,609,530	1,426,960
Recycling-Multi Family	445,731	440,920	440,920	496,640
Recycling-Commercial	4,468,938	1,856,490	1,856,490	1,918,760
Subtotal Recycling Expenditures	6,215,499	3,906,940	3,906,940	3,842,360
TOTAL EXPENDITURES	41,959,087	26,273,760	26,273,760	26,439,080
Source/(Use) of Fund Equity	-	-	-	481,320
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	20,726,789

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				
786,733				
REVENUES:				
Intergovernmental Revenues	4,929	4,500	4,500	4,500
Charges for Service	4,961,974	4,571,960	4,955,770	5,037,600
Judgments, Fines & Forfeits	3,028	3,000	3,000	3,000
Miscellaneous Revenues	131,288	96,000	96,000	119,300
Transfers In	-	-	10,000	-
TOTAL BUDGETED REVENUES	5,101,219	4,675,460	5,069,270	5,164,400
Use of Fund Equity	-	-	-	-
TOTAL REVENUES	5,101,219	4,675,460	5,069,270	5,164,400
EXPENDITURES:				
Marina Operations	4,444,835	4,395,110	5,038,920	5,058,860
TOTAL EXPENDITURES	4,444,835	4,395,110	5,038,920	5,058,860
Source/(Use) of Fund Equity	-	-	-	105,540
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	892,273

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				
532,874				
REVENUES:				
Intergovernmental Revenues	-	-	-	-
Charges for Service	18,633	20,000	20,000	20,000
Miscellaneous Revenues	308,566	305,600	305,600	322,680
Transfers In	10,000	-	-	-
TOTAL BUDGETED REVENUES	337,199	325,600	325,600	342,680
Use of Fund Equity	-	-	15,000	-
TOTAL REVENUES	337,199	325,600	340,600	342,680
EXPENDITURES:				
Airpark Operations	270,721	304,940	319,940	280,690
TOTAL EXPENDITURES	270,721	304,940	319,940	280,690
Source/(Use) of Fund Equity	-	-	-	61,990
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	594,864

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				1,522,359
REVENUES:				
Intergovernmental Revenues	-	-	-	-
Charges for Service	802,236	795,000	795,000	843,670
Judgments, Fines & Forfeits	259	800	800	800
Miscellaneous Revenues	30,210	19,400	19,400	41,350
Transfers In	-	-	-	-
TOTAL BUDGETED REVENUES	832,705	815,200	815,200	885,820
Use of Fund Equity	-	-	-	-
TOTAL REVENUES	832,705	815,200	815,200	885,820
EXPENDITURES:				
Clearwater Harbor Marina Operations	603,235	815,110	815,110	821,500
TOTAL EXPENDITURES	603,235	815,110	815,110	821,500
Source/(Use) of Fund Equity	-	-	-	64,320
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	1,586,679

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				14,573,250
REVENUES:				
Charges for Service	5,700,601	6,083,090	6,083,090	5,911,050
Judgments, Fines & Forfeits	654,056	650,450	650,450	700,090
Miscellaneous Revenues	250,877	202,000	202,000	325,000
Transfers In	62,036	-	167	-
TOTAL BUDGETED REVENUES	6,667,571	6,935,540	6,935,707	6,936,140
Use of Fund Equity	-	-	-	-
TOTAL REVENUES	6,667,571	6,935,540	6,935,707	6,936,140
EXPENDITURES:				
Engineering/Parking System	3,876,205	3,809,330	3,905,845	4,287,810
Engineering/Parking Enforcement	582,154	650,450	722,486	700,090
Parks & Rec/Beach Guards Operations	848,849	936,110	936,110	980,200
Marine & Aviation/Seminole Street Boat Ramp	-	-	-	76,520
TOTAL EXPENDITURES	5,307,208	5,395,890	5,564,441	6,044,620
Source/(Use) of Fund Equity	-	-	-	891,520
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	15,464,770

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				4,941,719
Charges for Service	5,142,361	5,522,310	5,522,310	6,060,250
Miscellaneous Revenues	101,486	39,000	39,000	175,000
Transfers In	260,225	-	206	-
TOTAL BUDGETED REVENUES	5,504,072	5,561,310	5,561,516	6,235,250
Fund Reserves	-	-	-	-
TOTAL REVENUES	5,504,072	5,561,310	5,561,516	6,235,250
EXPENDITURES:				
Administration	374,619	403,460	403,498	405,590
Building & Maintenance	4,776,730	5,157,850	5,158,018	5,750,360
TOTAL EXPENDITURES	5,151,349	5,561,310	5,561,516	6,155,950
Source/(Use) of Fund Equity	-	-	-	79,300
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	5,021,019

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				3,977,418
Charges for Service	11,453,802	12,238,530	12,238,530	12,816,930
Miscellaneous Revenues	181,723	149,000	149,000	180,000
Transfers In	662,344	-	204	-
TOTAL BUDGETED REVENUES	12,297,869	12,387,530	12,387,734	12,996,930
Fund Reserves	-	-	-	-
TOTAL REVENUES	12,297,869	12,387,530	12,387,734	12,996,930
EXPENDITURES:				
Information Technology/Admin	386,250	396,450	396,794	413,090
Info Tech/Network Services	3,608,546	3,983,890	3,983,750	4,184,050
Info Tech/Software Applications	3,239,100	2,996,710	2,996,710	3,274,240
Info Tech/Telecommunications	758,636	840,730	840,730	915,440
Public Comm/Courier	170,016	191,310	191,310	193,160
Utility Customer Service	3,355,711	3,814,260	3,814,260	3,785,780
TOTAL EXPENDITURES	11,518,259	12,223,350	12,223,554	12,765,760
Source/(Use) of Fund Equity	-	-	-	231,170
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	4,208,588

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				5,268,290
Intergovernmental Revenues	-	-	-	-
Charges for Service	15,908,066	18,397,890	18,397,890	19,558,770
Miscellaneous Revenues	1,232,314	733,000	733,000	1,106,000
Transfers In	1,760	-	222	-
TOTAL BUDGETED REVENUES	17,142,140	19,130,890	19,131,112	20,664,770
Fund Reserves	-	1,045,730	1,435,730	124,030
TOTAL REVENUES	17,142,140	20,176,620	20,566,842	20,788,800
EXPENDITURES:				
Fleet Maintenance	14,482,894	17,350,000	17,740,210	18,490,280
Radio Communications	1,611,618	2,826,620	2,826,632	2,298,520
TOTAL EXPENDITURES	16,094,512	20,176,620	20,566,842	20,788,800
Source/(Use) of Fund Equity	-	-	-	(124,030)
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	5,144,260

CENTRAL INSURANCE FUND

STATEMENT OF REVENUES AND EXPENDITURES

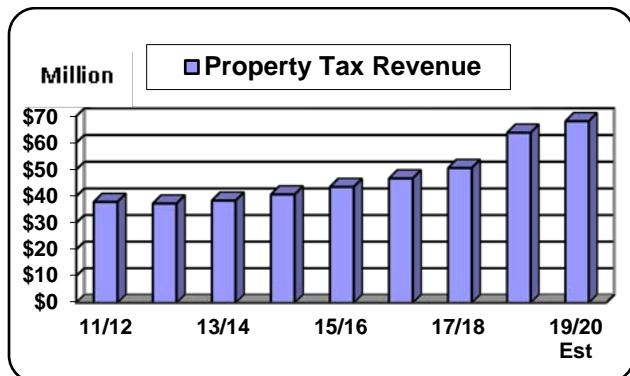
	ACTUAL FY 17/18	BUDGET FY 18/19	THIRD QUARTER AMENDED BUDGET FY 18/19	APPROVED FY 19/20
FUND EQUITY (Unrestricted Net Assets)				12,586,529
Charges for Service	24,463,785	26,645,480	26,645,480	25,409,300
Miscellaneous Revenues	2,067,223	527,000	527,000	800,000
Transfers In	12,800	-	-	-
TOTAL BUDGETED REVENUES	26,543,808	27,172,480	27,172,480	26,209,300
Fund Reserves	-	-	-	-
TOTAL REVENUES	26,543,808	27,172,480	27,172,480	26,209,300
EXPENDITURES:				
Risk Management	346,293	499,900	499,900	432,850
Employee Benefits	352,286	399,550	399,550	401,490
Employee Health Center	1,443,308	1,752,040	1,752,040	1,703,020
Non-Departmental	21,844,470	24,499,830	24,499,830	23,052,740
TOTAL EXPENDITURES	23,986,357	27,151,320	27,151,320	25,590,100
Source/(Use) of Fund Equity	-	-	-	619,200
ENDING FUND EQUITY (Unrestricted Net Assets)	-	-	-	13,205,729

Major Revenue Sources

The following revenue sources represent the most significant or major revenue sources supporting the City's General Fund and major enterprise operations. City revenues are analyzed early in the budget process and during the rate study reviews of our utility and enterprise operations. Revenue descriptions and trend analysis is provided for these revenue sources as outlined below with actual revenues through fiscal year 2017/18 and approved budgeted revenues for fiscal years 2018/19 and 2019/20.

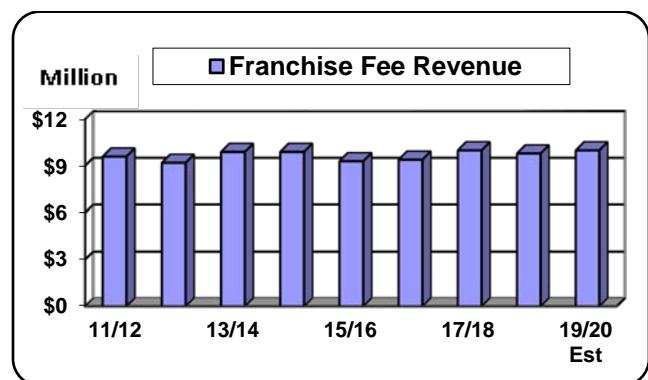
Property Tax Revenue

Property taxes, or ad valorem taxes, are derived from the levy of taxes on all real and personal property in the City of Clearwater. Homesteaded property owners are allowed an exemption of up to \$50,000 from the value of their taxable property. Furthermore, senior citizens in the City of Clearwater can qualify for up to an additional \$25,000 in exemptions. The Pinellas County Property Appraiser sets the assessed value of the property and certifies the tax roll to the City. The City then sets the millage rate at which the property owners are taxed which generates \$1 per \$1,000 of taxable value. For fiscal year 2019/20, the City's certified taxable values are approximately \$11.9 billion, an increase of approximately \$758 million, or 6.8% in the City's tax base from last year. The City anticipates collecting \$68.2 million in Property Tax Revenue in fiscal year 2019/20, \$64.9 million to support General Fund operations and \$3.2 million set aside by City Council policy to provide funding for City road maintenance projects. Anticipated revenues for 2019/20 reflect an increase of approximately \$4.4 million over prior year due to increased property values. Property tax revenue represents approximately 42% of total General Fund revenues.



Franchise Fee Revenue

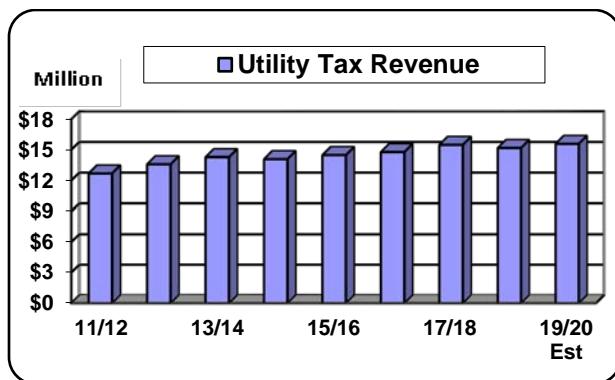
The City collects a franchise fee of 6% of gross receipts levied on a business in exchange for the purpose of operating a franchise for an electric power plant (Duke Energy) or a gas system (Clearwater Gas). Revenue estimates are based on rate increase information provided by the respective companies, expected growth and historical trends. Collections from franchise fees are estimated at \$10,010,000 for fiscal year 2019/20; which represents Duke Energy revenues estimated at \$9,400,000 and Clearwater Gas revenues estimated at \$610,000. Franchise Fee revenue represents approximately 6.5% of total General Fund revenues.



Utility Tax Revenue

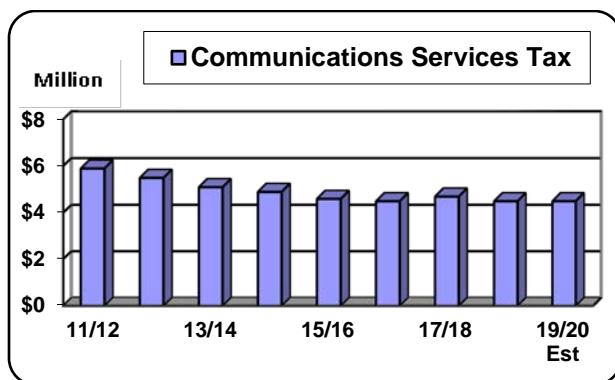
Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at \$15,575,000 for fiscal year 2019/20; which represents

\$11,000,000 for electricity, \$3,750,000 for water, \$700,000 for gas, and \$125,000 for propane. Utility Tax revenue represents approximately 10% of total General Fund Revenues.



Communications Services Tax

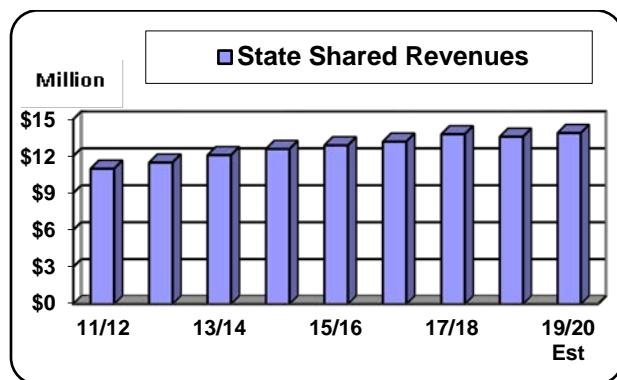
The Communication Services Tax Simplification law went into effect in October 2001. This tax replaced the franchise and utility tax revenue that cities had previously collected on communications services. The tax is imposed on retail sales of communication services at a rate of 5.12%. Revenue estimates are based on expected growth, and historical trends. Collections from Communications Service Taxes are estimated at \$4,514,400 for fiscal year 2019/20, representing approximately 2.9% of total General Fund Revenues.



State Shared Revenues

The City receives revenues from the State of Florida from the following sources: Revenue Sharing

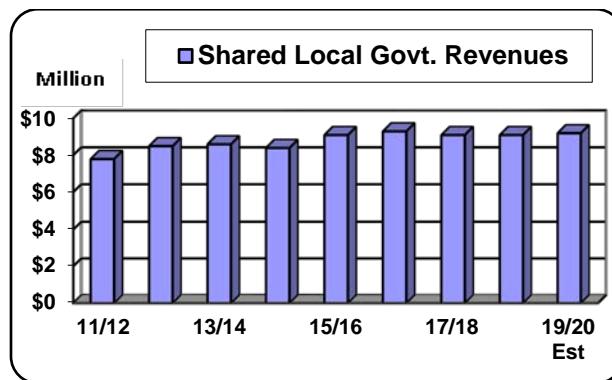
(derived from Sales and Use Taxes, Once Cent Municipal Fuel Tax and State Alternative Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; Fire Incentive Reimbursement; and Municipal Motor Vehicle Refund. The State determines the distribution to the local governments based upon tax collections, population, local ability to raise revenue, as well as funds expended for reimbursement. Revenue estimates are based on expected growth and historical trends. Collections from State Shared Revenues are estimated at \$13,915,000 for fiscal year 2019/20; this represents \$3,920,000 for State Revenue Sharing, \$105,000 for Mobile Home Licenses Tax, \$120,000 for Alcoholic Beverage License Tax, \$7,450,000 for Half-Cent Sales Tax, \$2,130,000 for Public Safety Pensions, \$80,000 for Fire Incentive Reimbursement, and \$110,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 9% of total General Fund Revenues.



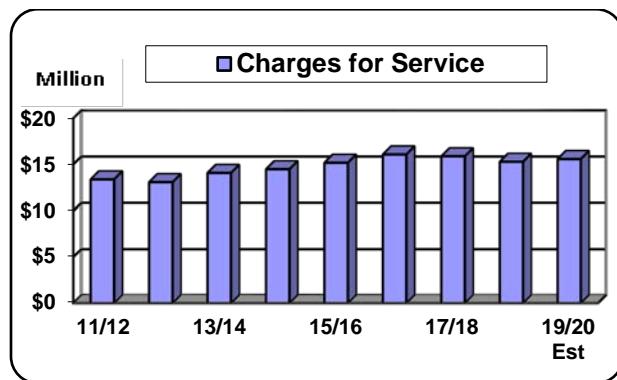
Shared Revenue from Local Governments

The City receives revenues from Pinellas County based on Interlocal agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the Library Cooperative making library services available to any resident of the member library communities and/or unincorporated Pinellas County residents; Pinellas County Traffic Signal Reimbursement which reimburses actual maintenance costs of the City to maintain certain

traffic signals in the county; County Fire Protection Tax which reimburses the City for the provision of fire services to the County unincorporated areas within the designated Clearwater Fire District; and County Emergency Medical Services (EMS) Tax which reimburses the City for the provision of EMS services within the Clearwater Fire District. Revenues are estimated based on current contracts and agreements. Collections from Other Local Government Shared Revenues are estimated at \$9,190,800 for fiscal year 2019/20; this represents \$787,000 for Pinellas County Library Cooperative, \$203,800 for County Traffic Signal Reimbursement, \$2,200,000 for County Fire Protection Tax, and \$6,000,000 for County EMS Tax. Shared Revenues from Local Governments represent approximately 6% of total General Fund Revenues.



allocation distributing the estimated costs for General Fund administrative support departments such as the City Manager's Office, City Attorney, Human Resources, and Finance departments among all departments in the city based proportionately upon the operating department's annual budget. This administrative charge is estimated at \$7,311,570 for fiscal year 2019/20. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Engineering, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at \$2,859,330 for fiscal year 2019/20. Total Charges for service revenues are budgeted at \$15,569,430 for fiscal year 2019/20 which represents approximately 10% of General Fund revenues.



Charges for Service Revenue

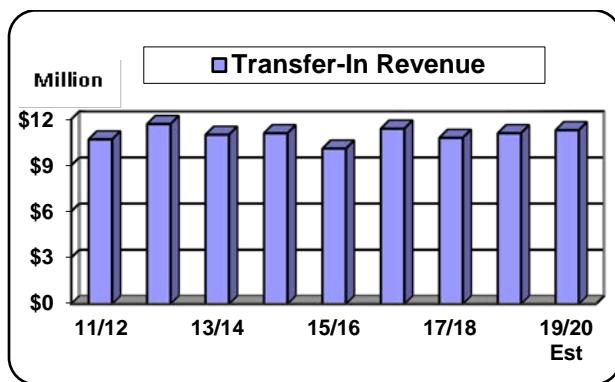
Charges for service revenue represents all fees collected by General Fund departments for services provided to residents and non-resident users. These charges include fees for building and planning services; public safety fees; fees for parks and recreation services such as play passes, sporting league registration fees, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, concessions and souvenirs. For fiscal year 2019/20, charges for service fees are estimated at \$5,398,530. Also included in charges for service revenue are various reimbursements to the General Fund from the City's Enterprise Funds. This includes an administrative charge representing an annual

Transfer-In Revenues

Transfer-In revenues represent revenues derived from City Council Policy, which require Enterprise Funds to pay the General Fund a "Payment in Lieu of Taxes" (PILOT). This is based upon a percentage of prior year gross revenues of the various funds, with the exception of the Gas Utility which pays an annual dividend to the General Fund. Total revenues for PILOT/Gas dividend are estimated at \$10,234,340 for fiscal year 2019/20. Transfer-in revenues also include transfers from other funds including the Community Redevelopment Agency, Parking Fund and the Special Program Fund for agreements reimbursing the General Fund for administrative support. For fiscal year 2019/20 this is estimated at \$1,096,510.

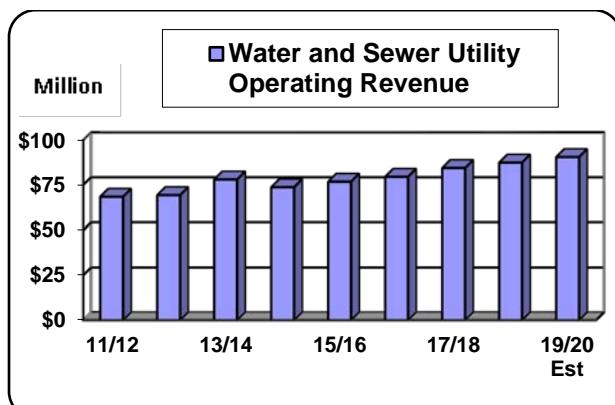
Major Revenue Sources

Total transfer-in revenues represent approximately 7.5% of General Fund revenues.



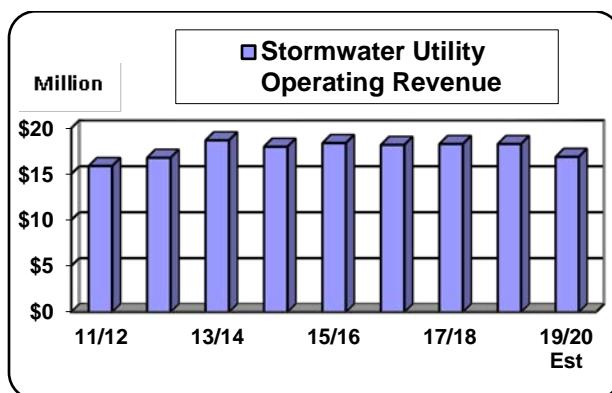
Water and Sewer Operating Revenue

The Water and Sewer Utility fund is the City's largest utility operation. By City Council policy, the City obtains an independent rate study on a regular basis. A revenue sufficiency analysis was completed in July 2017 resulting in the adoption of a 6.25% increase for fiscal year 2018 and a 4.0% increase for fiscal years 2019-2022. The analysis continues to support a planned increase to provide adequate revenue to meet the utility's cost, debt service coverage, and reserve requirements through fiscal year 2022. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at \$90,630,120 for fiscal year 2019/20, which represent approximately 98% of total Water and Sewer fund revenues. The following graph represents operating revenue from the sale of water, reclaimed water, and the collection of sewer.



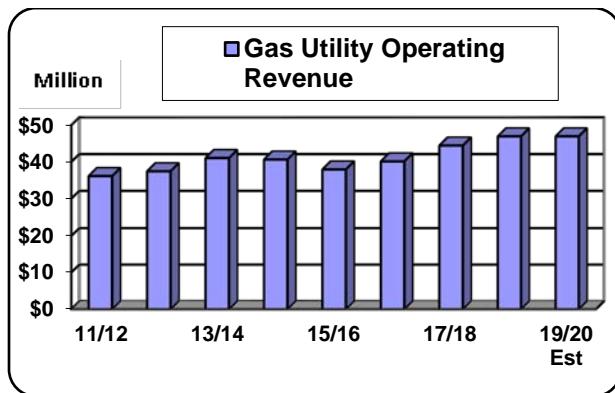
Stormwater Utility Revenue

The City's Stormwater Program completed a revenue sufficiency analysis in August 2019. The results of this were approved by Council in August 2019 updating the last three years of the current rate structure. An 8.5% decrease per Each Residential Unit (ERU) will be effective October 1, 2019, with planned 0.5% increases for October 2020 and 2021. These increases will provide adequate revenue to meet the utility's cost, debt service coverage, and reserve requirements through fiscal year 2022. Stormwater Charges for Service Revenues estimated based upon the most current rate study, are budgeted at \$16,928,900 for fiscal year 2019/20, which represents 95% of total Stormwater fund revenues.



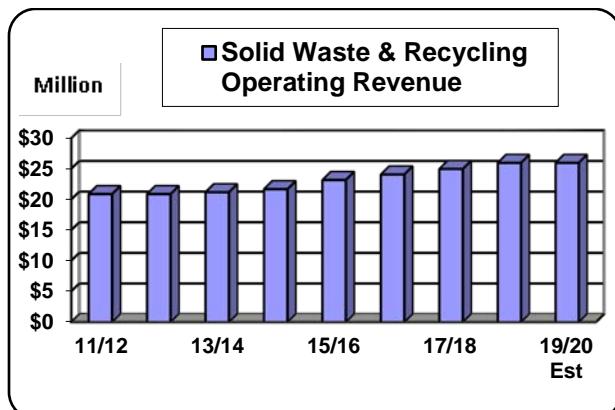
Gas Utility Operating Revenue

The City's Gas System operates over 949 miles of underground gas main and handles the supply and distribution of both natural and propane (LP) gas throughout portions of Pinellas and Pasco Counties. Gas rates change periodically due to fluctuation in wholesale costs. Long-term gas supply contracts are also negotiated to help normalize future gas prices. Gas System revenues are in line with the most current rate study completed in September 2014, and are estimated based on current contracts, market trends, and historical trends. The most current rate study was approved by City Council on October 2, 2014. For fiscal year 2019/20, Gas System Charges for Service Revenues are budgeted at \$47,045,630, which represents 98% of total Gas fund revenues.



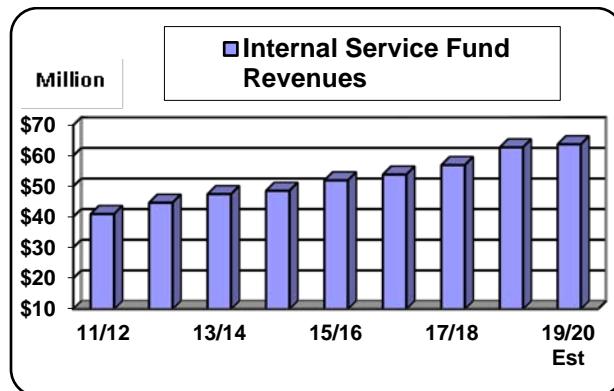
Solid Waste and Recycling Operating Revenue

The Operating revenue of the Solid Waste and Recycling Fund is derived from services provided for the commercial and residential collection of garbage and yard waste; roll-off collection services; and a residential, multi-family and commercial recycling operation. The most recent rate study was completed in August 2019. This update confirmed the planned annual rate increases of 3.75% for residential and commercial collection as well as roll-off and recycling planned through fiscal year 2024. This five-year rate structure was approved by Council in August 2019. Solid Waste and Recycling Charges for Service Revenues, estimated based upon the most current rate study, are budgeted at \$26,009,000 for fiscal year 2019/20, which represents approximately 97% of total Solid Waste and Recycling fund revenues.



Internal Service Fund Revenue

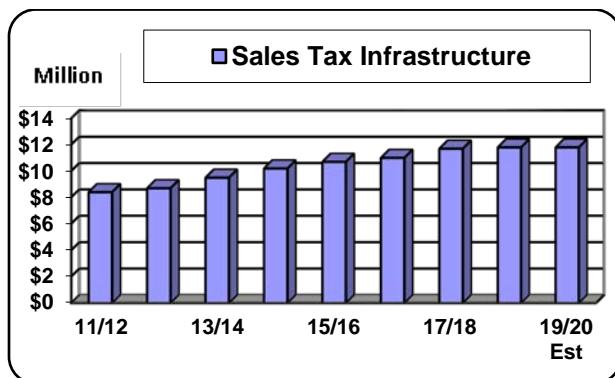
The City operates four internal service funds which include: the Administrative Services fund which is responsible for information technology, telephone, customer service, and courier services; the General Services fund responsible for building maintenance; the Garage fund responsible for all motor vehicles and radios; and the Central Insurance Fund which accounts for all insurances, the Employee Health Clinic, as well as administering all employee benefits programs. Internal Service funds generate revenue by charging the City departments for services provided. The revenue generated is intended to cover all costs to operate the division. Total Charges for Service revenues for the City's four Internal Service funds for fiscal year 2019/20 are budgeted at \$63,845,250, which is 96% of total revenues. This represents \$12,816,930 for Administrative Services fund; \$19,558,770 Garage Fund; \$6,060,250 General Services fund, and \$25,409,300 Central Insurance Fund.



Penny for Pinellas (Sales Tax Infrastructure)

Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County and approved by voters for a fourth ten-year period beginning in January 2020. Proceeds can be used for any fixed capital expenditure for the construction, reconstruction or improvements of public facilities; fire, emergency medical service and police vehicles, and the equipment necessary to outfit such vehicles; and which have a life expectancy of five years or more. Revenue estimates are based on expected

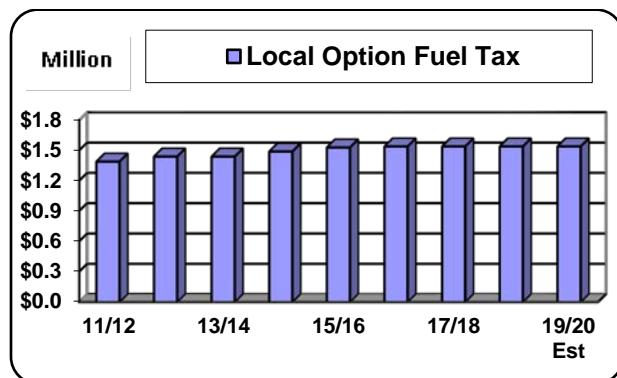
growth, historical trends as well as calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2019/20, Sales Tax Infrastructure revenues are budgeted at \$11,763,080, which represents 68% of total Special Development Fund revenues.



Local Option Fuel Tax

Pinellas County collects an additional six cents per gallon fuel tax which is remitted to the State and then forwarded back to the County for distribution to local governments. Funds are utilized only for transportation expenditures authorized by Florida Statutes, including: public transportation operations

and maintenance; roadway and right-of-way maintenance and equipment; structures used primarily for the storage and maintenance of equipment; street lighting, traffic signs, engineering signalization, and pavement markings; and bridge maintenance and operations. During the period from September 2017 through August 2027 the County will distribute 40% of collections to local governments. Revenues are estimated based on expected growth, historical trends as well as calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2019/20, Local Option Fuel Tax revenues are budgeted at \$1,516,150, which represents 9% of total Special Development Fund revenues.



FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 17/18 Approved FTEs	FY 18/19 Approved FTEs	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	Inc/(Dec) Over 18/19 Amended
<u>GENERAL FUND</u>					
City Council	1.0	1.0	1.0	1.0	
City Manager's Office	5.0	5.0	7.5	7.5	
City Attorney's Office	11.5	11.5	11.5	11.5	
City Audit	2.0	2.0	2.0	2.0	
CRA Administration	4.5	4.5	4.5	4.5	
Economic Development & Housing Services					
Economic Development	6.0	5.5	5.5	5.5	
Housing Services	5.0	5.5	5.5	5.5	
Economic Development & Housing Services	11.0	11.0	11.0	11.0	
Engineering:					
Civil Engineering	35.0	35.0	35.0	36.0	1.0
Traffic Operations	21.0	21.0	21.0	21.0	
Engineering	56.0	56.0	56.0	57.0	1.0
Finance:					
Finance	26.5	26.5	26.5	26.5	
Office of Management & Budget	3.0	3.0	3.0	3.0	
Finance Department	29.5	29.5	29.5	29.5	
Fire					
Administration	8.0	8.0	8.0	7.3	(0.8)
Support Services	3.0	2.0	2.0	2.8	0.8
Fire Prevention Services	9.0	9.0	9.0	9.0	
Fire Operations	113.0	113.0	113.0	105.0	(8.0)
Emergency Medical Services	71.0	73.0	73.0	80.0	7.0
Fire Department	204.0	205.0	205.0	204.0	(1.0)
Human Resources					
Administration	3.0	3.0	3.0	3.0	
Recruitment, Selection and Training	5.7	5.7	5.7	5.7	
Compensation and Classification	0.0	0.0	0.0	0.0	
Employee Labor Relations	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	12.7	12.7	
Library					
Centralized Library Services	18.1	14.0	14.0	14.0	
Main Library	30.9	33.9	33.9	33.9	
Countryside Branch Library	15.0	15.0	15.0	15.0	
East Branch Library	15.9	15.9	15.9	15.9	
North Greenwood Branch Library	3.1	3.1	3.1	3.1	
Beach Branch Library	2.1	2.1	2.1	2.1	
Library	85.1	84.0	84.0	84.0	
Marine / Pier 60 Operations	0.0	0.0	0.0	0.0	
Official Records & Legislative Services	8.0	8.0	8.0	8.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 17/18 Approved FTEs	FY 18/19 Approved FTEs	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	Inc/(Dec) Over 18/19 Amended
Parks & Recreation					
Administration	26.4	27.0	26.5	28.5	2.0
Recreation Programming	85.8	85.8	85.8	84.8	(1.0)
Parks & Beautification	100.4	101.4	101.4	100.4	(1.0)
Streets & Sidewalks	11.0	11.0	11.0	11.0	
Pier 60 Operations	9.8	8.2	8.2	8.2	
Parks & Recreation	233.4	233.4	232.9	232.9	
Planning and Development					
Planning	18.0	18.0	18.0	18.0	
Construction Services	25.0	25.0	25.0	25.0	
Code Compliance	15.0	15.0	15.0	15.0	
Planning & Development	58.0	58.0	58.0	58.0	
Police					
Office of the Chief	7.0	8.0	8.0	8.0	
Criminal Investigations	63.3	63.3	63.3	63.3	
Patrol	202.6	206.9	206.9	205.9	(1.0)
Support Services	46.2	46.2	46.2	48.2	2.0
Communications	41.6	41.6	41.6	41.6	
Police	360.7	366.0	366.0	367.0	1.0
Public Communications	10.0	11.0	11.0	11.0	
TOTAL, GENERAL FUND	1092.4	1098.6	1100.6	1101.6	1.0
<u>UTILITY FUNDS</u>					
Gas System					
Administration & Supply	11.6	10.6	10.6	11.8	1.2
Pinellas Gas Operations	54.0	54.0	54.0	54.9	0.9
Pasco Gas Operations	34.0	35.0	35.0	32.0	(3.0)
Gas Marketing & Pinellas Sales	10.4	10.4	10.4	11.3	0.9
Total Gas Fund	110.0	110.0	110.0	110.0	
Public Utilities					
Public Utilities Administration	11.0	11.0	11.0	11.0	
Wastewater Collection	25.0	25.0	25.0	25.0	
Public Utilities Maintenance	33.0	33.0	33.0	33.0	
WPC Plant Operations	38.0	38.0	38.0	38.0	
WPC Laboratory	9.0	9.0	9.0	9.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	38.0	38.0	38.0	38.0	
Water Supply	19.0	19.0	19.0	19.0	
Reclaimed Water	17.0	17.0	17.0	17.0	
Total Water & Sewer Fund	196.0	196.0	196.0	196.0	
Stormwater					
Engineering					
Stormwater Maintenance	42.0	42.0	42.0	42.0	
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	52.0	52.0	52.0	52.0	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 17/18 Approved	FY 18/19 Approved	FY 18/19 Amended	FY 19/20 Approved	Inc/(Dec) Over 18/19
	FTEs	FTEs	FTEs	FTEs	Amended
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	6.7	
Solid Waste Collection	84.8	84.8	84.8	84.8	
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	9.0	9.0	9.0	9.0	
Recycling					
Residential	10.0	10.0	10.0	10.0	
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	133.5	
TOTAL, UTILITY FUNDS	491.5	491.5	491.5	491.5	
<u>OTHER ENTERPRISE FUNDS</u>					
Parking					
Engineering					
Parking System	20.2	20.2	18.9	18.9	
Parking Enforcement	7.7	7.7	9.0	9.0	
Parks & Recreation					
Beach Guard Operations	16.9	16.9	16.9	16.9	
Marine & Aviation					
Seminole Boat Ramp	0.0	0.0	0.0	0.8	0.8
Total Parking Fund	44.8	44.8	44.8	45.6	0.8
Marine Fund	18.6	18.6	18.9	18.9	
Airpark Fund	1.4	1.4	1.6	1.6	
Clearwater Harbor Marina Fund	6.7	6.7	6.3	6.5	0.2
TOTAL, OTHER ENTERPRISE	71.5	71.5	71.6	72.6	1.0
<u>INTERNAL SERVICES FUNDS</u>					
Central Insurance Fund					
Finance					
Risk Management	4.0	4.0	3.0	3.0	
Human Resources					
Employee Benefits	3.5	3.5	3.5	3.5	
Total Central Insurance Fund	7.5	7.5	6.5	6.5	
General Services					
Administration	6.3	6.3	6.3	6.3	
Building & Maintenance	28.0	28.0	28.0	28.0	
Total General Services Fund	34.3	34.3	34.3	34.3	
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	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 17/18 Approved FTEs	FY 18/19 Approved FTEs	FY 18/19 Amended FTEs	FY 19/20 Approved FTEs	Inc/(Dec) Over 18/19 Amended
Administrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Services	14.0	14.0	14.0	14.0	
Software Application	16.0	16.0	16.0	16.0	
Telecommunications	1.0	1.0	1.0	1.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	43.0	43.0	43.0	43.0	
Total Administrative Services Fund	77.8	77.8	77.8	77.8	
TOTAL, INTERNAL SERVICES	156.6	156.6	155.6	155.6	
<u>SPECIAL PROGRAM FUND</u>					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
SLEF - SRO Officers	5.8	5.8	5.8	5.8	
Police Aide Program	5.3	0.0	0.0	0.0	
JWB Youth Programs	6.0	6.0	7.0	7.0	
Special Events	2.0	2.0	1.0	1.0	
TOTAL, SPECIAL PROGRAM	20.6	15.3	15.3	15.3	
TOTAL, ALL FUNDS	1832.6	1833.5	1834.6	1836.6	2.0

General Fund – Five Year Forecast

Purpose

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

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

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

The City of Clearwater's General Fund projections are based upon current projected levels of service and staffing in the 2019/20 adopted budget, other than changes addressed below.

General Fund

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

Revenue Projections

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

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

Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund representing 42% of the total anticipated General Fund revenues in the 2019/20 adopted budget. The City of Clearwater is basically "built out". Therefore, the City will not see much increase in taxable values from major new residential development. The City's 2019 taxable values increased by 6.8% which is reflected in the 2019/20 adopted budget. Although there has been strong property value growth in each of the past five years, for the purposes of this forecast analysis, property tax revenue is estimated to increase at a lower rate in future years. Increases are estimated at approximately 5.0% in 2020/21, followed by annual increase 0.5% lower than the previous year leveling out at a 3.5% increase for fiscal years 2023/24 and 2024/25.

General Fund – Five Year Forecast

Utility Taxes & Franchise Fees

Franchise fees in the City of Clearwater are levied on companies in exchange for the right to operate franchises for the purpose of maintaining and operating an electrical or gas distribution system in the City. Utility taxes, or public service taxes, are fees levied on the purchase of electric, gas, water, oil, or propane within the City. These combined revenue sources account for 16.5% of total General Fund revenue in fiscal year 2019/20.

Overall, receipts from utility and franchise fees from Duke Energy represent the majority of this revenue category. Unlike sales tax revenue, which has shown some recent growth, these revenues have shown a slight decline over the last few years. Revenues from these two sources are forecasted to remain relatively flat with increases projected at approximately 1% in future years of the forecast period.

Local Option, Fuel and Other Taxes

The revenues in this category include communications taxes and local business taxes which account for 4% of total General Fund revenue. The revenue from the communication services tax is estimated to provide \$4.5 million in fiscal year 2019/20, the same as the prior year. This revenue source has been declining for several years and is projected to continue to decline by 1% annually for the remainder of the forecast period. Local business tax revenue is estimated to remain constant at \$2.1 million for each of the next five years.

Intergovernmental Revenues

Intergovernmental revenues are budgeted at \$23.5 million for fiscal year 2019/20 which accounts for approximately 15% of total General Fund revenues. Some of the major revenues included in this category are sales tax, fire tax, and EMS tax, state revenue sharing, and state public safety supplemental pension revenue. All revenues in this category are projected to have growth between 1% and 2% throughout the forecast period.

Other Revenue Sources

The four revenue sources detailed above account for over 77.5% of the total General Fund revenues. All other revenue sources are forecasted individually on a line item basis based upon historical revenue trends.

Expenditure Projections

Assumptions for expenditure projections should be consistent with related revenue and program performance assumptions. A review of expenditure projections for individual programs, particularly those with significant unexpected increases or decreases, is critical.

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

Salary and Benefits

Salary and benefit costs approximate 62% of all General Fund expenditures in fiscal year 2019/20, at \$94.7 million. Salary projections are forecasted for approved full-time equivalent positions only, not accounting for additional positions in future years. All projected wage increases reflect contractual obligations under the current union contracts.

Medical insurance costs for General Fund employees are approximately \$11.3 million of the City's total adopted 2019/20 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 6% per year through the forecast period.

Pension costs for General Fund employees are approximately \$7.1 million of the City's total General Fund expenditures. Pension costs are estimated at approximately 11.48% of covered payroll in fiscal year 2019/20. Forecast estimates include an increase of 4% to incorporate the growth in wages.

General Fund – Five Year Forecast

Operating Expenditures

Operating expenditures include numerous costs including basic operating supplies, travel, training, etc. Significant expenditures in the operating category include utility costs for public facilities such as libraries, recreational facilities, and street lighting; and property and liability insurance for General Fund operations. These costs as a whole represent approximately 15% of the total General Fund expenditures. Operating expenditures are forecasted to increase by 3.0% annually in each of the next five years.

Internal Service Costs

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

Operating Capital

The operating capital category recognizes those capital purchases that are less than \$25,000 and not accounted for in the Capital Improvement Fund. These costs represent an insignificant portion of the General Fund total expenditures at approximately \$732,430 in fiscal year 2019/20, primarily related to the purchase of books and publications for our libraries. These costs are forecast to increase at approximately 2% annually in each of the next five years.

Debt Service Costs

Debt service costs are projected taking into account all lease purchase contracts anticipated to be outstanding during fiscal year 2019/20 and the debt on planned purchases in the capital improvement plan during the forecast period. Debt service costs are forecasted to remain relatively stable throughout the five-year period, and do not reflect any major new bond commitments during this period. With the purchase of Fire Engines being funded with Penny for Pinellas revenues through fiscal year 2029/30, a reduction to future year debt expense is reflected in the Fire Department.

Transfers to the Capital Improvement Fund

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

Forecast Summary Analysis

This forecast does not factor in the impacts of any extraordinary issues during the forecast period. In the Parks and Recreation department, funding for increased expenditures related to Imagine Clearwater are included beginning fiscal year 2020/21. For fiscal year 2019/20, the City Council approved maintaining the current millage rate of 5.9550 as proposed in the 10-year general fund rate study analysis presented to the Council in May 2019.

In summary, *the projection of revenues and current service level expenditures presents a revenue surplus of approximately a \$3.6 million in fiscal year 2020/21.* As evident in the next few pages of this analysis, this increased revenue is projected to provide funding to maintain current services as well as some future additions based upon Council's strategic priorities (Imagine Clearwater), work toward restoration of healthy reserve balances, and provide some flexibility to address unknown future operational needs.

City of Clearwater
Five Year Forecast

General Fund Summary Schedule

	Budget 2018-19	Budget 2019-20	%	Forecast							
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ
Ad Valorem Taxes	60,858,200	64,911,420	6.7%	68,156,990	5.0%	71,224,050	4.5%	74,073,010	4.0%	76,665,570	3.5%
Utility Taxes	15,188,200	15,575,000	2.5%	15,820,380	1.6%	16,071,470	1.6%	16,328,450	1.6%	16,591,480	1.6%
Local Option, Fuel, & Other Taxes	6,649,400	6,614,400	0.0%	6,569,260	-1.0%	6,524,570	-1.0%	6,524,570	0.0%	6,524,570	0.0%
Franchise Fees	9,748,000	10,010,000	2.7%	10,104,000	0.9%	10,205,040	1.0%	10,307,090	1.0%	10,410,160	1.0%
Other Permits & Fees	2,313,500	2,739,000	18.4%	2,609,050	-4.7%	2,559,700	-1.9%	2,511,340	-1.9%	2,463,950	-1.9%
Intergovernmental	23,141,960	23,499,780	1.5%	23,891,530	1.7%	24,290,170	1.7%	24,695,830	1.7%	25,108,620	1.7%
Charges for Service	15,290,960	15,569,430	1.8%	15,962,490	2.5%	16,368,480	2.5%	16,787,490	2.6%	17,219,990	2.6%
Judgments, Fines & Forfeits	1,184,000	1,264,000	6.8%	1,274,000	0.8%	1,284,200	0.8%	1,294,600	0.8%	1,305,210	0.8%
Miscellaneous Revenue	2,375,800	2,748,000	15.7%	2,738,620	-0.3%	2,791,650	1.9%	2,845,930	1.9%	2,901,510	2.0%
Interfund Charges/Transfers	11,100,610	11,330,850	2.1%	11,576,270	2.2%	11,829,000	2.2%	12,089,230	2.2%	12,357,160	2.2%
Subtotal	147,850,630	154,261,880	4.3%	158,702,590	2.9%	163,148,330	2.8%	167,457,540	2.6%	171,548,220	2.4%
Transfer (to) from Reserves	288,370	(2,268,680)									
Total Revenues	148,139,000	151,993,200	2.6%	158,702,590	4.4%	163,148,330	2.8%	167,457,540	2.6%	171,548,220	2.4%
City Council	383,990	391,040	1.8%	405,300	3.6%	420,150	3.7%	435,650	3.7%	451,830	3.7%
City Manager's Office	1,087,350	1,212,580	11.5%	1,260,860	4.0%	1,311,120	4.0%	1,363,440	4.0%	1,417,910	4.0%
Economic Development	1,921,310	1,907,560	-0.7%	1,976,920	3.6%	2,048,950	3.6%	2,123,750	3.7%	2,201,430	3.7%
Public Communications	1,170,840	1,192,620	1.9%	1,240,000	4.0%	1,289,330	4.0%	1,340,700	4.0%	1,394,200	4.0%
CRA Administration	410,030	459,530	12.1%	479,010	4.2%	499,330	4.2%	520,560	4.3%	542,720	4.3%
City Attorney	1,746,160	1,770,760	1.4%	1,840,890	4.0%	1,913,920	4.0%	1,989,960	4.0%	2,069,120	4.0%
Off Records & Legislative Svc	1,123,770	1,224,070	8.9%	1,368,960	11.8%	1,418,590	3.6%	1,470,100	3.6%	1,523,590	3.6%
Finance	2,584,870	2,747,190	6.3%	2,858,300	4.0%	2,974,060	4.0%	3,094,700	4.1%	3,220,400	4.1%
City Audit	230,950	226,000	-2.1%	235,120	4.0%	244,620	4.0%	254,520	4.0%	264,820	4.0%
Human Resources	1,521,310	1,575,860	3.6%	1,637,570	3.9%	1,701,840	3.9%	1,768,740	3.9%	1,838,390	3.9%
Police	42,351,890	44,832,880	5.9%	46,559,500	3.9%	48,328,530	3.8%	50,098,040	3.7%	51,984,900	3.8%
Fire	27,641,780	28,532,540	3.2%	30,234,360	6.0%	31,227,960	3.3%	32,419,690	3.8%	33,343,620	2.8%
Planning & Development	6,151,040	6,571,820	6.8%	6,826,090	3.9%	7,086,420	3.8%	7,360,610	3.9%	7,643,790	3.8%
Engineering	7,991,460	8,330,520	4.2%	8,634,340	3.6%	8,949,660	3.7%	9,277,310	3.7%	9,617,800	3.7%
Parks & Recreation	29,846,370	31,807,990	6.6%	33,424,250	5.1%	34,556,030	3.4%	35,845,760	3.7%	37,696,640	5.2%
Library	7,439,790	7,871,950	5.8%	8,150,480	3.5%	8,448,520	3.7%	8,658,460	2.5%	8,980,810	3.7%
Non-Departmental	14,239,940	10,948,640	-23.1%	7,574,740	-30.8%	7,410,150	-2.2%	6,130,930	-17.3%	6,152,300	0.3%
Public Utilities	296,150	389,650	31.6%	401,340	3.0%	413,380	3.0%	425,790	3.0%	438,560	3.0%
Subtotal	148,139,000	151,993,200	2.6%	155,108,030	2.0%	160,242,560	3.3%	164,578,710	2.7%	170,782,830	3.8%
Use of Reserves											
Total Expenditures	148,139,000	151,993,200	2.6%	155,108,030	2.0%	160,242,560	3.3%	164,578,710	2.7%	170,782,830	3.8%
Annual Budget (Deficit)/Surplus				3,594,560		2,905,770		2,878,830		765,390	(650,360)

City of Clearwater
Five Year Forecast

Revenue Schedule

	Budget 2018-19	Budget 2019-20	Forecast										
			Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	Fiscal Year 2024-25	% Δ	
Current Property Taxes	60,858,200	64,911,420	6.7%	68,156,990	5.0%	71,224,050	4.5%	74,073,010	4.0%	76,665,570	3.5%	79,348,860	3.5%
Ad Valorem Taxes	60,858,200	64,911,420	6.7%	68,156,990	5.0%	71,224,050	4.5%	74,073,010	4.0%	76,665,570	3.5%	79,348,860	3.5%
Electricity	10,955,410	11,000,000	0.4%	11,110,000	1.0%	11,221,100	1.0%	11,333,310	1.0%	11,446,640	1.0%	11,561,110	1.0%
Water	3,482,790	3,750,000	7.7%	3,881,250	3.5%	4,017,090	3.5%	4,157,690	3.5%	4,303,210	3.5%	4,453,820	3.5%
Gas	650,000	700,000	7.7%	703,500	0.5%	707,020	0.5%	710,560	0.5%	714,110	0.5%	717,680	0.5%
Propane	100,000	125,000	25.0%	125,630	0.5%	126,260	0.5%	126,890	0.5%	127,520	0.5%	128,160	0.5%
Utility Taxes	15,188,200	15,575,000	2.5%	15,820,380	1.6%	16,071,470	1.6%	16,328,450	1.6%	16,591,480	1.6%	16,860,770	1.6%
Communications Taxes	4,514,400	4,514,400	0.0%	4,469,260	-1.0%	4,424,570	-1.0%	4,424,570	0.0%	4,424,570	0.0%	4,424,570	0.0%
Local Business Tax	2,135,000	2,100,000	-1.6%	2,100,000	0.0%	2,100,000	0.0%	2,100,000	0.0%	2,100,000	0.0%	2,100,000	0.0%
Local Option, Fuel, & Other Taxe:	6,649,400	6,614,400	-0.5%	6,569,260	-0.7%	6,524,570	-0.7%	6,524,570	0.0%	6,524,570	0.0%	6,524,570	0.0%
Electricity	9,118,000	9,400,000	3.1%	9,494,000	1.0%	9,588,940	1.0%	9,684,830	1.0%	9,781,680	1.0%	9,879,500	1.0%
Gas Franchise	630,000	610,000	-3.2%	610,000	0.0%	616,100	1.0%	622,260	1.0%	628,480	1.0%	634,760	1.0%
Franchise Fees	9,748,000	10,010,000	2.7%	10,104,000	0.9%	10,205,040	1.0%	10,307,090	1.0%	10,410,160	1.0%	10,514,260	1.0%
Buildings/Sign Permits	2,205,000	2,600,000	17.9%	2,470,000	-5.0%	2,420,600	-2.0%	2,372,190	-2.0%	2,324,750	-2.0%	2,278,260	-2.0%
Forfeited Refunds	100,000	130,000	30.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%	130,000	0.0%
Police Licenses	8,500	9,000	5.9%	9,050	0.5%	9,100	0.5%	9,150	0.5%	9,200	0.5%	9,250	0.5%
Other Permits & Fees	2,313,500	2,739,000	18.4%	2,609,050	-4.7%	2,559,700	-1.9%	2,511,340	-1.9%	2,463,950	-1.9%	2,417,510	-1.9%
FDOT Reimbursements	371,930	393,980	5.9%	397,920	1.0%	401,900	1.0%	405,920	1.0%	409,980	1.0%	414,080	1.0%
Revenue Sharing	3,773,250	3,920,000	3.9%	3,998,400	2.0%	4,078,370	2.0%	4,159,940	2.0%	4,243,140	2.0%	4,328,000	2.0%
Mobile Home	105,000	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%	105,000	0.0%
Beverage License	120,000	120,000	0.0%	122,400	2.0%	124,850	2.0%	127,350	2.0%	129,900	2.0%	132,500	2.0%
Sales Tax	7,326,600	7,450,000	1.7%	7,599,000	2.0%	7,750,980	2.0%	7,906,000	2.0%	8,064,120	2.0%	8,225,400	2.0%
Public Safety Supp Pension	2,130,000	2,130,000	0.0%	2,151,300	1.0%	2,172,810	1.0%	2,194,540	1.0%	2,216,490	1.0%	2,238,650	1.0%
Fire Incentive	80,000	80,000	0.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Motor Refund	110,000	110,000	0.0%	111,100	1.0%	112,210	1.0%	113,330	1.0%	114,460	1.0%	115,600	1.0%
Pinellas Library Cooperative	743,480	787,000	5.9%	798,810	1.5%	810,790	1.5%	822,950	1.5%	835,290	1.5%	847,820	1.5%
City Traffic Signal Reimb	181,700	203,800	12.2%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%	203,800	0.0%
Fire Tax	2,200,000	2,200,000	0.0%	2,233,000	1.5%	2,266,500	1.5%	2,300,500	1.5%	2,335,010	1.5%	2,370,040	1.5%
EMS Tax	6,000,000	6,000,000	0.0%	6,090,000	1.5%	6,181,350	1.5%	6,274,070	1.5%	6,368,180	1.5%	6,463,700	1.5%
Intergovernmental	23,141,960	23,499,780	1.5%	23,891,530	1.7%	24,290,170	1.7%	24,695,830	1.7%	25,108,620	1.7%	25,528,670	1.7%
Special Activities	730,800	700,000	-4.2%	707,000	1.0%	714,070	1.0%	721,210	1.0%	728,420	1.0%	735,700	1.0%
Rental - Public Facilities	751,500	721,500	-4.0%	728,720	1.0%	736,010	1.0%	743,370	1.0%	750,800	1.0%	758,310	1.0%
Admissions	234,500	234,500	0.0%	236,850	1.0%	239,220	1.0%	241,610	1.0%	244,030	1.0%	246,470	1.0%
P&R Resident Cards	216,000	216,000	0.0%	218,160	1.0%	220,340	1.0%	222,540	1.0%	224,770	1.0%	227,020	1.0%
P&R Non-Resident	80,000	80,000	0.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
P & R-Sales Revenue	16,200	35,000	116.0%	35,350	1.0%	35,700	1.0%	36,060	1.0%	36,420	1.0%	36,780	1.0%
P & R Service Fees	450,000	450,000	0.0%	454,500	1.0%	459,050	1.0%	463,640	1.0%	468,280	1.0%	472,960	1.0%
P&R Contractual Service	315,000	225,000	-28.6%	225,000	0.0%	225,000	0.0%	225,000	0.0%	225,000	0.0%	225,000	0.0%
Golf Course Revenue	63,000	70,000	11.1%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%	70,000	0.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

	Forecast												
	Budget 2018-19	Budget 2019-20	Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	Fiscal Year 2024-25	% Δ	
Sponsorship (sports tourism)	50,000	50,000	0.0%	50,500	1.0%	51,010	1.0%	51,520	1.0%	52,040	1.0%	52,560	1.0%
Race Fee	7,500	4,500	-40.0%	4,550	1.0%	4,600	1.0%	4,650	1.0%	4,700	1.0%	4,750	1.0%
Special Facilities-Activities	1,500	-	-100.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%
Rental - Philies	530,000	530,000	0.0%	530,000	0.0%	530,000	0.0%	530,000	0.0%	530,000	0.0%	530,000	0.0%
Parks & Recreation	3,446,000	3,316,500	-3.8%	3,341,430	0.8%	3,366,610	0.8%	3,392,030	0.8%	3,417,710	0.8%	3,443,630	0.8%
Building Rental - Visitors Ctr	15,840	18,000	13.6%	18,000	0.0%	18,000	0.0%	18,000	0.0%	18,000	0.0%	18,000	0.0%
Land Rentals	78,000	78,000	0.0%	78,000	0.0%	78,000	0.0%	78,000	0.0%	78,000	0.0%	78,000	0.0%
Telescopes - Pier 60	4,000	4,000	0.0%	4,040	1.0%	4,080	1.0%	4,120	1.0%	4,160	1.0%	4,200	1.0%
Fishing Admissions	170,000	170,000	0.0%	171,700	1.0%	173,420	1.0%	175,150	1.0%	176,900	1.0%	178,670	1.0%
Rod Rental	70,000	70,000	0.0%	70,700	1.0%	71,410	1.0%	72,120	1.0%	72,840	1.0%	73,570	1.0%
General Admission	165,000	165,000	0.0%	166,650	1.0%	168,320	1.0%	170,000	1.0%	171,700	1.0%	173,420	1.0%
Concession Sales	165,000	165,000	0.0%	166,650	1.0%	168,320	1.0%	170,000	1.0%	171,700	1.0%	173,420	1.0%
Bait Sales	55,000	55,000	0.0%	55,550	1.0%	56,110	1.0%	56,670	1.0%	57,240	1.0%	57,810	1.0%
Tackle Sales	95,000	95,000	0.0%	95,950	1.0%	96,910	1.0%	97,880	1.0%	98,860	1.0%	99,850	1.0%
Fishing Passes	8,000	8,000	0.0%	8,080	1.0%	8,160	1.0%	8,240	1.0%	8,320	1.0%	8,400	1.0%
Concession Souvenirs	575,000	650,000	13.0%	656,500	1.0%	663,070	1.0%	669,700	1.0%	676,400	1.0%	683,160	1.0%
Pier 60	1,400,840	1,478,000	5.5%	1,491,820	0.9%	1,505,800	0.9%	1,519,880	0.9%	1,534,120	0.9%	1,548,500	0.9%
Library Non-Resident	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Other Library	22,000	24,000	9.1%	24,120	0.5%	24,240	0.5%	24,360	0.5%	24,480	0.5%	24,600	0.5%
Library	27,000	29,000	7.4%	29,120	0.4%	29,240	0.4%	29,360	0.4%	29,480	0.4%	29,600	0.4%
Police Service	24,000	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%	24,000	0.0%
Police - Vehicle Inspection	30	30	0.0%	30	0.0%	30	0.0%	30	0.0%	30	0.0%	30	0.0%
Police - Tow Fees	12,000	13,000	8.3%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%
Fire Inspection Fees	360,000	360,000	0.0%	367,200	2.0%	374,540	2.0%	382,030	2.0%	389,670	2.0%	397,460	2.0%
Public Safety	396,030	397,030	0.3%	404,230	1.8%	411,570	1.8%	419,060	1.8%	426,700	1.8%	434,490	1.8%
Appeal Fees	500	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%
Flex Develop/ Standard Apps	60,000	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%	60,000	0.0%
Engineering Fees/Maps	16,300	13,800	-15.3%	13,800	0.0%	13,800	0.0%	13,800	0.0%	13,800	0.0%	13,800	0.0%
Assessment Search	17,500	20,000	14.3%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%	20,000	0.0%
Xerox Copies	7,000	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%
Miscellaneous Fees/Building Svcs	2,000	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%	2,000	0.0%
Domestic Partner Registry	100	100	0.0%	100	0.0%	100	0.0%	100	0.0%	100	0.0%	100	0.0%
Candidate Filing Fee	-	400	n/a	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Housing Authority	19,000	19,000	0.0%	19,190	1.0%	19,380	1.0%	19,570	1.0%	19,770	1.0%	19,970	1.0%
Tree Removal Permit	15,000	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%	15,000	0.0%
Clearing/Grubbing	5,000	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%
Staking Fee	200	200	0.0%	200	0.0%	200	0.0%	200	0.0%	200	0.0%	200	0.0%
Lot Mowing/Clearing	35,000	35,000	0.0%	35,350	1.0%	35,700	1.0%	36,060	1.0%	36,420	1.0%	36,780	1.0%
Other Service Charges	177,600	178,000	0.2%	178,140	0.1%	178,680	0.3%	179,230	0.3%	179,790	0.3%	180,350	0.3%
Capitalized Labor	80,000	100,000	25.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Airpark Fund	8,840	9,820	11.1%	10,160	3.5%	10,520	3.5%	10,890	3.5%	11,270	3.5%	11,660	3.5%
Stormwater Fund	622,190	606,940	-2.5%	628,180	3.5%	650,170	3.5%	672,930	3.5%	696,480	3.5%	720,860	3.5%
Water & Sewer Fund	2,752,140	3,407,220	23.8%	3,526,470	3.5%	3,649,900	3.5%	3,777,650	3.5%	3,909,870	3.5%	4,046,720	3.5%
Gas Fund	1,831,770	1,884,510	2.9%	1,950,470	3.5%	2,018,740	3.5%	2,089,400	3.5%	2,162,530	3.5%	2,238,220	3.5%
Solid Waste Fund	737,350	729,780	-1.0%	755,320	3.5%	781,760	3.5%	809,120	3.5%	837,440	3.5%	866,750	3.5%

City of Clearwater
Five Year Forecast

Revenue Schedule

	Forecast												
	Budget 2018-19	Budget 2019-20	Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	Fiscal Year 2024-25	% Δ	
Recycling Fund	240,880	126,830	-47.3%		131,270	3.5%	135,860	3.5%	140,620	3.5%	145,540	3.5%	
Marine Fund	137,300	143,130	4.2%		148,140	3.5%	153,320	3.5%	158,690	3.5%	164,240	3.5%	
Clearwater Harbor Marina	23,040	26,870	16.6%		27,810	3.5%	28,780	3.5%	29,790	3.5%	30,830	3.5%	
Parking Fund	120,740	141,470	17.2%		146,420	3.5%	151,540	3.5%	156,840	3.5%	162,330	3.5%	
Adm Ovhd Charges	6,554,250	7,176,570	9.5%		7,424,240	3.5%	7,680,590	3.5%	7,945,930	3.5%	8,220,530	3.5%	
Concrete, Materials, & Svc	225,000	225,000	0.0%		227,250	1.0%	229,520	1.0%	231,820	1.0%	234,140	1.0%	
Airpark Fund	5,710	2,470	-56.7%		2,560	3.5%	2,610	2.0%	2,660	2.0%	2,710	2.0%	
Stormwater Fund	314,680	267,190	-15.1%		276,540	3.5%	286,220	3.5%	296,240	3.5%	306,610	3.5%	
Water & Sewer Fund	1,635,140	1,384,030	-15.4%		1,432,470	3.5%	1,482,610	3.5%	1,534,500	3.5%	1,588,210	3.5%	
Gas Fund	450	4,410	880.0%		4,560	3.5%	4,650	2.0%	4,740	2.0%	4,830	2.0%	
Solid Waste Fund	66,890	71,120	6.3%		73,610	3.5%	76,190	3.5%	78,860	3.5%	81,620	3.5%	
Marine Fund	28,890	21,880	-24.3%		22,650	3.5%	23,440	3.5%	24,260	3.5%	25,110	3.5%	
Parking Fund	877,480	883,230	0.7%		914,140	3.5%	946,130	3.5%	979,240	3.5%	1,013,510	3.5%	
Pension Fund	135,000	135,000	0.0%		139,730	3.5%	144,620	3.5%	149,680	3.5%	154,920	3.5%	
Other Service Charges	3,289,240	2,994,330	-9.0%		3,093,510	3.3%	3,195,990	3.3%	3,302,000	3.3%	3,411,660	3.3%	
Charges for Service	15,290,960	15,569,430	1.8%		15,962,490	2.5%	16,368,480	2.5%	16,787,490	2.6%	17,219,990	2.6%	
Court Fines	420,000	500,000	19.0%		510,000	2.0%	520,200	2.0%	530,600	2.0%	541,210	2.0%	
Crossing Guards	110,000	110,000	0.0%		110,000	0.0%	110,000	0.0%	110,000	0.0%	110,000	0.0%	
Found/Abandoned Property	4,000	4,000	0.0%		4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	
Charges & Fines	40,000	50,000	25.0%		50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	
Code Enforcement Fines	60,000	50,000	-16.7%		50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	
Alarm Svc Charges/Fines	50,000	50,000	0.0%		50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	
Red Light Camera	500,000	500,000	0.0%		500,000	0.0%	500,000	0.0%	500,000	0.0%	500,000	0.0%	
Judgments, Fines & Forfeits	1,184,000	1,264,000	6.8%		1,274,000	0.8%	1,284,200	0.8%	1,294,600	0.8%	1,305,210	0.8%	
Interest Earnings - Cash Pool	450,000	700,000	55.6%		672,000	-4.0%	685,440	2.0%	699,150	2.0%	713,130	2.0%	
Interest Income	450,000	700,000	55.6%		672,000	-4.0%	685,440	2.0%	699,150	2.0%	713,130	2.0%	
Pier 60 Rent	120,000	170,000	41.7%		171,700	1.0%	173,420	1.0%	175,150	1.0%	176,900	1.0%	
Pier 60 Umbrellas	550,000	600,000	9.1%		606,000	1.0%	612,060	1.0%	618,180	1.0%	624,360	1.0%	
S. Beach Pavilion Rental	100,000	100,000	0.0%		103,000	3.0%	106,090	3.0%	109,270	3.0%	112,550	3.0%	
S. Beach Umbrellas	750,000	800,000	6.7%		824,000	3.0%	848,720	3.0%	874,180	3.0%	900,410	3.0%	
Lost or Damaged Book	6,500	6,500	0.0%		6,500	0.0%	6,500	0.0%	6,500	0.0%	6,500	0.0%	
Sales (sport events)	-	30,000	n/a		30,000	0.0%	30,000	0.0%	30,000	0.0%	30,000	0.0%	
Other General Revenue	265,000	196,000	-26.0%		199,920	2.0%	203,920	2.0%	208,000	2.0%	212,160	2.0%	
Vending Machines	23,500	18,500	-21.3%		18,500	0.0%	18,500	0.0%	18,500	0.0%	18,500	0.0%	
Workers Compensation Reimb.	50,000	50,000	0.0%		50,000	0.0%	50,000	0.0%	50,000	0.0%	50,000	0.0%	
Reimb fm Other Agencies	10,000	25,000	150.0%		5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	
Discounts Taken	5,000	5,000	0.0%		5,000	0.0%	5,000	0.0%	5,000	0.0%	5,000	0.0%	
Take Home Vehicle Reimb	28,800	30,000	4.2%		30,000	0.0%	30,000	0.0%	30,000	0.0%	30,000	0.0%	
Adm Transportation Impact Fee	17,000	17,000	0.0%		17,000	0.0%	17,000	0.0%	17,000	0.0%	17,000	0.0%	
Miscellaneous Revenue	1,925,800	2,048,000	6.3%		2,066,620	0.9%	2,106,210	1.9%	2,146,780	1.9%	2,188,380	1.9%	
Miscellaneous Revenue	2,375,800	2,748,000	15.7%		2,738,620	-0.3%	2,791,650	1.9%	2,845,930	1.9%	2,901,510	2.0%	
												2,958,410	2.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

	Budget 2018-19	Budget 2019-20	Forecast										
			Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	Fiscal Year 2024-25	% Δ	
Airpark Fund	17,100	17,460	2.1%		17,980	3.0%	18,520	3.0%	19,080	3.0%	19,650	3.0%	
Stormwater Fund	1,021,390	1,015,070	-0.6%		1,045,520	3.0%	1,076,890	3.0%	1,109,200	3.0%	1,142,480	3.0%	
Water & Sewer Fund	4,483,280	4,619,690	3.0%		4,758,280	3.0%	4,901,030	3.0%	5,048,060	3.0%	5,199,500	3.0%	
Solid Waste Fund	1,246,340	1,271,730	2.0%		1,309,880	3.0%	1,349,180	3.0%	1,389,660	3.0%	1,431,350	3.0%	
Recycling	135,300	138,050	2.0%		138,050	0.0%	138,050	0.0%	138,050	0.0%	138,050	0.0%	
Marine	244,450	278,600	14.0%		286,960	3.0%	295,570	3.0%	304,440	3.0%	313,570	3.0%	
Clearwater Harbor Marina	43,960	44,230	0.6%		45,560	3.0%	46,930	3.0%	48,340	3.0%	49,790	3.0%	
Parking Fund	428,580	399,320	-6.8%		411,300	3.0%	423,640	3.0%	436,350	3.0%	449,440	3.0%	
Gas System Dividend	2,500,000	2,500,000	0.0%		2,500,000	0.0%	2,500,000	0.0%	2,500,000	0.0%	2,500,000	0.0%	
CDBG Grants	236,190	260,310	10.2%		260,310	0.0%	260,310	0.0%	260,310	0.0%	260,310	0.0%	
Home/SHIP Grant	158,990	144,600	-9.1%		144,600	0.0%	144,600	0.0%	144,600	0.0%	144,600	0.0%	
Community Redevelopment Agenc	585,030	641,790	9.7%		657,830	2.5%	674,280	2.5%	691,140	2.5%	708,420	2.5%	
Interfund Charges/Transfers	11,100,610	11,330,850	2.1%		11,576,270	2.2%	11,829,000	2.2%	12,089,230	2.2%	12,357,160	2.2%	
Transfer (to) from Reserves	288,370	(2,268,680)			-	-	-	-	-	-	-	-	
Total Revenues	148,139,000	151,993,200	2.6%		158,702,590	4.4%	163,148,330	2.8%	167,457,540	2.6%	171,548,220	2.4%	
												175,768,540	2.5%

City of Clearwater
Five Year Forecast

Expenditure Schedule

	Budget 2018-19	Budget 2019-20	% Δ	Forecast							
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ
Full Time Salaries	47,090	55,150	17.1%	57,360	4.0%	59,650	4.0%	62,040	4.0%	64,520	4.0%
Part Time Salaries	118,380	122,830	3.8%	127,740	4.0%	132,850	4.0%	138,160	4.0%	143,690	4.0%
Life Insurance	710	790	11.3%	810	3.0%	830	3.0%	850	3.0%	880	3.0%
Major Medical Insurance	62,450	55,240	-11.5%	58,550	6.0%	62,060	6.0%	65,780	6.0%	69,730	6.0%
Social Security	9,740	10,200	4.7%	10,610	4.0%	11,030	4.0%	11,470	4.0%	11,930	4.0%
Pension	6,120	6,330	3.4%	6,580	4.0%	6,840	4.0%	7,110	4.0%	7,390	4.0%
Worker's Compensation	3,220	2,650	-17.7%	2,780	5.0%	2,920	5.0%	3,070	5.0%	3,220	5.0%
Operating Expenses	62,740	61,540	-1.9%	63,390	3.0%	65,290	3.0%	67,250	3.0%	69,270	3.0%
Internal Service Expenses	36,160	38,930	7.7%	40,100	3.0%	41,300	3.0%	42,540	3.0%	43,820	3.0%
Interfund Transfers	37,380	37,380	0.0%	37,380	(2)	37,380	(2)	37,380	(2)	37,380	(2)
City Council	383,990	391,040	1.8%	405,300	3.6%	420,150	3.7%	435,650	3.7%	451,830	3.7%
Full Time Salaries	711,420	864,580	21.5%	899,160	4.0%	935,130	4.0%	972,540	4.0%	1,011,440	4.0%
Life Insurance	4,660	6,930	48.7%	7,140	3.0%	7,350	3.0%	7,570	3.0%	7,800	3.0%
Major Medical Insurance	59,640	83,410	39.9%	88,410	6.0%	93,710	6.0%	99,330	6.0%	105,290	6.0%
Social Security	33,400	44,420	33.0%	46,200	4.0%	48,050	4.0%	49,970	4.0%	51,970	4.0%
Pension	15,550	31,330	101.5%	32,580	4.0%	33,880	4.0%	35,240	4.0%	36,650	4.0%
Worker's Compensation	2,680	2,210	-17.5%	2,320	5.0%	2,440	5.0%	2,560	5.0%	2,690	5.0%
Operating Expenses	119,510	134,840	12.8%	138,890	3.0%	143,060	3.0%	147,350	3.0%	151,770	3.0%
Internal Service Expenses	138,990	43,360	-68.8%	44,660	3.0%	46,000	3.0%	47,380	3.0%	48,800	3.0%
Interfund Transfers	1,500	1,500	0.0%	1,500	(2)	1,500	(2)	1,500	(2)	1,500	(2)
City Manager's Office	1,087,350	1,212,580	11.5%	1,260,860	4.0%	1,311,120	4.0%	1,363,440	4.0%	1,417,910	4.0%
Full Time Salaries	317,610	360,830	13.6%	375,260	4.0%	390,270	4.0%	405,880	4.0%	422,120	4.0%
Life Insurance	1,250	2,680	114.4%	2,760	3.0%	2,840	3.0%	2,930	3.0%	3,020	3.0%
Major Medical Insurance	48,750	56,490	15.9%	59,880	6.0%	63,470	6.0%	67,280	6.0%	71,320	6.0%
Social Security	10,750	16,320	51.8%	16,970	4.0%	17,650	4.0%	18,360	4.0%	19,090	4.0%
Pension	27,050	18,820	-30.4%	19,570	4.0%	20,350	4.0%	21,160	4.0%	22,010	4.0%
Worker's Compensation	2,410	2,330	-3.3%	2,450	5.0%	2,570	5.0%	2,700	5.0%	2,840	5.0%
Internal Service Expenses	2,210	2,060	-6.8%	2,120	3.0%	2,180	3.0%	2,250	3.0%	2,320	3.0%
CRA Administration	410,030	459,530	12.1%	479,010	4.2%	499,330	4.2%	520,560	4.3%	542,720	4.3%
Full Time Salaries	749,370	747,460	-0.3%	777,360	4.0%	808,450	4.0%	840,790	4.0%	874,420	4.0%
Life Insurance	3,680	4,540	23.4%	4,680	3.0%	4,820	3.0%	4,960	3.0%	5,110	3.0%
Major Medical Insurance	132,140	135,640	2.6%	143,780	6.0%	152,410	6.0%	161,550	6.0%	171,240	6.0%
Social Security	21,860	17,610	-19.4%	18,310	4.0%	19,040	4.0%	19,800	4.0%	20,590	4.0%
Pension	71,960	72,000	0.1%	74,880	4.0%	77,880	4.0%	81,000	4.0%	84,240	4.0%
Worker's Compensation	6,380	4,890	-23.4%	5,130	5.0%	5,390	5.0%	5,660	5.0%	5,940	5.0%
Operating Expenses	523,690	621,780	18.7%	640,430	3.0%	659,640	3.0%	679,430	3.0%	699,810	3.0%
Homeless Initiatives	235,000	235,000	0.0%	242,050	3.0%	249,310	3.0%	256,790	3.0%	264,490	3.0%
Internal Service Expenses	159,000	55,410	-65.2%	57,070	3.0%	58,780	3.0%	60,540	3.0%	62,360	3.0%
Interfund Transfers	18,230	13,230	-27.4%	13,230	(2)	13,230	(2)	13,230	(2)	13,230	(2)
Economic Development	1,921,310	1,907,560	-0.7%	1,976,920	3.6%	2,048,950	3.6%	2,123,750	3.7%	2,201,430	3.7%
Full Time Salaries	655,350	717,450	9.5%	746,150	4.0%	776,000	4.0%	807,040	4.0%	839,320	4.0%
Life Insurance	3,240	4,630	42.9%	4,770	3.0%	4,910	3.0%	5,060	3.0%	5,210	3.0%
Major Medical Insurance	141,060	118,120	-16.3%	125,210	6.0%	132,720	6.0%	140,680	6.0%	149,120	6.0%
Social Security	20,420	26,920	31.8%	28,000	4.0%	29,120	4.0%	30,280	4.0%	31,490	4.0%
Pension	59,840	48,710	-18.6%	50,660	4.0%	52,690	4.0%	54,800	4.0%	56,990	4.0%

City of Clearwater
Five Year Forecast

Expenditure Schedule

	Budget 2018-19	Budget 2019-20	% Δ	Forecast							
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ
Worker's Compensation	5,370	6,000	11.7%	6,300	5.0%	6,620	5.0%	6,950	5.0%	7,300	5.0%
Operating Expenses	177,710	177,820	0.1%	183,150	3.0%	188,640	3.0%	194,300	3.0%	200,130	3.0%
Internal Service Expenses	107,850	92,970	-13.8%	95,760	3.0%	98,630	3.0%	101,590	3.0%	104,640	3.0%
Public Communications	1,170,840	1,192,620	1.9%	1,240,000	4.0%	1,289,330	4.0%	1,340,700	4.0%	1,394,200	4.0%
Full Time Salaries	1,066,840	1,134,870	6.4%	1,180,260	4.0%	1,227,470	4.0%	1,276,570	4.0%	1,327,630	4.0%
Part Time Salaries	17,110	17,110	0.0%	17,790	4.0%	18,500	4.0%	19,240	4.0%	20,010	4.0%
Life Insurance	5,370	8,800	63.9%	9,060	3.0%	9,330	3.0%	9,610	3.0%	9,900	3.0%
Major Medical Insurance	131,230	150,780	14.9%	159,830	6.0%	169,420	6.0%	179,590	6.0%	190,370	6.0%
Social Security	56,370	60,330	7.0%	62,740	4.0%	65,250	4.0%	67,860	4.0%	70,570	4.0%
Pension	33,350	30,830	-7.6%	32,060	4.0%	33,340	4.0%	34,670	4.0%	36,060	4.0%
Worker's Compensation	6,170	5,080	-17.7%	5,330	5.0%	5,600	5.0%	5,880	5.0%	6,170	5.0%
Operating Expenses	291,800	293,050	0.4%	301,840	3.0%	310,900	3.0%	320,230	3.0%	329,840	3.0%
Internal Service Expenses	135,420	67,410	-50.2%	69,430	3.0%	71,510	3.0%	73,660	3.0%	75,870	3.0%
Operating Capital	2,500	2,500	0.0%	2,550	2.0%	2,600	2.0%	2,650	2.0%	2,700	2.0%
City Attorney	1,746,160	1,770,760	1.4%	1,840,890	4.0%	1,913,920	4.0%	1,989,960	4.0%	2,069,120	4.0%
Full Time Salaries	423,750	467,620	10.4%	486,320	4.0%	505,770	4.0%	526,000	4.0%	547,040	4.0%
Life Insurance	2,370	2,620	10.5%	2,700	3.0%	2,780	3.0%	2,860	3.0%	2,950	3.0%
Major Medical Insurance	91,200	94,030	3.1%	99,670	6.0%	105,650	6.0%	111,990	6.0%	118,710	6.0%
Social Security	6,140	6,770	10.3%	7,040	4.0%	7,320	4.0%	7,610	4.0%	7,910	4.0%
Pension	55,000	53,500	-2.7%	55,640	4.0%	57,870	4.0%	60,180	4.0%	62,590	4.0%
Worker's Compensation	4,290	3,530	-17.7%	3,710	5.0%	3,900	5.0%	4,100	5.0%	4,310	5.0%
Operating Expenses	324,470	424,840	30.9%	537,590	3.0%	553,720	3.0%	570,330	3.0%	587,440	3.0%
Internal Service Expenses	216,550	171,160	-21.0%	176,290	3.0%	181,580	3.0%	187,030	3.0%	192,640	3.0%
Off Records & Legislative	1,123,770	1,224,070	8.9%	1,368,960	11.8%	1,418,590	3.6%	1,470,100	3.6%	1,523,590	3.6%
Full Time Salaries	1,627,760	1,750,750	7.6%	1,820,780	4.0%	1,893,610	4.0%	1,969,350	4.0%	2,048,120	4.0%
Part Time Salaries	18,200	18,200	0.0%	18,930	4.0%	19,690	4.0%	20,480	4.0%	21,300	4.0%
Overtime	5,140	5,070	-1.4%	5,270	4.0%	5,480	4.0%	5,700	4.0%	5,930	4.0%
Life Insurance	6,760	9,020	33.4%	9,290	3.0%	9,570	3.0%	9,860	3.0%	10,160	3.0%
Major Medical Insurance	237,770	286,220	20.4%	303,390	6.0%	321,590	6.0%	340,890	6.0%	361,340	6.0%
Social Security	48,080	51,750	7.6%	53,820	4.0%	55,970	4.0%	58,210	4.0%	60,540	4.0%
Pension	158,850	143,620	-9.6%	149,360	4.0%	155,330	4.0%	161,540	4.0%	168,000	4.0%
Worker's Compensation	25,010	20,800	-16.8%	21,840	5.0%	22,930	5.0%	24,080	5.0%	25,280	5.0%
Operating Expenses	264,450	264,190	-0.1%	272,120	3.0%	280,280	3.0%	288,690	3.0%	297,350	3.0%
Internal Service Expenses	192,850	197,570	2.4%	203,500	3.0%	209,610	3.0%	215,900	3.0%	222,380	3.0%
Finance	2,584,870	2,747,190	6.3%	2,858,300	4.0%	2,974,060	4.0%	3,094,700	4.1%	3,220,400	4.1%
Full Time Salaries	161,100	157,860	-2.0%	164,170	4.0%	170,740	4.0%	177,570	4.0%	184,670	4.0%
Life Insurance	1,350	1,030	-23.7%	1,060	3.0%	1,090	3.0%	1,120	3.0%	1,150	3.0%
Major Medical Insurance	19,170	19,830	3.4%	21,020	6.0%	22,280	6.0%	23,620	6.0%	25,040	6.0%
Social Security	7,260	7,800	7.4%	8,110	4.0%	8,430	4.0%	8,770	4.0%	9,120	4.0%
Pension	9,540	6,890	-27.8%	7,170	4.0%	7,460	4.0%	7,760	4.0%	8,070	4.0%
Worker's Compensation	1,070	880	-17.8%	920	5.0%	970	5.0%	1,020	5.0%	1,070	5.0%
Operating Expenses	13,520	13,540	0.1%	13,950	3.0%	14,370	3.0%	14,800	3.0%	15,240	3.0%
Internal Service Expenses	17,940	18,170	1.3%	18,720	3.0%	19,280	3.0%	19,860	3.0%	20,460	3.0%
City Audit	230,950	226,000	-2.1%	235,120	4.0%	244,620	4.0%	254,520	4.0%	264,820	4.0%
										275,540	4.0%

City of Clearwater
Five Year Forecast

Expenditure Schedule

	Budget 2018-19	Budget 2019-20	% Δ	Forecast									
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	Fiscal Year 2024-25	% Δ
Full Time Salaries	764,750	774,640	1.3%	805,630	4.0%	837,860	4.0%	871,370	4.0%	906,220	4.0%	942,470	4.0%
Part Time Salaries	38,310	39,880	4.1%	41,480	4.0%	43,140	4.0%	44,870	4.0%	46,660	4.0%	48,530	4.0%
Overtime	930	1,090	17.2%	1,130	4.0%	1,180	4.0%	1,230	4.0%	1,280	4.0%	1,330	4.0%
Life Insurance	3,490	4,700	34.7%	4,840	3.0%	4,990	3.0%	5,140	3.0%	5,290	3.0%	5,450	3.0%
Major Medical Insurance	172,610	177,190	2.7%	187,820	6.0%	199,090	6.0%	211,040	6.0%	223,700	6.0%	237,120	6.0%
Social Security	9,810	27,080	176.0%	28,160	4.0%	29,290	4.0%	30,460	4.0%	31,680	4.0%	32,950	4.0%
Pension	67,860	58,820	-13.3%	61,170	4.0%	63,620	4.0%	66,160	4.0%	68,810	4.0%	71,560	4.0%
Worker's Compensation	6,810	5,610	-17.6%	5,890	5.0%	6,180	5.0%	6,490	5.0%	6,810	5.0%	7,150	5.0%
Operating Expenses	357,960	388,120	8.4%	399,760	3.0%	411,750	3.0%	424,100	3.0%	436,820	3.0%	449,920	3.0%
Internal Service Expenses	98,780	98,730	-0.1%	101,690	3.0%	104,740	3.0%	107,880	3.0%	111,120	3.0%	114,450	3.0%
Human Resources	1,521,310	1,575,860	3.6%	1,637,570	3.9%	1,701,840	3.9%	1,768,740	3.9%	1,838,390	3.9%	1,910,930	3.9%
Full Time Salaries	22,007,690	24,078,430	9.4%	25,041,570	4.0%	26,043,230	4.0%	27,084,960	4.0%	28,168,360	4.0%	29,295,090	4.0%
Part Time Salaries	841,050	841,720	0.1%	875,390	4.0%	910,410	4.0%	946,830	4.0%	984,700	4.0%	1,024,090	4.0%
Overtime	674,750	736,150	9.1%	765,600	4.0%	796,220	4.0%	828,070	4.0%	861,190	4.0%	895,640	4.0%
Police Incentive Pay	186,760	184,110	-1.4%	191,470	4.0%	199,130	4.0%	207,100	4.0%	215,380	4.0%	224,000	4.0%
Life Insurance	62,170	65,150	4.8%	67,100	3.0%	69,110	3.0%	71,180	3.0%	73,320	3.0%	75,520	3.0%
Major Medical Insurance	3,720,680	3,674,510	-1.2%	3,894,980	6.0%	4,128,680	6.0%	4,376,400	6.0%	4,638,980	6.0%	4,917,320	6.0%
Social Security	400,680	428,440	6.9%	445,580	4.0%	463,400	4.0%	481,940	4.0%	501,220	4.0%	521,270	4.0%
Pension	2,984,910	2,837,240	-4.9%	2,950,730	4.0%	3,068,760	4.0%	3,191,510	4.0%	3,319,170	4.0%	3,451,940	4.0%
Worker's Compensation	859,710	696,980	-18.9%	731,830	5.0%	768,420	5.0%	806,840	5.0%	847,180	5.0%	889,540	5.0%
Supplemental Pension	1,000,000	1,000,000	0.0%	1,010,000	1.0%	1,020,100	1.0%	1,030,300	1.0%	1,040,600	1.0%	1,051,010	1.0%
Medical Examinations	150,000	155,000	3.3%	155,000	0.0%	155,000	0.0%	155,000	0.0%	155,000	0.0%	155,000	0.0%
Operating Expenses	2,528,370	2,909,360	15.1%	2,996,640	3.0%	3,086,540	3.0%	3,179,140	3.0%	3,274,510	3.0%	3,372,750	3.0%
Internal Service Expenses	6,325,260	6,927,470	9.5%	7,135,290	3.0%	7,349,350	3.0%	7,569,830	3.0%	7,796,920	3.0%	8,030,830	3.0%
Debt Service	179,860	193,320	7.5%	193,320	(1)	165,180	(1)	63,940	(1)	3,370	(1)	-	(1)
Interfund Transfers	430,000	105,000	-75.6%	105,000	(2)	105,000	(2)	105,000	(2)	105,000	(2)	30,000	(2)
Police	42,351,890	44,832,880	5.9%	46,559,500	3.9%	48,328,530	3.8%	50,098,040	3.7%	51,984,900	3.8%	53,934,000	3.7%
Full Time Salaries	13,991,430	14,167,310	1.3%	15,365,680	4.0%	15,980,310	4.0%	16,619,520	4.0%	17,284,300	4.0%	17,975,670	4.0%
Overtime	1,471,680	1,782,360	21.1%	1,853,650	4.0%	1,927,800	4.0%	2,004,910	4.0%	2,085,110	4.0%	2,168,510	4.0%
Fire Incentive/Acting Pay	307,330	307,330	0.0%	319,620	4.0%	332,400	4.0%	345,700	4.0%	359,530	4.0%	373,910	4.0%
Fire Special Holiday	442,970	458,550	3.5%	476,890	4.0%	495,970	4.0%	515,810	4.0%	536,440	4.0%	557,900	4.0%
Life Insurance	66,930	67,190	0.4%	69,210	3.0%	71,290	3.0%	73,430	3.0%	75,630	3.0%	77,900	3.0%
Major Medical Insurance	2,302,060	2,349,070	2.0%	2,490,010	6.0%	2,639,410	6.0%	2,797,770	6.0%	2,965,640	6.0%	3,143,580	6.0%
Social Security	212,360	235,960	11.1%	245,400	4.0%	255,220	4.0%	265,430	4.0%	276,050	4.0%	287,090	4.0%
Pension	1,911,740	1,829,310	-4.3%	1,902,480	4.0%	1,978,580	4.0%	2,057,720	4.0%	2,140,030	4.0%	2,225,630	4.0%
Worker's Compensation	667,610	548,120	-17.9%	575,530	5.0%	604,310	5.0%	634,530	5.0%	666,260	5.0%	699,570	5.0%
Supplemental Pension	1,130,000	1,130,000	0.0%	1,141,300	1.0%	1,152,710	1.0%	1,164,240	1.0%	1,175,880	1.0%	1,187,640	1.0%
Medical Examinations	97,600	97,610	0.0%	97,610	0.0%	97,610	0.0%	97,610	0.0%	97,610	0.0%	97,610	0.0%
Operating Expenses	1,629,250	1,899,520	16.6%	1,956,510	3.0%	2,015,210	3.0%	2,075,670	3.0%	2,137,940	3.0%	2,202,080	3.0%
Internal Service Expenses	2,389,650	2,587,380	8.3%	2,665,000	3.0%	2,744,950	3.0%	2,827,300	3.0%	2,912,120	3.0%	2,999,480	3.0%
Operating Capital	72,510	-	-100.0%	50,000	2.0%	51,000	2.0%	52,020	2.0%	53,060	2.0%	54,120	2.0%
Debt Service	669,330	521,830	(1)	496,430	(1)	465,790	(1)	387,790	(1)	163,840	(1)	-	(1)
Interfund Transfers	279,330	551,000	(2)	529,040	(2)	415,400	(2)	500,240	(2)	414,180	(2)	426,620	(2)
Fire	27,641,780	28,532,540	3.2%	30,234,360	6.0%	31,227,960	3.3%	32,419,690	3.8%	33,343,620	2.8%	34,477,310	3.4%

City of Clearwater
Five Year Forecast

Expenditure Schedule

	Budget 2018-19	Budget 2019-20	% Δ	Forecast								
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ	
Full Time Salaries	3,116,820	3,285,640	5.4%	3,417,070	4.0%	3,553,750	4.0%	3,695,900	4.0%	3,843,740	4.0%	
Part Time Salaries	12,000	22,530	n/a	23,430	4.0%	24,370	4.0%	25,340	4.0%	26,350	4.0%	
Overtime	58,990	68,810	16.6%	71,560	4.0%	74,420	4.0%	77,400	4.0%	80,500	4.0%	
Life Insurance	15,250	17,020	11.6%	17,530	3.0%	18,060	3.0%	18,600	3.0%	19,160	3.0%	
Major Medical Insurance	630,780	626,140	-0.7%	663,710	6.0%	703,530	6.0%	745,740	6.0%	790,480	6.0%	
Social Security	62,290	61,250	-1.7%	63,700	4.0%	66,250	4.0%	68,900	4.0%	71,660	4.0%	
Pension	377,770	354,470	-6.2%	368,650	4.0%	383,400	4.0%	398,740	4.0%	414,690	4.0%	
Worker's Compensation	34,460	32,550	-5.5%	34,180	5.0%	35,890	5.0%	37,680	5.0%	39,560	5.0%	
Operating Expenses	914,150	1,150,880	25.9%	1,185,410	3.0%	1,220,970	3.0%	1,257,600	3.0%	1,295,330	3.0%	
Internal Service Expenses	919,770	943,850	2.6%	972,170	3.0%	1,001,340	3.0%	1,031,380	3.0%	1,062,320	3.0%	
Debt Service	8,760	8,680	(1)	8,680	(1)	4,440	(1)	3,330	(1)	-	(1)	
Planning & Development	6,151,040	6,571,820	6.8%	6,826,090	3.9%	7,086,420	3.8%	7,360,610	3.9%	7,643,790	3.8%	
Full Time Salaries	3,095,320	3,338,640	7.9%	3,472,190	4.0%	3,611,080	4.0%	3,755,520	4.0%	3,905,740	4.0%	
Overtime	34,600	36,730	6.2%	38,200	4.0%	39,350	3.0%	40,530	3.0%	41,750	3.0%	
Life Insurance	14,250	16,820	18.0%	17,320	3.0%	17,840	3.0%	18,380	3.0%	18,930	3.0%	
Major Medical Insurance	608,010	659,580	8.5%	699,150	6.0%	741,100	6.0%	785,570	6.0%	832,700	6.0%	
Social Security	60,750	65,000	7.0%	67,600	4.0%	70,300	4.0%	73,110	4.0%	76,030	4.0%	
Pension	369,730	353,060	-4.5%	367,180	4.0%	381,870	4.0%	397,140	4.0%	413,030	4.0%	
Worker's Compensation	86,690	51,790	-40.3%	54,380	5.0%	57,100	5.0%	59,960	5.0%	62,960	5.0%	
Operating Expenses	2,826,420	2,826,990	0.0%	2,911,800	3.0%	2,999,150	3.0%	3,089,120	3.0%	3,181,790	3.0%	
Internal Service Expenses	734,190	820,410	11.7%	845,020	3.0%	870,370	3.0%	896,480	3.0%	923,370	3.0%	
Transfers	161,500	161,500	(2)	161,500	(2)	161,500	(2)	161,500	(2)	161,500	(2)	
Engineering	7,991,460	8,330,520	4.2%	8,634,340	3.6%	8,949,660	3.7%	9,277,310	3.7%	9,617,800	3.7%	
Full Time Salaries	8,080,980	8,826,040	9.2%	9,179,080	4.0%	9,546,240	4.0%	9,928,090	4.0%	10,325,210	4.0%	
Part Time Salaries	1,575,330	1,329,060	-15.6%	1,382,220	4.0%	1,437,510	4.0%	1,495,010	4.0%	1,554,810	4.0%	
Overtime	144,190	163,840	13.6%	170,390	4.0%	177,210	4.0%	184,300	4.0%	191,670	4.0%	
Life Insurance	41,760	45,660	9.3%	47,030	3.0%	48,440	3.0%	49,890	3.0%	51,390	3.0%	
Major Medical Insurance	2,038,640	2,084,130	2.2%	2,209,180	6.0%	2,341,730	6.0%	2,482,230	6.0%	2,631,160	6.0%	
Social Security	243,560	256,510	5.3%	266,770	4.0%	277,440	4.0%	288,540	4.0%	300,080	4.0%	
Pension	988,530	941,040	-4.8%	978,680	4.0%	1,017,830	4.0%	1,058,540	4.0%	1,100,880	4.0%	
Worker's Compensation	331,620	311,480	-6.1%	327,050	5.0%	343,400	5.0%	360,570	5.0%	378,600	5.0%	
Operating Expenses	9,264,950	9,291,740	0.3%	10,437,050	3.0%	10,750,160	3.0%	11,072,660	3.0%	11,404,840	3.0%	
Internal Service Expenses	4,353,020	5,479,900	25.9%	5,644,300	3.0%	5,813,630	3.0%	5,988,040	3.0%	6,167,680	3.0%	
Capital	41,530	35,000	-15.7%	35,700	2.0%	36,410	2.0%	37,140	2.0%	37,880	2.0%	
Debt Service	102,260	143,860	(1)	146,580	(1)	135,810	(1)	110,530	(1)	62,220	(1)	
Transfers	2,640,000	2,899,730	(2)	2,600,220	(2)	2,630,220	(2)	2,790,220	(2)	3,490,220	(2)	
Parks & Recreation	29,846,370	31,807,990	6.6%	33,424,250	5.1%	34,556,030	3.4%	35,845,760	3.7%	37,696,640	5.2%	
											38,716,930	2.7%

City of Clearwater
Five Year Forecast

Expenditure Schedule

	Budget 2018-19	Budget 2019-20	% Δ	Forecast							
				Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ	Fiscal Year 2022-23	% Δ	Fiscal Year 2023-24	% Δ
Full Time Salaries	2,815,890	3,073,710	9.2%	3,196,660	4.0%	3,324,530	4.0%	3,457,510	4.0%	3,595,810	4.0%
Part Time Salaries	545,660	574,800	5.3%	597,790	4.0%	621,700	4.0%	646,570	4.0%	672,430	4.0%
Life Insurance	13,430	15,240	13.5%	15,700	3.0%	16,170	3.0%	16,660	3.0%	17,160	3.0%
Major Medical Insurance	644,700	716,500	11.1%	759,490	6.0%	805,060	6.0%	853,360	6.0%	904,560	6.0%
Social Security	82,960	92,970	12.1%	96,690	4.0%	100,560	4.0%	104,580	4.0%	108,760	4.0%
Pension	321,120	343,420	6.9%	357,160	4.0%	371,450	4.0%	386,310	4.0%	401,760	4.0%
Worker's Compensation	50,630	42,300	-16.5%	44,420	5.0%	46,640	5.0%	48,970	5.0%	51,420	5.0%
Operating Expenses	952,260	922,160	-3.2%	949,820	3.0%	978,310	3.0%	1,007,660	3.0%	1,037,890	3.0%
Internal Service Expenses	1,091,680	1,203,090	10.2%	1,239,180	3.0%	1,276,360	3.0%	1,314,650	3.0%	1,354,090	3.0%
Operating Capital	694,960	694,680	0.0%	708,570	2.0%	722,740	2.0%	737,190	2.0%	751,930	2.0%
Transfers	226,500	193,080	(2)	185,000	(2)	185,000	(2)	85,000	(2)	85,000	(2)
Library	7,439,790	7,871,950	5.8%	8,150,480	3.5%	8,448,520	3.7%	8,658,460	2.5%	8,980,810	3.7%
Full Time Salaries	1,300,000	-	100%	-	4.0%	-	4.0%	-	4.0%	-	4.0%
Other Operating	185,000	432,110	133.6%	445,070	3.0%	458,420	3.0%	472,170	3.0%	486,340	3.0%
Property/Liability Insurance	2,047,100	1,241,290	-39.4%	1,303,350	5.0%	1,368,520	5.0%	1,436,950	5.0%	1,508,800	5.0%
Interfund Transfer - CRA	1,482,840	1,841,090	(2)	1,896,320	(2)	1,953,210	(2)	2,011,810	(2)	2,072,160	(2)
Interfund Transfers - CIP	9,225,000	7,434,150	(2)	3,930,000	(2)	3,630,000	(2)	2,210,000	(2)	2,085,000	(2)
Non-Departmental	14,239,940	10,948,640	-23.1%	7,574,740	-30.8%	7,410,150	-2.2%	6,130,930	-17.3%	6,152,300	0.3%
Other Operating	110,860	109,190	-1.5%	112,470	3.0%	115,840	3.0%	119,320	3.0%	122,900	3.0%
Internal Services	185,290	280,460	51.4%	288,870	3.0%	297,540	3.0%	306,470	3.0%	315,660	3.0%
Public Utilities	296,150	389,650	31.6%	401,340	3.0%	413,380	3.0%	425,790	3.0%	438,560	3.0%
Total Expenditures	148,139,000	151,993,200	2.6%	155,108,030	2.0%	160,242,560	3.3%	164,578,710	2.7%	170,782,830	3.8%



Department Objective

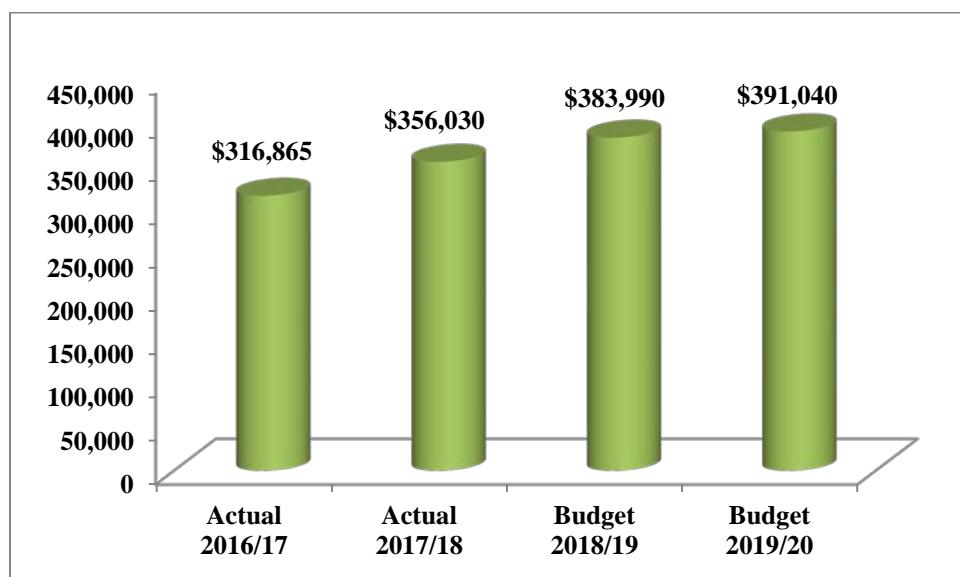
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Councilmembers, who each serve four-year terms. The City Council is the legislative and policy-making body of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

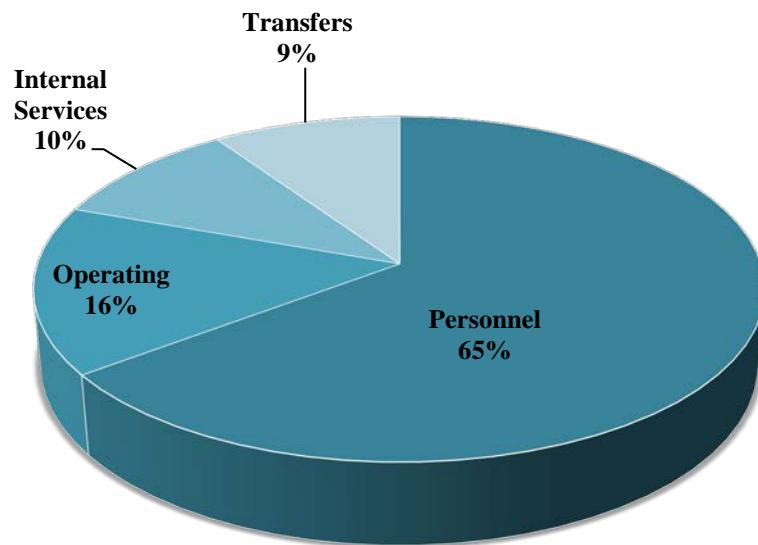
In addition, the Councilmembers evaluate the job performance of the City Manager and the City Attorney, attend City Council meetings, special workshops/meetings, schedule and attend community meetings to address various topics and initiatives, serve as the City liaison for various area-wide boards, and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

Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	229,505	235,879	247,710	253,190	2%
Operating	53,086	59,215	62,740	61,540	-2%
Internal Services	20,274	23,556	36,160	38,930	8%
Transfers	14,000	37,380	37,380	37,380	0%
Total City Council Office	316,865	356,030	383,990	391,040	2%
Total City Council Office FTEs	1.0	1.0	1.0	1.0	0.0

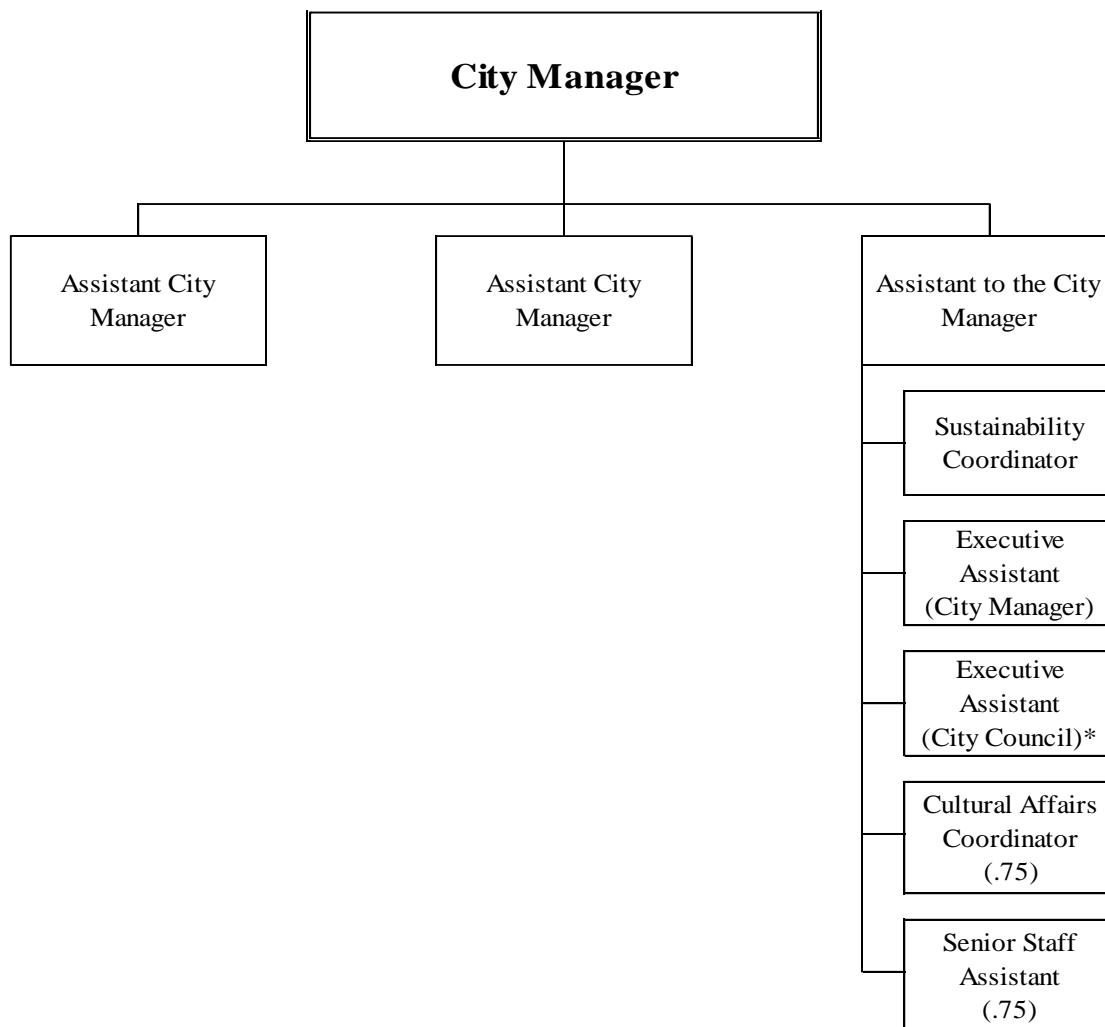
Department Total Summary



Fiscal Year 2019/20 Budget by Category**Budget Highlights**

- ◆ The City Council program includes salaries for the five Council members and an Executive Assistant. The Councilmember's salaries have been increased by 2.0% in this budget based upon City Ordinance to adjust salaries based upon the greater of Social Security cost-of-living (COLA) adjustment or 2%.
- ◆ Included in the operating category is the anticipated cost of memberships for fiscal year 2019/20 totaling \$18,650. Funding is included for memberships for the Florida League of Mayors, Clearwater Regional and Beach Chambers of Commerce, the Florida League of Cities, the Tampa Bay Regional Planning Council, as well as other ancillary memberships.
- ◆ Councilmember travel is budgeted at \$15,960, the same level of funding as the 2018/19 budget.
- ◆ Internal Services reflect an 8% increase from the 2018/19 budget primarily related to increases in telephone charges.
- ◆ Interfund transfers total \$37,380 in fiscal year 2019/20, the same level of funding as fiscal year 2018/19. 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 2% increase from the fiscal year 2018/19 budget.

City Manager's Office



City Manager's Office – 7.5 FTEs

***City Council – 1.0**

Department Objective

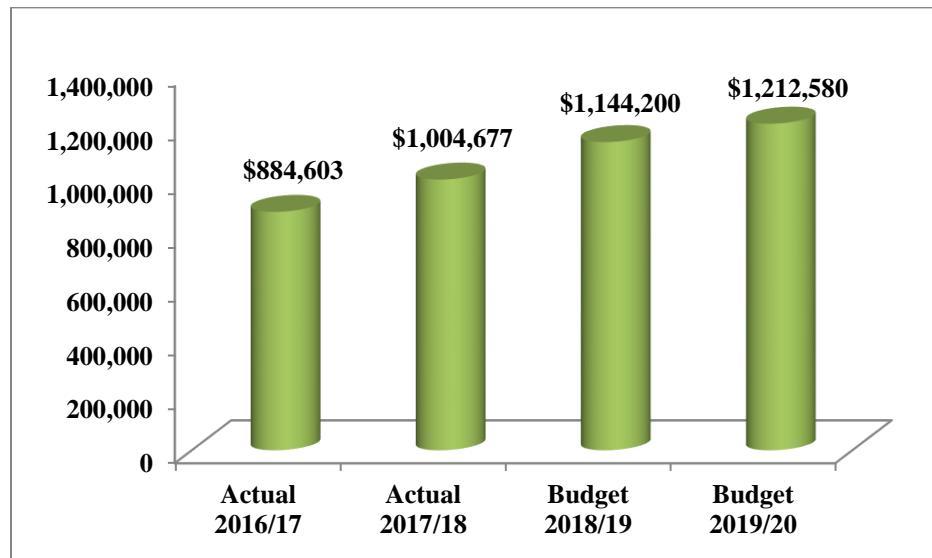
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic direction to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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

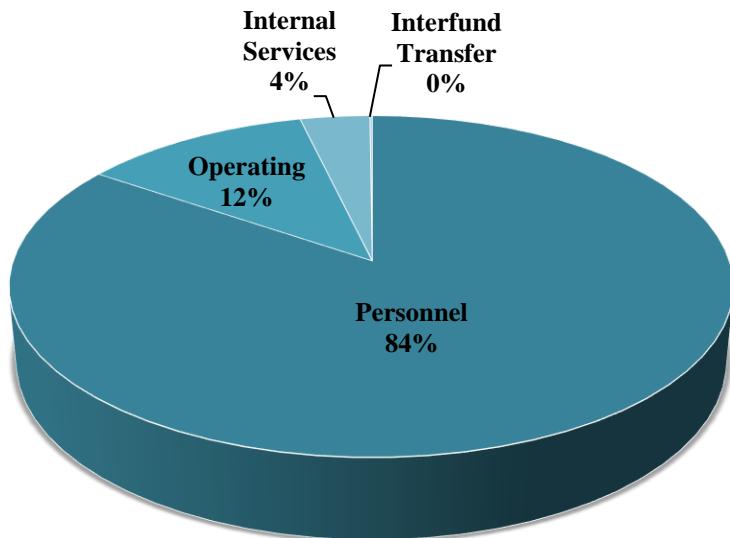
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	686,599	807,979	884,170	1,024,880	16%
Operating	87,780	92,491	119,540	142,840	19%
Internal Services	108,723	102,707	138,990	43,360	-69%
Interfund Transfer	1,500	1,500	1,500	1,500	0%
Total City Manager's Office	884,603	1,004,677	1,144,200	1,212,580	6%
Total City Manager's Office FTEs	5.0	5.0	7.5	7.5	0.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category



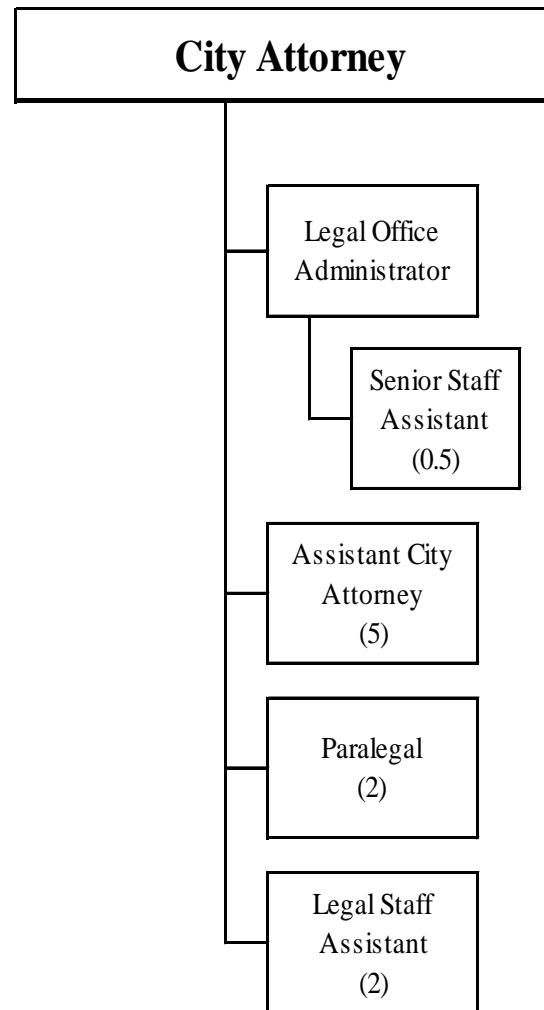
Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Strategic Plan – Nonrecurring Projects/Tasks</u> <ul style="list-style-type: none"> • % complete • % active <p>The City's Strategic Plan consists of 38 defined priorities, 29 of which are nonrecurring. This represents the percentage of total completed and active priorities that are not recurring.</p>	24% 68%	41% 59%	62% 38%
<u>Strategic Plan – Recurring Projects/Tasks</u> <ul style="list-style-type: none"> • % complete <p>Of the 38 defined priorities within the City's Strategic Plan, 9 are recurring, such as the Budget and CAFR and others are updated annually or semiannually, such as the ED Strategic Plan and Rates Studies. This represents the percentage of total recurring priorities that were completed or otherwise updated by progress.</p>	100%	90%	100%

Key Performance Indicator (continued)	FY 2016/17	FY 2017/18	FY 2018/19
<p><u>Internal Services Survey</u></p> <ul style="list-style-type: none"> • % Of departments who meet or exceed expectations • % Of departments who do not meet or exceed expectations <p>The most recent internal services survey was completed in 2019 with the initial survey taken in 2017. The following internal service departments were measured: Accounting, Budget, Building and Maintenance, City Auditor, City Clerk, Fleet Maintenance, Human Resources, Information Technology, Legal Services, Payroll, Public Communications, Purchasing, Risk Management.</p>	N/A	62%	69%
		28%	31%

Budget Highlights

- ◆ The City Manager's Office is supported by 7.5 full time equivalent positions. In fiscal year 2018/19 FTEs were amended to include, a sustainability coordinator, cultural affairs coordinator (0.75), and staff assistant (0.75), reallocating positions from other departments.
- ◆ Operating expenses include \$75,000 as a source of funding for the City Manager to handle small, unbudgeted requests or issues that arise during any fiscal year; this is the same level of funding as fiscal year 2018/19. Also included is agency funding of \$8,000 to support the City's agreement with the Clearwater Arts Alliance.
- ◆ Interfund transfers total \$1,500 in fiscal year 2019/20 to fund the special program for United Way Campaign expenditures.
- ◆ Internal service charges reflect a 69% decrease from fiscal year 2018/19 due to the elimination of building and maintenance charges after the move of City Offices. Building rental fees are included in the non-departmental cost center.
- ◆ There have been no other significant changes in the City Manager's Office. The budget for this department reflects a 12% increase from the 2018/19 budget.

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.

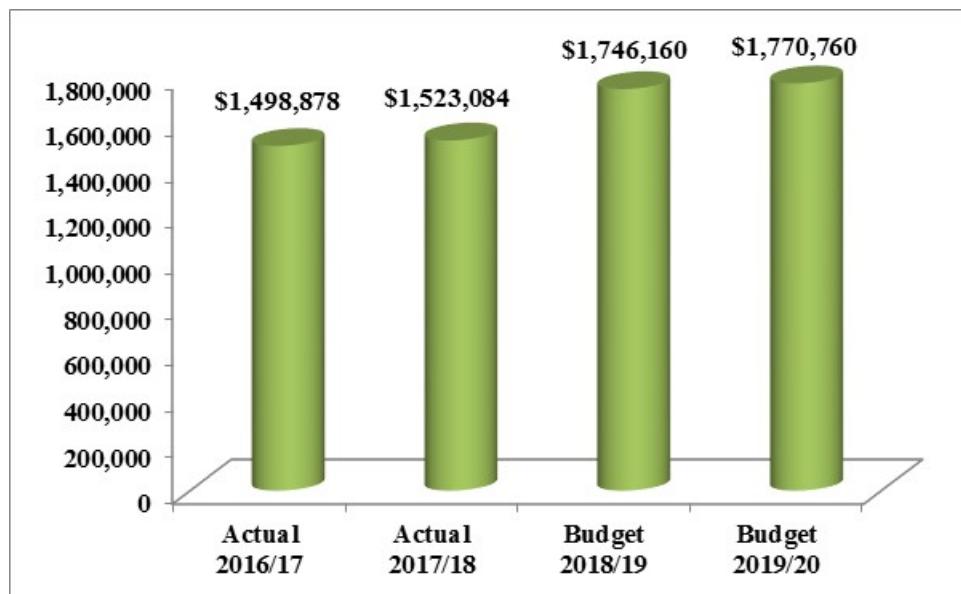
Legislation – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

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.

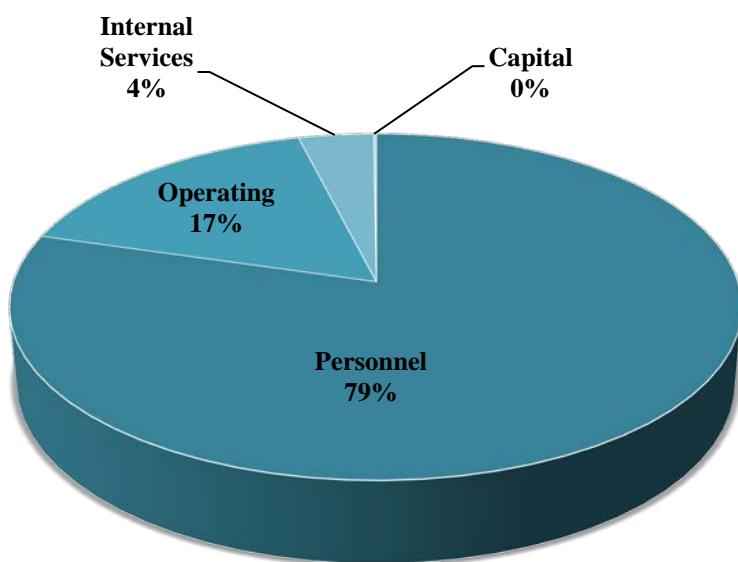
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	1,289,322	1,206,409	1,316,440	1,407,800	7%
Operating	96,172	205,252	291,800	293,050	0%
Internal Services	109,375	110,155	135,420	67,410	-50%
Capital	4,008	1,268	2,500	2,500	0%
Total City Attorney's Office	1,498,878	1,523,084	1,746,160	1,770,760	1%
Total City Attorney's FTEs	11.5	11.5	11.5	11.5	0.0

Department Total Summary

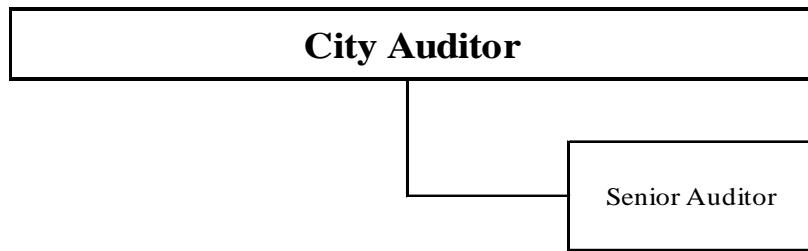


Fiscal Year 2019/20 Budget by Category



Budget Highlights

- ◆ The City Attorney's Office is supported by 11.5 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Personnel costs represent 79% of this program's budget.
- ◆ Capital expenditures represent funding for books and publications for \$2,500; this is the same level of funding as the 2018/19 budget.
- ◆ Other operating expenditures include \$223,000 for outside professional services, this is the same level of funding as the 2018/19 budget.
- ◆ Internal service charges reflect a 50% decrease from fiscal year 2018/19 due to the elimination of building and maintenance charges after the move of City Offices. Building rental fees are included in the non-departmental cost center.
- ◆ There have been no other significant changes in the City Attorney's Office. The budget for this department reflects a 1% increase from the 2018/19 budget.



City Audit – 2.0 FTEs

Department Objective

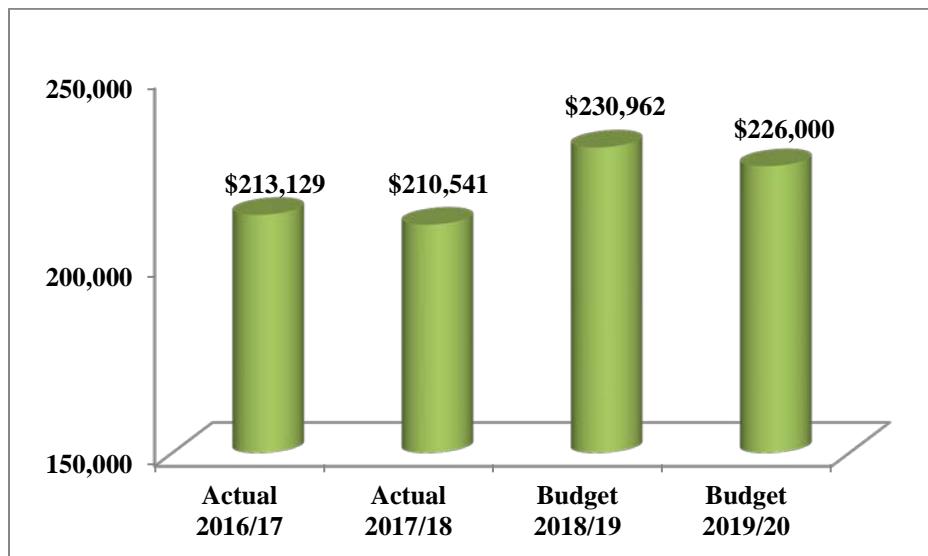
The objective of the City Audit Department is to provide independent, objective assurance, and consulting reviews of City services to promote ethical, effective, and accountable government. We are committed to providing proactive, accurate, and fair services in a friendly, professional manner.

In promoting the City's Strategic Direction of continuously measuring and improving our performance and practicing responsible financial management, the City Audit Department, being an integral part of the City of Clearwater with unrestricted scope of work and having no authority or responsibility for the activities audited, employs a systematic, disciplined approach to examine, evaluate and improve the effectiveness of risk management, internal control, and processes. This is achieved through continuously assessing risks, and conducting compliance, financial, and operational audits of City business activities, with resulting recommendations being informative and advisory.

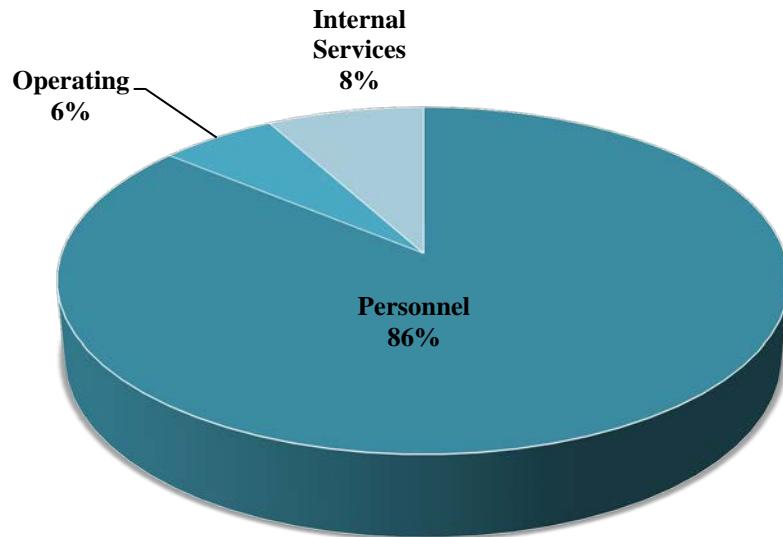
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	187,181	191,032	199,490	194,290	-3%
Operating	9,091	2,751	13,532	13,540	0%
Internal Services	16,857	16,758	17,940	18,170	1%
Total City Audit Office	213,129	210,541	230,962	226,000	-2%
Total City Audit Office FTEs	2.0	2.0	2.0	2.0	0.0

Department Total Summary



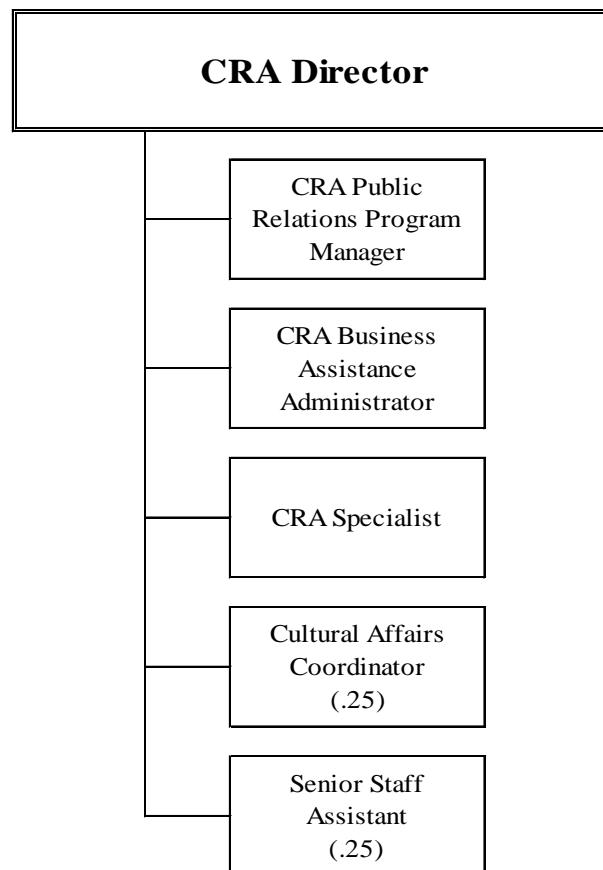
Fiscal Year 2019/20 Budget by Category



Budget Highlights

- ◆ The City Auditor's Office is supported by two full time equivalent positions, the same staffing as the 2018/19 budget.
- ◆ Personnel costs represent approximately 86% of this program's budget.
- ◆ There have been no significant changes in the City Auditor's Office. The budget for this department reflects a decrease of 2% in comparison to the 2018/19 budget.





CRA Administration –4.5 FTEs

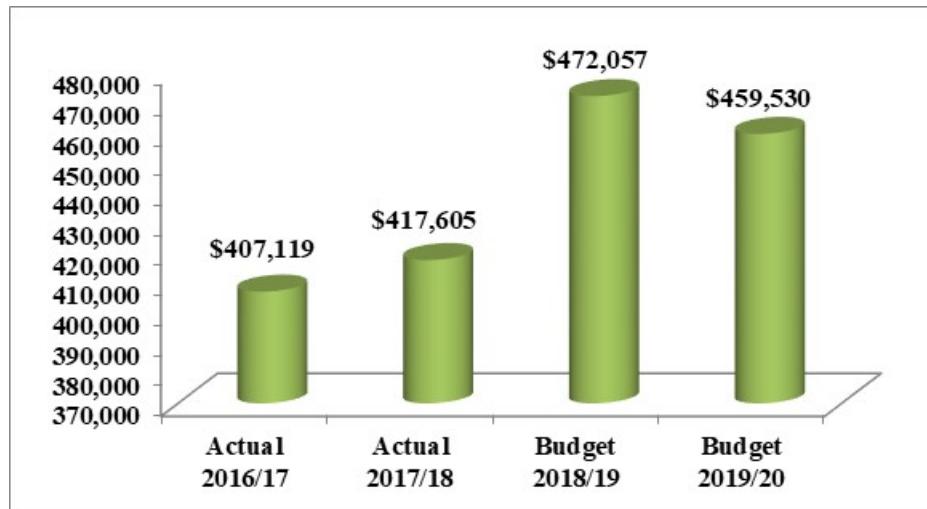
Department Objective

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

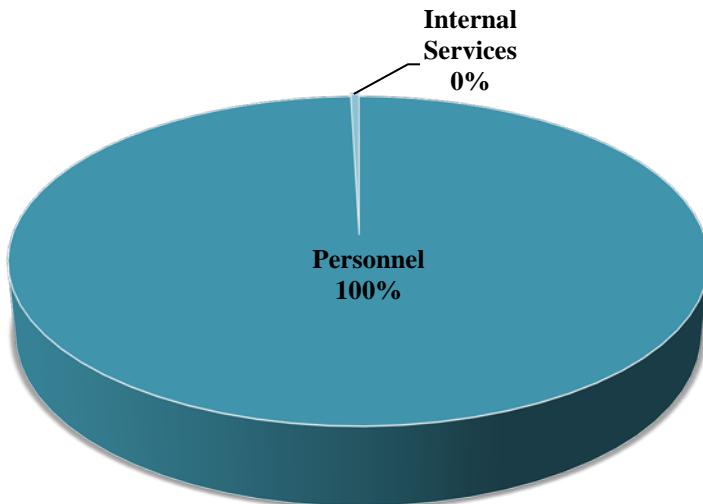
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	405,798	411,795	469,820	457,470	-3%
Other Operating	1,322	3,500	27	-	-100%
Internal Services	-	2,310	2,210	2,060	-7%
Total CRA Administration	407,119	417,605	472,057	459,530	-3%
Total CRA FTEs	4.6	4.5	4.5	4.5	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category

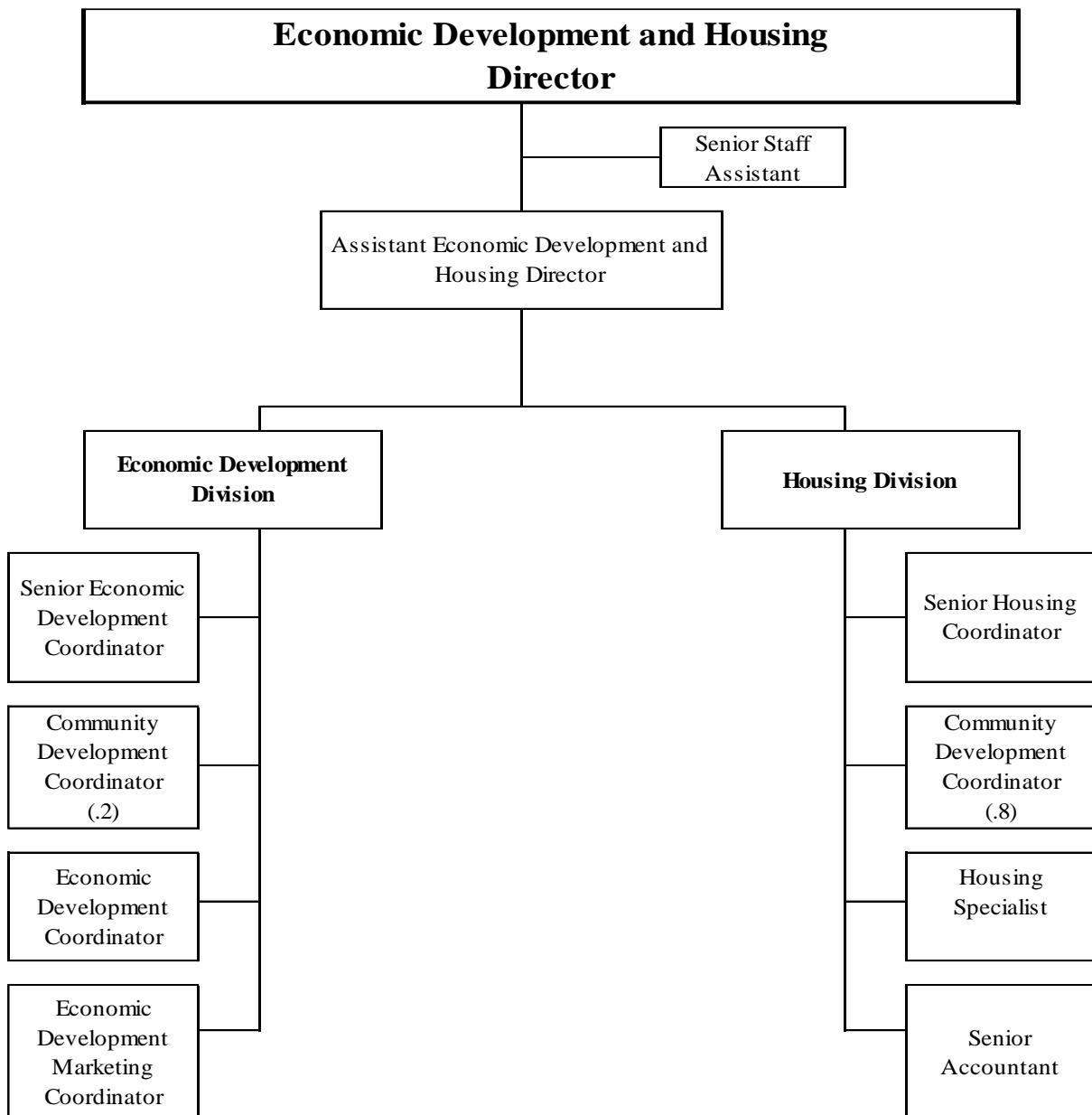


Budget Highlights

- ◆ In fiscal year 2015/16, City Management decided to create a Community Development Agency (CRA) Director position to fully administer the operations of the Community Redevelopment District. The CRA Administration program is supported by 4.5 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ The CRA Administration budget reflects only the personnel costs and internal service charges for the associated staff. This General Fund expenditure is fully reimbursed by CRA revenues.



Economic Development and Housing



Economic Development – 5.5 FTEs

Housing – 5.5 FTEs

Total Economic Development and Housing – 11.0 FTEs

Economic Development and Housing

Department Objective

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

Summary of Services Provided

Economic Development

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

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

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

Housing

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

This year, CDBG entitlement funds total \$764,043 and are used to support a wide variety of eligible housing and social service programs. Approximately 85% of the CDBG funds are redistributed to organizations that directly provide services to the community. The department, during its annual funding cycle, advertises, solicits, reviews and recommends to the City Council for their final approval the selection and funding level of the grantee organizations. Contract management and grant supervision is provided by the department throughout the year to ensure effective and compliant use of the grant funds.

HOME entitlement for this year is \$383,978 and SHIP entitlement is estimated to be \$262,000. 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 home owners 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 used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations.

Economic Development and Housing

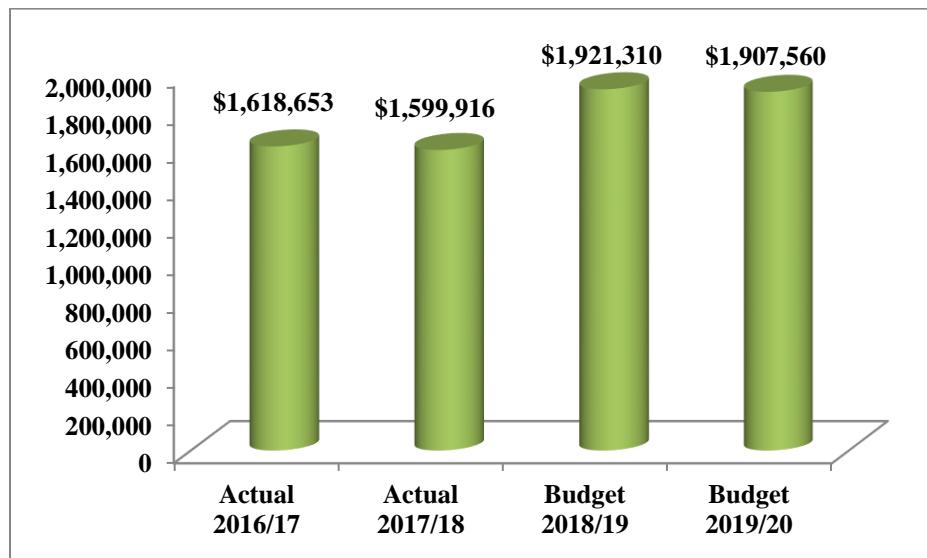
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Economic Development	1,167,874	1,157,741	1,329,670	1,321,310	-1%
Housing	450,780	442,175	591,640	586,250	-1%
Total Economic Development and Housing	1,618,653	1,599,916	1,921,310	1,907,560	-1%

Full Time Equivalent Positions

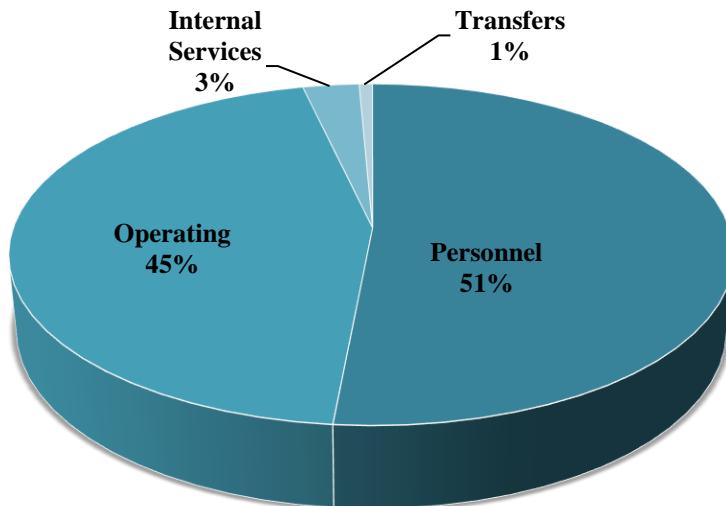
Economic Development	5.8	6.0	5.5	5.5	0.0
Housing	4.6	5.0	5.5	5.5	0.0
Total Economic Development and Housing FTEs	10.4	11.0	11.0	11.0	0.0

Department Total Summary



Economic Development and Housing

Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Tourism: <ul style="list-style-type: none"> • Number of annual visitors • Direct expenditures • Total economic impact Data supplied by Research Data Services, Inc. <ul style="list-style-type: none"> • FY 2016/17 reflects 9/1/16 - 8/31/17 • FY 2017/18 reflects 9/1/17 - 8/31/18 • FY 2018/19 reflects 9/1/18 – 4/30/19 	1,217,000 \$1,098,117,000 \$2,187,117,000	1,256,400 \$1,209,148,200 \$2,408,139,600	737,800 \$792,151,100 \$1,577,648,100
Tax Base Diversification: <ul style="list-style-type: none"> • Commercial and Industrial • Government and Institutional • Other • Residential Values in thousands of dollars based on data provided by Pinellas County Property Tax Appraiser	\$2,598,104 \$1,170,702 \$770,392 \$9,309,714	\$2,826,806 \$1,199,559 \$866,001 \$10,027,947	\$3,117,735 \$1,229,391 \$1,227,998 \$10,929,070

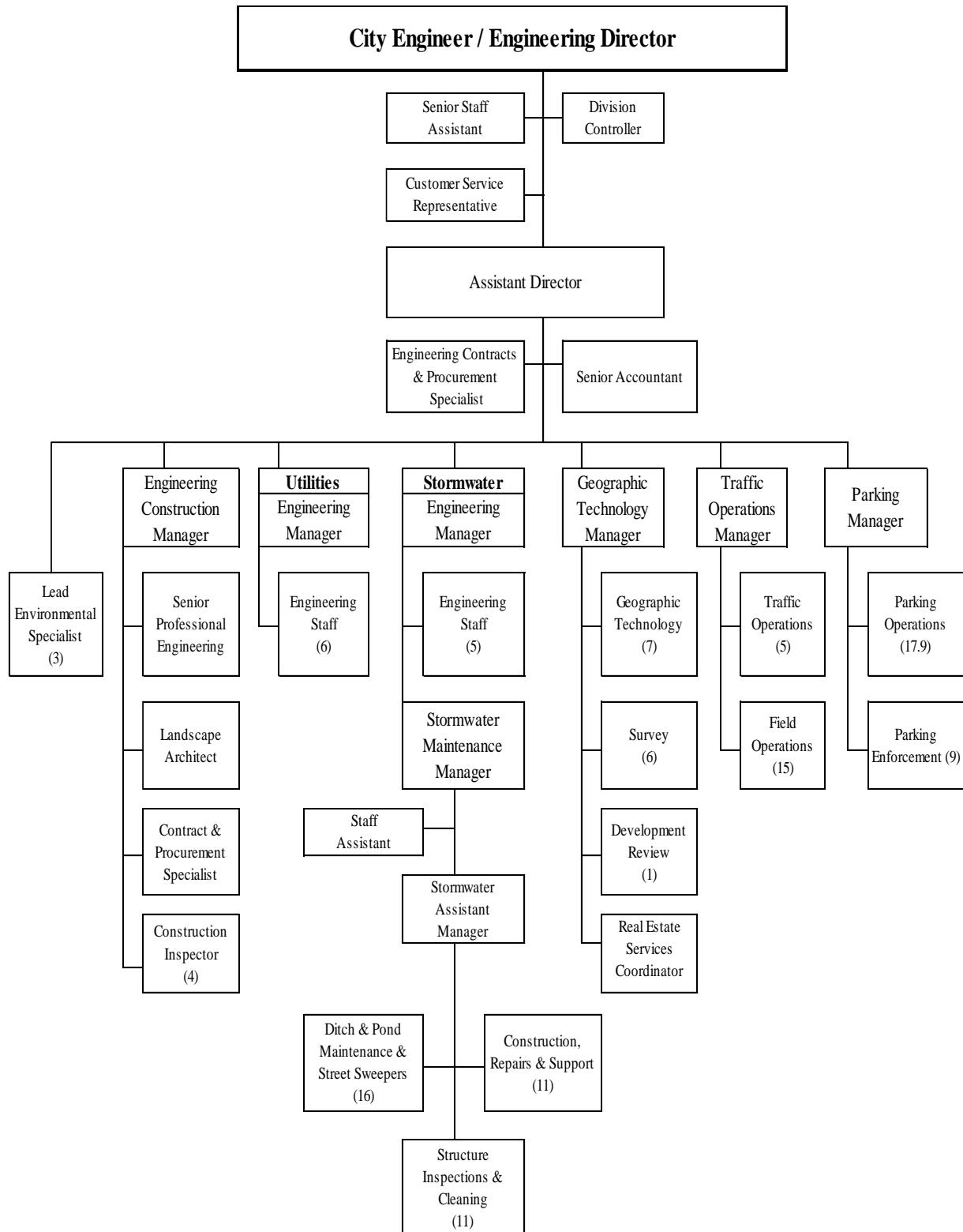
Economic Development and Housing

Key Performance Indicator (continued)	FY 2016/17	FY 2017/18	FY 2018/19
Affordable Housing - New Loans			
Down payment assistance			
<ul style="list-style-type: none"> • Number of loans • Total amount loaned • Amount leveraged 	5 \$71,130 \$402,209	10 \$253,065 \$1,090,689	11 \$222,825 \$1,305,055
Rehabilitation			
<ul style="list-style-type: none"> • Number of loans • Total amount loaned 	15 \$417,478	10 \$366,187	8 \$289,016
Community Development Block Grant Outcomes			
<ul style="list-style-type: none"> • Public Facilities - amount to grantees • Public Services - number of clients served 	\$216,008 2,087	\$248,919 2,454	\$256,280 2,386

Budget Highlights

- ◆ The Economic Development and Housing Department is supported by 11.0 full time equivalent positions, same level of staffing as the 2018/19 budget.
- ◆ Outside professional services for auditing, appraisals, research, statistical analyses, market analyses, and assistance with the annual action plan are budgeted at \$115,800. This is a 49% increase from the 2018/19 budget due to adding funding for the action plan and strategic plan updates in 2019/20.
- ◆ The tourism contracts in the amount of \$250,000 include a \$200,000 for tourism marketing services, and the contract for the Beach Visitor Information Center at \$50,000. All contracts are funded in the Economic Development program. This reflects an increase of 17% from the current budget due to estimated contractual increases.
- ◆ A contribution of \$235,000 is budgeted to support City-wide homeless initiatives.
- ◆ Promotional activity is budgeted in the Economic Development program in the amount of \$167,000. This includes funding for Clearwater Business SPARK and marketing activities promoting economic development opportunities throughout the City. This represents the same level of funding as the current budget.
- ◆ Internal service charges reflect a 65% decrease from fiscal year 2018/19 due to the elimination of building and maintenance charges after the move of City Offices. Building rental fees are included in the non-departmental cost center.
- ◆ Interfund transfers are budgeted at \$13,230 to provide funding for local match of state incentive 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 2018/19.





Engineering (General Fund) – 57.0 FTEs

Engineering (Stormwater) – 52.0 FTEs

Engineering (Parking) – 27.9 FTEs

Total Engineering – 136.9 FTEs

Department Objective

In support of the City Council's Strategic Direction of maintaining and reinvesting in the quality of the City's infrastructure the Engineering Department is responsible for project management for various elements of the City's Capital Improvement Program. The department is also responsible for traffic planning, design, and operations; the administration of the Parking System; and the operation and maintenance of the City stormwater infrastructure.

Summary of Services Provided

Civil Engineering

The Civil Engineering program is organized into three operational divisions: Engineering, Geographic Technology and Construction Management. The Engineering Division consists of Environmental Engineering and Utility Engineering services. The division is responsible for engineering design including management of engineering, environmental, and architectural consultant contracts, landscape architecture, project bidding and construction contract award. The Geographic Technology Division is responsible for project surveying, drafting, GIS, maintaining infrastructure, atlases provide mapping support for multiple City departments and Real Estate services. The Construction Management Division provides construction administration, project management and inspection services.

Traffic Operations

This division is responsible for the planning, design and operation of the City's transportation network. It reviews plans of developments for impact on adjacent street systems, coordinates street lighting, and conducts traffic studies. The division also operates and maintains the Computerized Traffic Control System and fabricates, installs and maintains all traffic signal installations, pavement markings and traffic signs under the jurisdiction of the City of Clearwater.

Stormwater Management & Maintenance

This division manages the planning, design, and development of stormwater studies and projects for: flood protection and drainage, water quality, habitat restoration and erosion/sedimentation control. The division is also responsible for the maintenance and repair of the City's storm sewer mains, 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 program provides dedicated enforcement of parking both downtown and at the beach. Consistent parking enforcement encourages compliance with parking regulations which results in a higher level of parking space turnover. All parking fine revenue is directed first to the Parking Fund to cover the costs of the program and the excess revenue is transferred to the general fund.

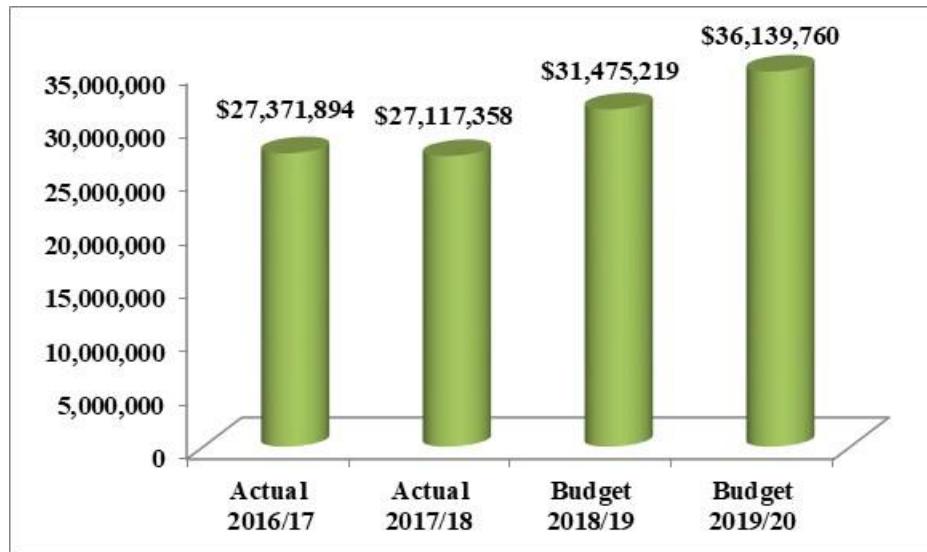
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
General Fund					
Civil Engineering	3,402,853	3,135,800	3,358,220	3,528,090	5%
Traffic Operations	4,420,166	4,293,747	4,633,576	4,802,430	4%
Subtotal - General Fund	<u>7,823,020</u>	<u>7,429,547</u>	<u>7,991,796</u>	<u>8,330,520</u>	<u>4%</u>
Stormwater Fund					
Stormwater Management	3,192,366	9,545,459	12,280,120	16,642,460	36%
Stormwater Maintenance	12,082,869	5,683,993	6,574,972	6,178,880	-6%
Subtotal - Stormwater Fund	<u>15,275,235</u>	<u>15,229,452</u>	<u>18,855,092</u>	<u>22,821,340</u>	<u>21%</u>
Parking Fund					
Parking System	3,667,250	3,876,205	3,905,845	4,287,810	10%
Parking Enforcement	606,390	582,154	722,486	700,090	-3%
Subtotal - Parking Fund	<u>4,273,639</u>	<u>4,458,359</u>	<u>4,628,331</u>	<u>4,987,900</u>	<u>8%</u>
Total Engineering	27,371,894	27,117,358	31,475,219	36,139,760	15%

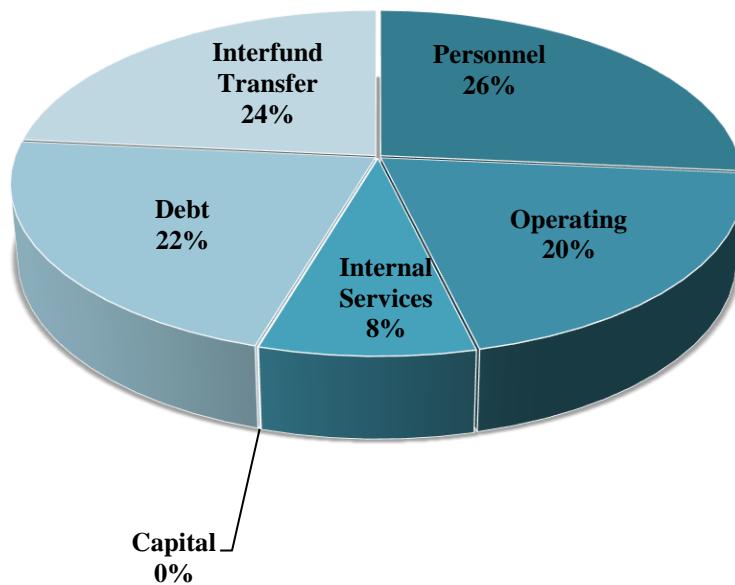
Full Time Equivalent Positions

	35.0	35.0	35.0	36.0	1.0
Civil Engineering	35.0	35.0	35.0	36.0	1.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	<u>56.0</u>	<u>56.0</u>	<u>56.0</u>	<u>57.0</u>	<u>1.0</u>
Stormwater Fund					
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Stormwater Maintenance	42.0	42.0	42.0	42.0	0.0
Subtotal - Stormwater Fund	<u>52.0</u>	<u>52.0</u>	<u>52.0</u>	<u>52.0</u>	<u>0.0</u>
Parking Fund					
Parking System	20.2	20.2	18.9	18.9	0.0
Parking Enforcement	7.7	7.7	9.0	9.0	0.0
Subtotal - Parking Fund	<u>27.9</u>	<u>27.9</u>	<u>27.9</u>	<u>27.9</u>	<u>0.0</u>
Total Engineering FTEs	135.9	135.9	135.9	136.9	1.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Miles of Main Street Arteries Swept <u>Objective:</u> to maintain City streets by sweeping each street 10 times per year, tourist district streets daily and downtown district streets weekly.	33,423	35,460	38,352
Storm Drain System Reliability Measured by the number of storm drain structures inspected, cleaned and maintained annually. <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit and to complete warranty inspections on all newly constructed systems within one year of completion.	5,295	5,769	5,723
Storm Drain Reliability Measured by miles of storm drains inspected, cleaned and maintained annually. <u>Objective:</u> to meet or exceed inspections required by the FDEP MS4 permit – 10% of the stormwater pipes (19 miles as of FY18/20)	15.09	15.75	18.75

General Fund
Civil Engineering and Traffic Operations
Budget Highlights

- ◆ The Engineering General Fund operations are supported by 57 FTEs for fiscal year 2019/20. This reflects an increase of one from the current fiscal year for the addition of a construction inspector.
- ◆ 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 2019/20 are budgeted at \$2.45 million, the same level of funding as the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund total \$161,500 to support Engineering projects for fiscal year 2019/20.
- ◆ There have been no other significant changes in the Engineering and Traffic Operation programs. The budget for these programs reflects a 4% increase from the 2018/19 budget.

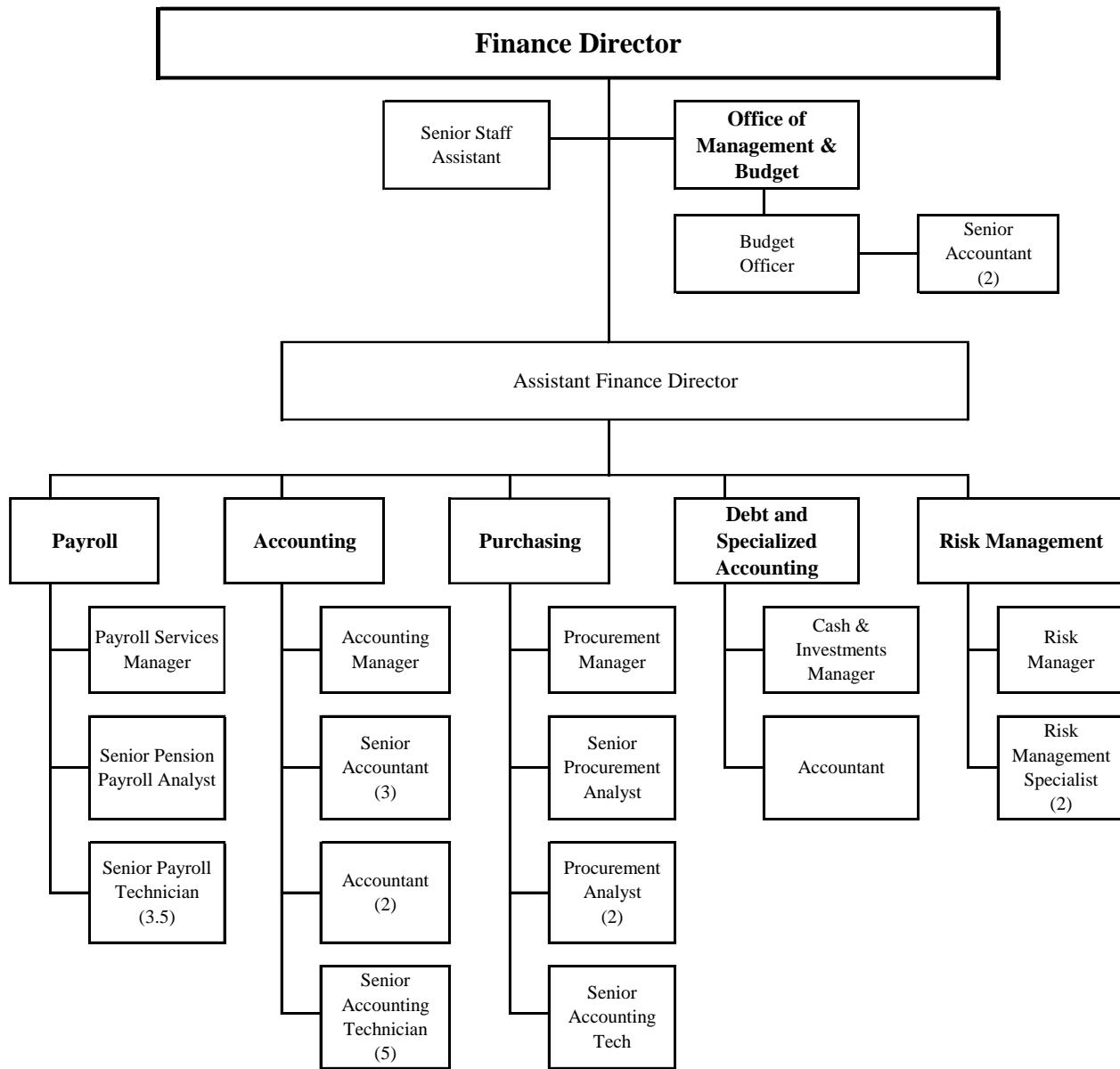
Stormwater Fund **Budget Highlights**

- ◆ 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.
- ◆ The Stormwater Fund program is supported by fifty-two full-time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Contractual and professional services are budgeted at \$516,210 a 1.5% decrease from the 2018/19 budget. Budgeted expenses include; funding for the scheduled rate-study, water quality testing in St. Josephs Sound, Tampa Bay Estuary Program Fees and TMDL Reasonable Assurance Testing, NPDES Permit Water Quality Testing.
- ◆ 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 Official Records functions. The Stormwater Fund anticipated portion of this cost is \$606,940 in this fiscal year, a 2.5% decrease from the 2018/19 budget.
- ◆ Budgeted debt costs are approximately \$8 million, this includes an increase of approximately \$5 million to fund the payoff of series 2014 bonds in fiscal year 2019/20
- ◆ 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 \$379,020, a 1% decrease from the 2018/19 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 \$267,190 in this fiscal year, a decrease of 15% from the 2018/19 budget.
- ◆ Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of \$1,015,070 to support the General Fund. The computation is based on and reflects a rate of 5.5% of prior year gross revenues. The 2019/20 contribution is a 0.6% decrease from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the 2017 rate study are \$6,179,400 for the 2019/20 budget.
- ◆ There have been no other significant changes in the Stormwater Fund. The budget for this program reflects an increase of 21% from the 2018/19 budget due to increased debt cost funding.

Parking Fund **Budget Highlights**

- ◆ The Parking Fund programs in the Engineering Department are supported by 27.9 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Parking System reimbursements to 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, and beach cleaning. The Parking Fund anticipated charge for these services is \$883,230 in this fiscal year, a 1% increase from the 2018/19 budget.
- ◆ Sunsets at Pier 60 is funded from the Parking Fund at a budgeted cost of \$22,900 in 2019/20. This is the same level funding as the 2018/19 budget.
- ◆ Funding for the Jolley Trolley service through PSTA is budgeted in the Parking Fund at a cost of \$329,440 for fiscal year 2019/20. This is an increase of 51% from fiscal year 2018/19 amended budget.
- ◆ Transfers of \$49,810 to the General Fund represent parking fine revenue net of the cost of the Parking Enforcement program.
- ◆ Per City Council policy, the Parking Fund makes a payment in lieu of taxes in the amount of \$349,510 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2017/18 gross revenues. The 2019/20 contribution represents a 5% decrease from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund total \$724,000 to support Parking projects for the 2018/19 budget. This transfer reflects an 85% increase from prior year.
- ◆ There have been no other significant changes to the Parking Fund programs in Engineering. The budgets for these programs reflect an increase of 9% from prior year.





Finance (General Fund) – 29.5 FTEs

Finance (Insurance Fund) – 3.0 FTEs

Total Finance – 32.5 FTEs

Department Objective

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

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

Summary of Service Provided

Finance

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

Debt & Specialized Accounting – The Debt & Specialized Accounting section is responsible to coordinate and monitor the debt issued by the City and assists in asset management via maintenance of the City's capital asset records. This program also provides City management with accounting and financial analysis for special projects as needed.

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

Purchasing – Purchasing 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 purchasing/procurement card process.

Summary of Service Provided

Office of Management and Budget

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

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

Risk Management

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

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

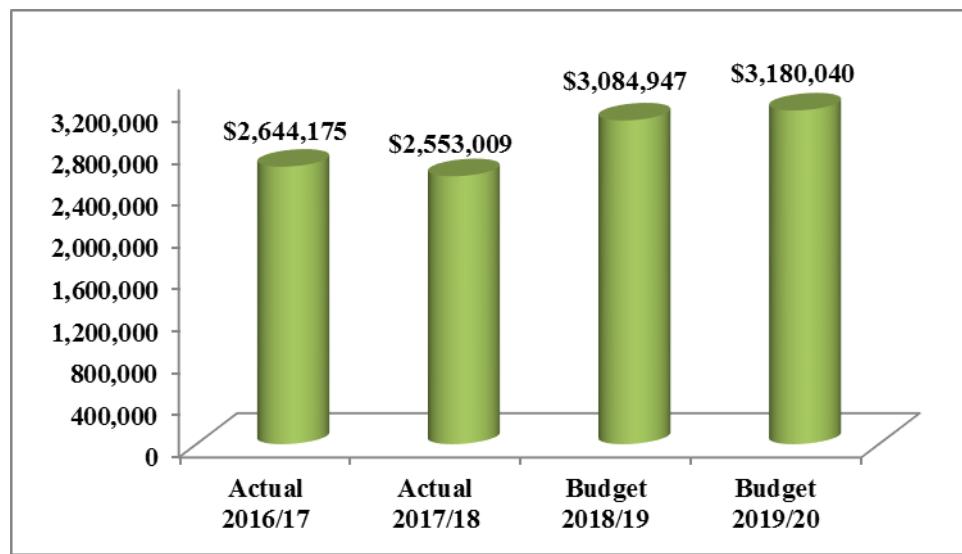
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
General Fund					
Finance	1,991,472	1,939,876	2,304,387	2,434,320	6%
Office of Management & Budget	261,920	266,841	280,660	312,870	11%
Subtotal - General Fund	2,253,392	2,206,717	2,585,047	2,747,190	6%
Central Insurance Fund					
Risk Management	390,783	346,293	499,900	432,850	-13%
Total Finance	2,644,175	2,553,009	3,084,947	3,180,040	3%

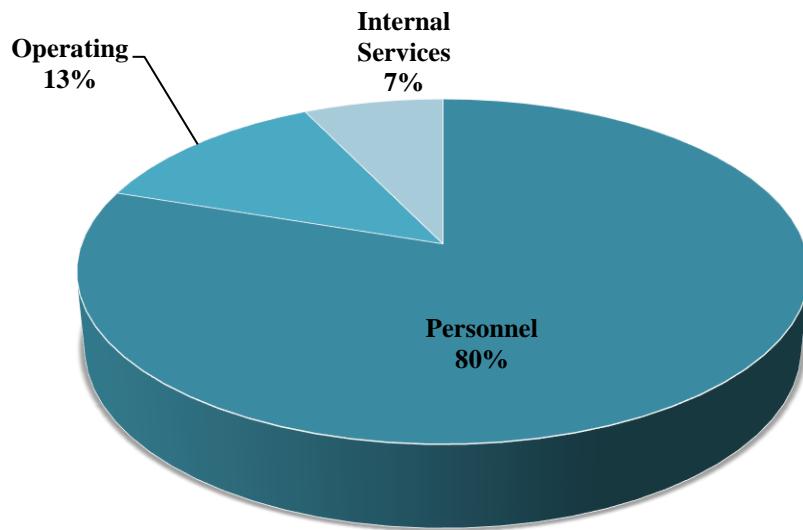
Full Time Equivalent Positions

	26.5	26.5	26.5	26.5	0.0
Finance	26.5	26.5	26.5	26.5	0.0
Office of Management & Budget	3.0	3.0	3.0	3.0	0.0
Subtotal - General Fund					
Risk Management	4.0	4.0	3.0	3.0	0.0
Total Finance FTEs	33.5	33.5	32.5	32.5	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



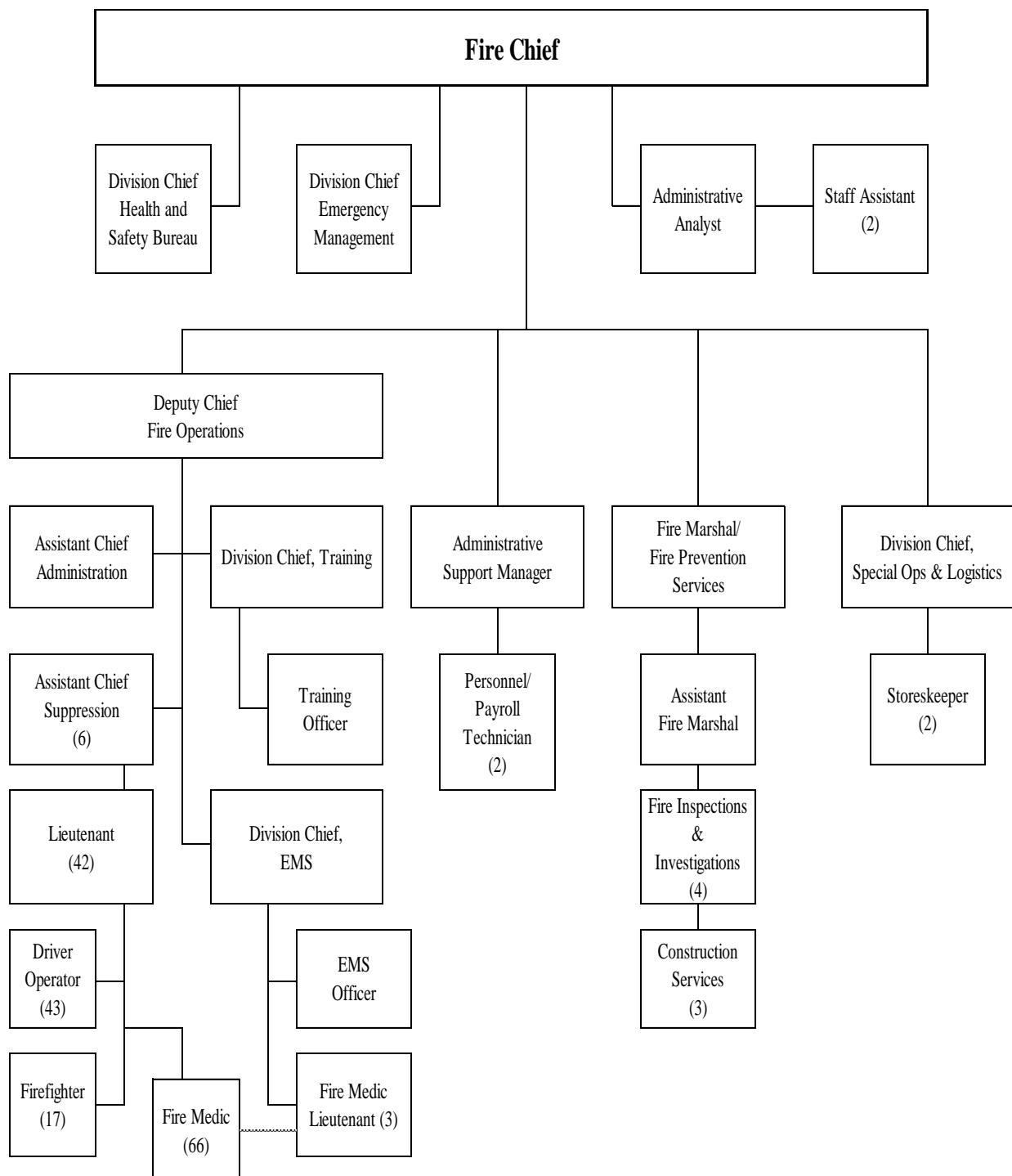
Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Risk Management - Claims Paid <ul style="list-style-type: none"> • Workers Compensation • Property • City Autos • Public Liability • Auto Liability Total annual cost of claims paid City Wide.	\$1,155,589 \$324,121 \$262,584 \$593,183 \$225,582	\$972,241 \$139,909 \$331,007 \$120,444 \$135,261	\$774,534 \$142,180 \$227,520 \$322,124 \$92,107
Accounts Payable <ul style="list-style-type: none"> • Total amount of invoices paid (in thousands) • Total invoice count This represents the total number of invoices and total dollar value of invoices paid during each fiscal year, regardless of the payment's method. For each payment type (checks, p-card, e-pay, wire), there are costs and benefits to both the vendor and the City. The Finance Department strives to achieve a satisfactory balance in the most practical and efficient manner.	\$241,456 49,325	\$315,687 50,909	\$372,578 53,721
Procurement <ul style="list-style-type: none"> • Invitation to Bid • Request for Proposal (RFP) • Request for Qualifications (RFQ) This represents the total number of bids, RFPs, and RFQs solicited by the Purchasing department.	14 12 8	16 17 4	24 24 9

General Fund
Finance and Office of Management and Budget
Budget Highlights

- ◆ The Finance Department is supported by 29.5 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Personnel costs represent 80% of this program's budget.
- ◆ Operating expenditures include \$132,300 for external audit services, \$26,200 for consulting services for the financial management systems and advisors, and \$16,000 for OPEB Actuary Report and consulting fees.
- ◆ There have been no significant changes in the Finance department budget. The budget for this department reflects an increase of 6% from 2018/19 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. In fiscal year 2018/19, FTE's were amended to eliminate a Senior Risk Management Specialist and transfer that FTE to the City Manager's Office.
- ◆ Other operating costs include \$117,090 in professional and contractual services to fund increased support for risk management and safety functions, a slight increase from the 2018/19 budget.
- ◆ There have been no other significant changes in the Risk Management program. The budget for this program reflects a 13% decrease from the 2018/19 budget.



Fire Department – 204.0 FTEs

Department Objective

The objective of Clearwater Fire & Rescue is to ensure the health, safety, and well-being of our community by providing a wide range of innovative services on a timely basis.

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, a training bureau for continual development of personnel, policies, and techniques to enhance safety, and a prevention and inspection bureau that ensures the safety of structures within the district. 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.

Support Services

Support Services supports the strategic directive of providing cost effective services by ensuring all fire equipment, apparatus, and facilities are extensively researched, planned and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance and acquisition. Support Services researches new products, equipment, apparatus and technologies to determine future purchases.

Fire Prevention Services

The Fire Prevention Services program provides building inspections, fire investigations, and construction review services to ensure the safety of structures within the fire district.

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 Bureau 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.

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

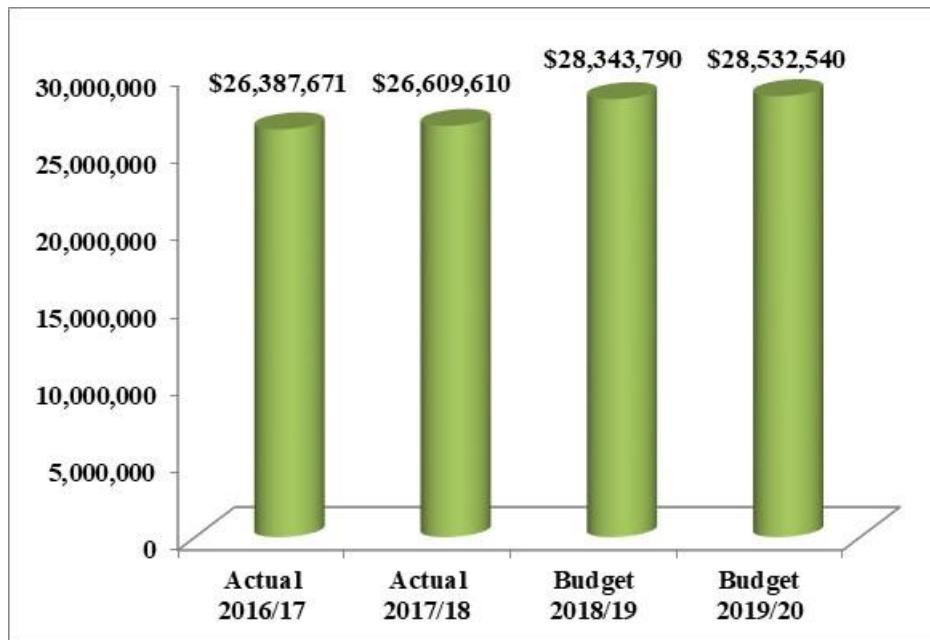
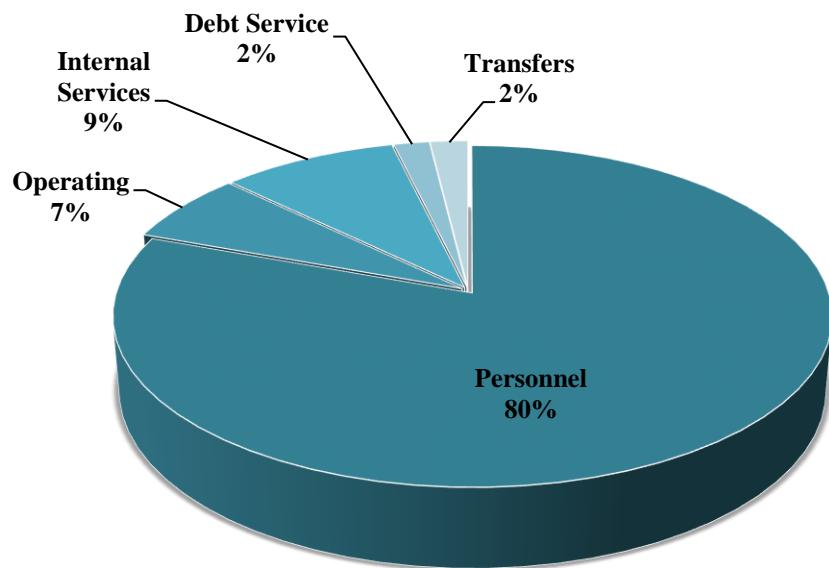
Summary of Services Provided

Emergency Medical Services

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 to fulfill its objectives. Emergency medical care is provided under the direction of a licensed Emergency Physician. The EMS Bureau plans and oversees a model Automated External Defibrillator (AED) program.

Budget Summary

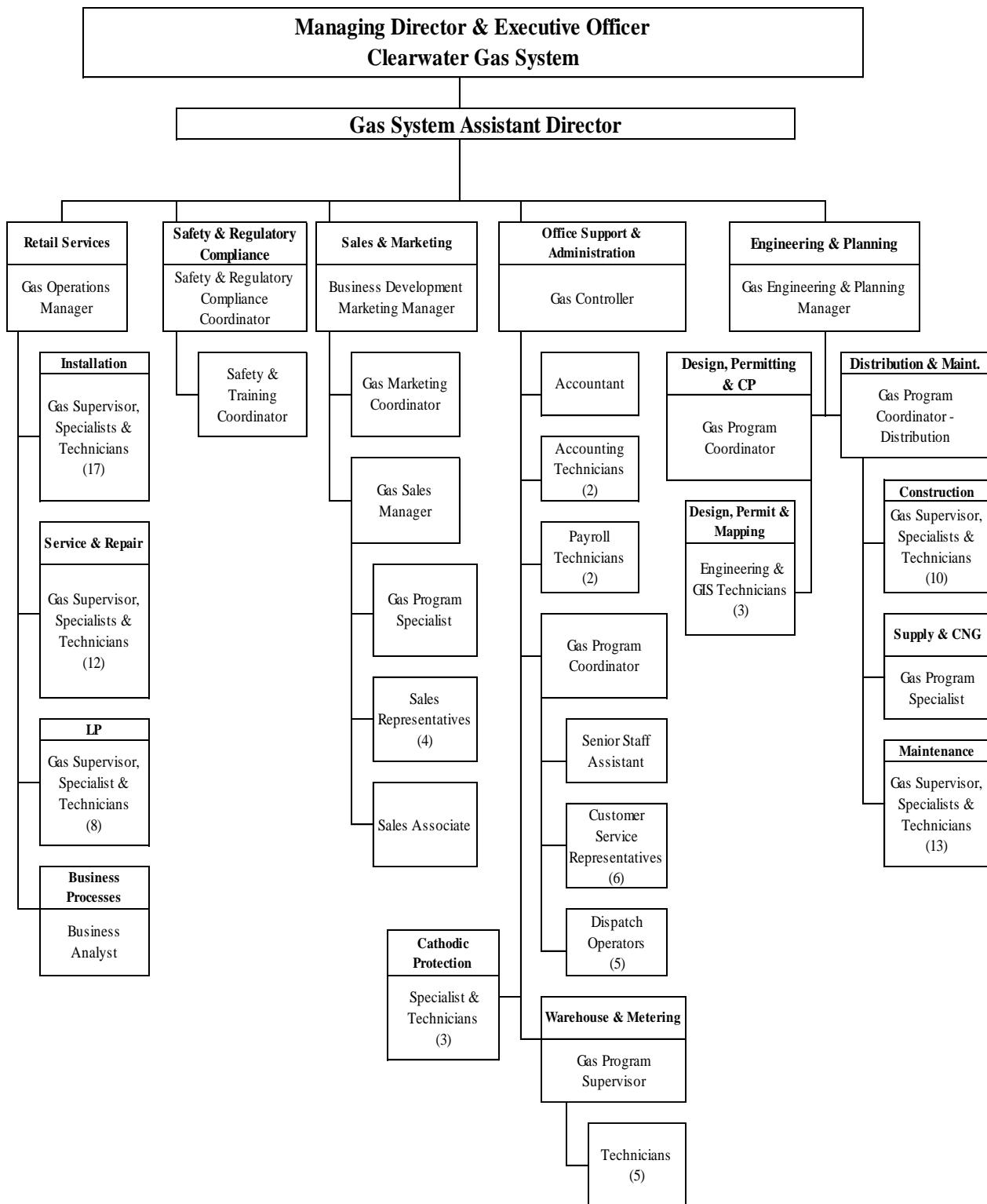
	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Administration	568,495	603,181	656,140	681,740	4%
Support Services	3,551,263	3,532,581	3,925,627	4,245,810	8%
Fire Prevention Services	1,129,929	1,146,775	1,134,920	1,025,090	-10%
Fire Operations	13,490,074	13,632,742	13,946,944	12,926,750	-7%
Emergency Medical	7,647,909	7,694,330	8,680,159	9,653,150	11%
Total Fire	26,387,671	26,609,610	28,343,790	28,532,540	1%
Full Time Equivalent Positions					
Administration	8.0	8.0	8.0	7.3	-0.8
Support Services	3.0	3.0	2.0	2.8	0.8
Fire Prevention Services	9.0	9.0	9.0	9.0	0.0
Fire Operations	124.0	124.0	113.0	105.0	-8.0
Emergency Medical	60.0	60.0	73.0	80.0	7.0
Total Fire FTEs	204.0	204.0	205.0	204.0	-1.0

Department Total SummaryFiscal Year 2019/20 Budget by Category

Key Performance Indicator	FY 2017 (Calendar Year)	FY 2018 (Calendar Year)	FY 2019 (Calendar Year)
<u>EMS Call Response Time</u> Average time elapsed between first responder notification and arrival on scene. <u>Benchmark:</u> 90% of calls within 7:30 minutes	4:57	4:22	4:22
<u>Fire/Special Operations Call Response Time</u> Average elapsed between first responder notification and arrival on scene. <u>Benchmark:</u> 90% of calls within 7:30 minutes	5:13	4:40	4:32
<u>Number of Emergency Calls</u> <ul style="list-style-type: none"> • Fire Emergency Calls • EMS Emergency Calls • Total All Calls Total number of annual emergency calls. *Fiscal Year 2018 call data is annualized based on nine months of activity – January through August.	8,526 22,290 30,816	7,279 22,326 29,555	6,818 * 22,876 * 29,694 *
<u>Fire Prevention - High Hazard Inspections:</u> Measured by the percentage of completion of annual inspections. <u>Objective:</u> To complete all high hazard licensure inspections on an annual basis. High hazard facilities include hospitals, nursing homes, adult living facilities, daycare centers, private schools, and similar facilities.	100%	95%	100%
<u>Fire Prevention - Non-Hazardous Inspections</u> Measured by the percentage of inspections completed within targeted goal. <u>Objective:</u> To complete all non-hazardous facility inspections city-wide within a 2.5 years inspection cycle. There are approximately 9,600 facilities in this category.	90%	65%	80%

Budget Highlights

- ◆ The Fire Department is supported by 204 full-time equivalent positions, a decrease of 1 FTE from the 2018/19 budget. In fiscal year 2019/20, two fire medics are being eliminated due to the elimination of a pilot program with the County with one FTE being reclassified to a storeskeeper.
- ◆ Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at \$1,782,360, an increase of 10% from the 2018/19 amended budget.
- ◆ Funding for the Fire Supplemental Pension plan for \$1,130,000 is included in the budget for fiscal year 2019/20. 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 represent approximately 80% of the Fire Department total operating budget.
- ◆ The Fire Department personnel budget reflects 3% general wage increases and step advancement for IAFF union employees in fiscal year 2019/20. This is based upon the current contract which expires September 30, 2021.
- ◆ Debt service costs for the purchase of Fire vehicles and equipment are budgeted at \$521,830; this is a decrease of 22% from fiscal year 2018/19.
- ◆ Transfers to the Capital Improvement Fund total \$551,000 to support Fire projects for fiscal year 2019/20.
- ◆ There have been no other significant changes in the Fire Department for fiscal year 2019/20. The budget reflects a slight increase from 2018/19.



Gas Systems – 110.0 FTEs

Department Objective

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

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

Clearwater Gas System serves about 26,000 customers in a 330 square mile service territory, which includes 20 municipalities, as well as, unincorporated areas of Pinellas and Pasco counties.

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

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

Summary of Services Provided

Administration and Supply

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

Pinellas Gas Operations

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

Pasco Gas Operations

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

Gas Marketing and Sales

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

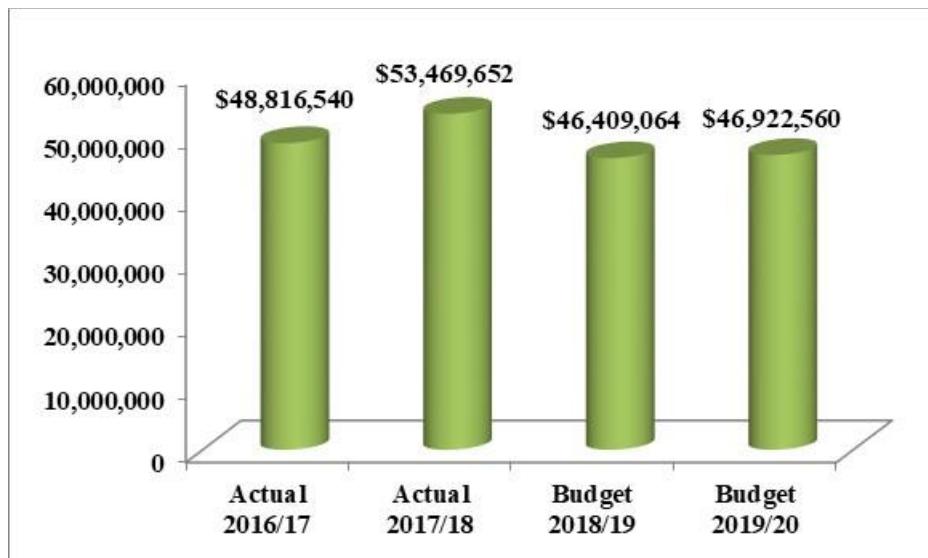
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Administration & Supply	20,767,920	20,949,454	23,906,594	23,945,000	0%
Pinellas Gas Operations	6,900,334	7,176,718	9,203,217	9,029,470	-2%
Pasco Gas Operations	3,510,873	4,286,633	6,374,030	6,681,510	5%
Marketing & Sales	17,637,413	21,056,847	6,925,223	7,266,580	5%
Total Gas	48,816,540	53,469,652	46,409,064	46,922,560	1%

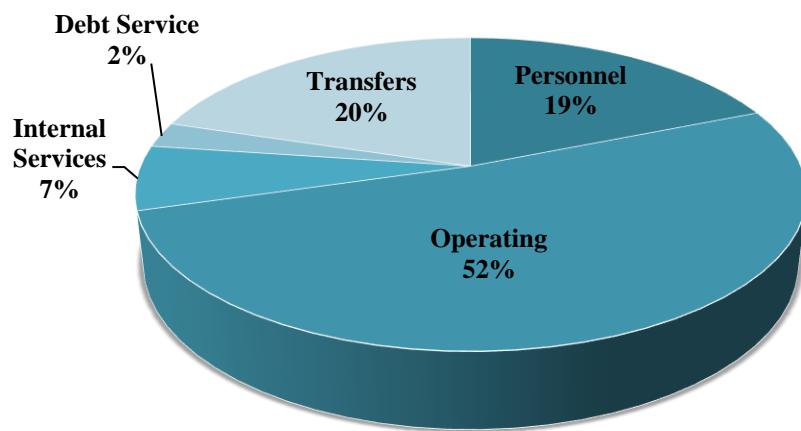
Full Time Equivalent Positions

Administration & Supply	11.6	11.6	10.6	11.8	1.2
Pinellas Gas Operations	54.0	54.0	54.0	54.9	0.9
Pasco Gas Operations	29.0	34.0	35.0	32.0	-3.0
Marketing & Sales	9.4	10.4	10.4	11.3	0.9
Total Gas FTEs	104.0	110.0	110.0	110.0	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category

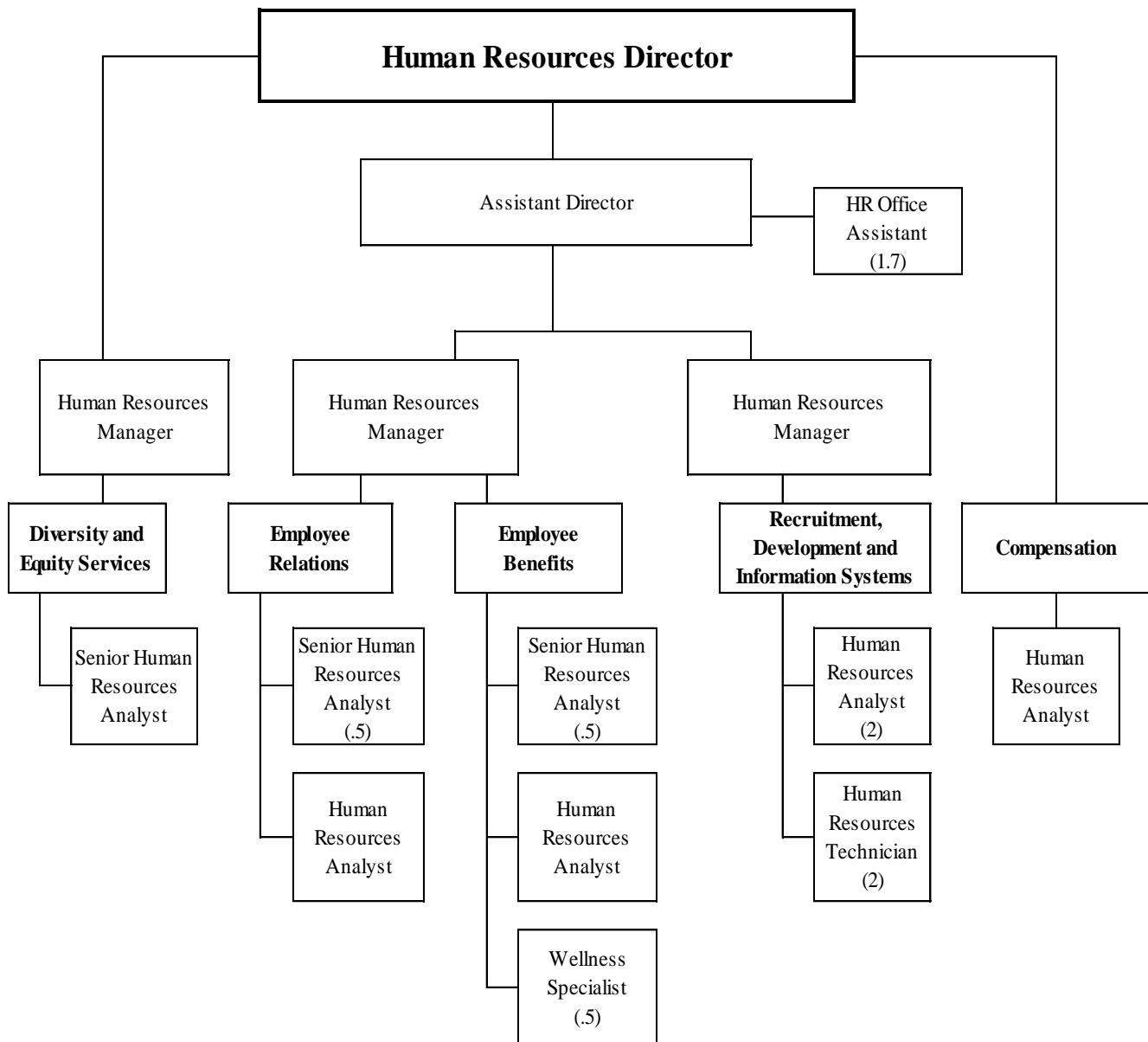


Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19 (Oct – Aug)
Miles of Gas Mains <ul style="list-style-type: none"> • Pinellas County Mains • Pasco County Mains Total number of Gas Main miles, as of each fiscal year end.	735.49 194.17	751.8 213.44	765.77 224.92
Gas Sales <ul style="list-style-type: none"> • Natural Gas (therm) • Liquid Propane (gallons) Total equivalent therms sold (LP converted to therms)	24,246,263 373,452	25,316,695 376,965	21,986,932 272,960
Natural Gas Vehicle (NGV) Station <ul style="list-style-type: none"> • Total NGV Customers • Compressed Natural Gas Total annual count of NGV customers, and Gas Gallon Equivalent (GGE) sold.	120 347,615	131 538,088	126 426,191
Clearwater Gas Customers <ul style="list-style-type: none"> • Natural Gas Customers • Liquid Propane Customers Annual average number of customers connected.	20,661 1,871	21,989 1,904	23,463 1,616
Retail Sales <ul style="list-style-type: none"> • Appliance Sales • Installation Sales • Service & Repair Sales Total annual retail sales.	\$1,044,560 \$1,219,500 \$471,802	\$1,265,588 \$1,635,907 \$488,347	\$1,412,450 \$2,209,654 \$467,352

Budget Highlights

- ◆ The Gas Fund supports the Gas Administration and Supply program. The Gas Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to maintain the Clearwater Gas System.
- ◆ The Gas Department is supported by 110 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Gas supply purchases in this fiscal year are budgeted at \$13,400,000, representing 28% of the total department's operating budget. This is a 1% decrease from the 2018/19 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 \$1,884,510 in fiscal year 2019/20, an increase of 3% over the 2018/19 budget.
- ◆ Internal Service costs reflect the reimbursement to Clearwater Customer Service operations for billing and customer service support services. This is budgeted at \$985,440 in fiscal year 2019/20, a 1% increase from the 2018/19 budget.
- ◆ Debt service cost, which include debt on outstanding bonds and new vehicle purchases, total \$1,218,650 for fiscal year 2018/19 budget which is a 1% decrease from 2018/19.
- ◆ Interfund transfers include the estimated gas dividend to the General Fund of \$2.5 million, the same level of funding as the 2018/19 budget. Transfers to the Capital Improvement Fund are budgeted at \$7,000,000 to support the capital projects of the Gas Fund; this is a 20% increase in funding from the 2018/19 budget.
- ◆ Gas Department operates a natural gas vehicle station located at 1020 N. Hercules Avenue in Clearwater. The filling station is currently being used internally by vehicles in the Solid Waste/General Service Department and the Gas Department. Outside customers include Frontier, Waste Pro and several others.
- ◆ There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects an increase of 1% from the 2018/19 budget.

Human Resources



Human Resources (General Fund) – 12.7 FTEs

Human Resources (Insurance Fund) – 3.5 FTEs

Total Human Resources – 16.2 FTEs

Department Objective

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

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

Summary of Services Provided

Administration

The Administrative responsibilities of the department include: employee awards and recognition programs; coordinating the Civil Service Board, Pension Advisory Committee and Pension Trustees; overseeing labor/management relations, collective bargaining, dispute resolution; managing compensation and classification functions (pay and job analysis, labor market surveys, job descriptions, job audits, unemployment compensation); and ensuring compliance with federal, state, local laws, regulations and ordinances that are applicable to all divisions (ADA, COBRA, EEO, FMLA, HIPPA, USERRA, etc.). For the current fiscal year, this division will continue to work to secure a collective bargaining agreement with the CWA union and will be continuing labor-management relationships through scheduled CALM (collaborative agreements between labor and management) meetings. The results of the Pay and Classification study will be implemented in the current FY.

Recruitment, Selection, and Training

The Recruitment and Employee Development division is responsible for: advertising, screening, testing, interviewing and selecting; performance evaluation and management; training and development; tuition assistance; Human Resources Information Systems (Munis-NeoGov); and personnel and public records management. For the current fiscal year, this division will be implementing strategies for improvement found from our Employee Engagement Survey project, planning for a new performance management system, and implementing the HRIS portion of Tyler Munis.

Employee Relations

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

Diversity and Equity Services

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

Summary of Services Provided

Employee Benefits

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

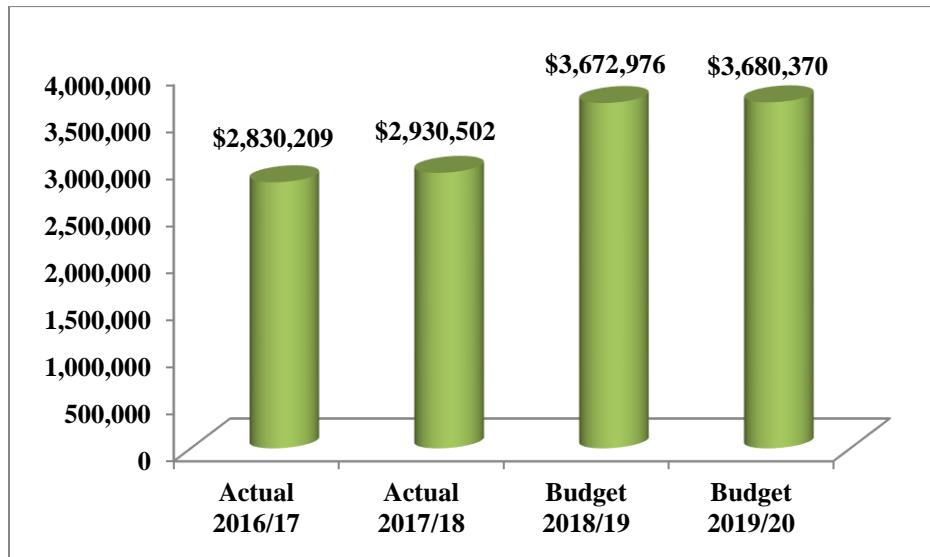
Employee Health Center

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

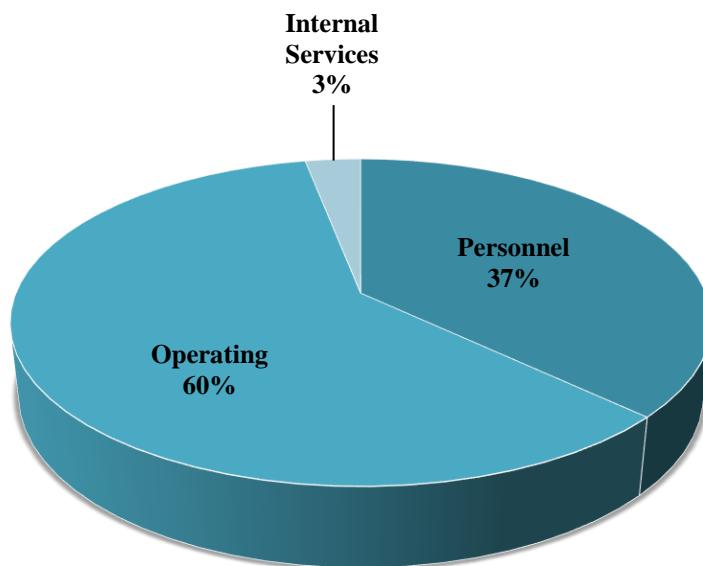
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
<u>General Fund</u>					
Administration	401,061	367,862	545,006	484,640	-11%
Recruitment, Selection and Training	418,662	460,753	607,600	693,490	14%
Employee Relations	126,296	134,082	159,210	166,480	5%
Diversity and Equity Services	114,538	172,211	209,570	231,250	10%
Subtotal - General Fund	1,060,557	1,134,908	1,521,386	1,575,860	4%
<u>Central Insurance Fund</u>					
Employee Benefits	334,492	352,286	399,550	401,490	0%
Employee Health Center	1,435,160	1,443,308	1,752,040	1,703,020	-3%
Subtotal - Central Insurance Fund	1,769,652	1,795,595	2,151,590	2,104,510	-2%
Total Human Resources	2,830,209	2,930,502	3,672,976	3,680,370	0%
<u>Full Time Equivalent Positions</u>					
Administration	2.0	3.0	3.0	3.0	0.0
Recruitment, Selection and Training	4.7	5.7	5.7	5.7	0.0
Compensation and Classification	0.0	0.0	0.0	0.0	0.0
Employee Relations	2.0	2.0	2.0	2.0	0.0
Diversity and Equity Services	2.0	2.0	2.0	2.0	0.0
Subtotal - General Fund	10.7	12.7	12.7	12.7	0.0
<u>Central Insurance Fund</u>					
Employee Benefits	3.5	3.5	3.5	3.5	0.0
Total Human Resources FTEs	14.2	16.2	16.2	16.2	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Years of Service</u> Average years of service full time employees City wide.	10.66	10.47	9.97
<u>Successful Applicants</u> Percentage of new hires employed six months from hire.	81.3%	84.2%	77.78%
<u>Turnover</u> Percentage of full-time, permanent employees who left to pursue other opportunities (excluding retirees and terminations).	12.4%	7.89%	7.5%

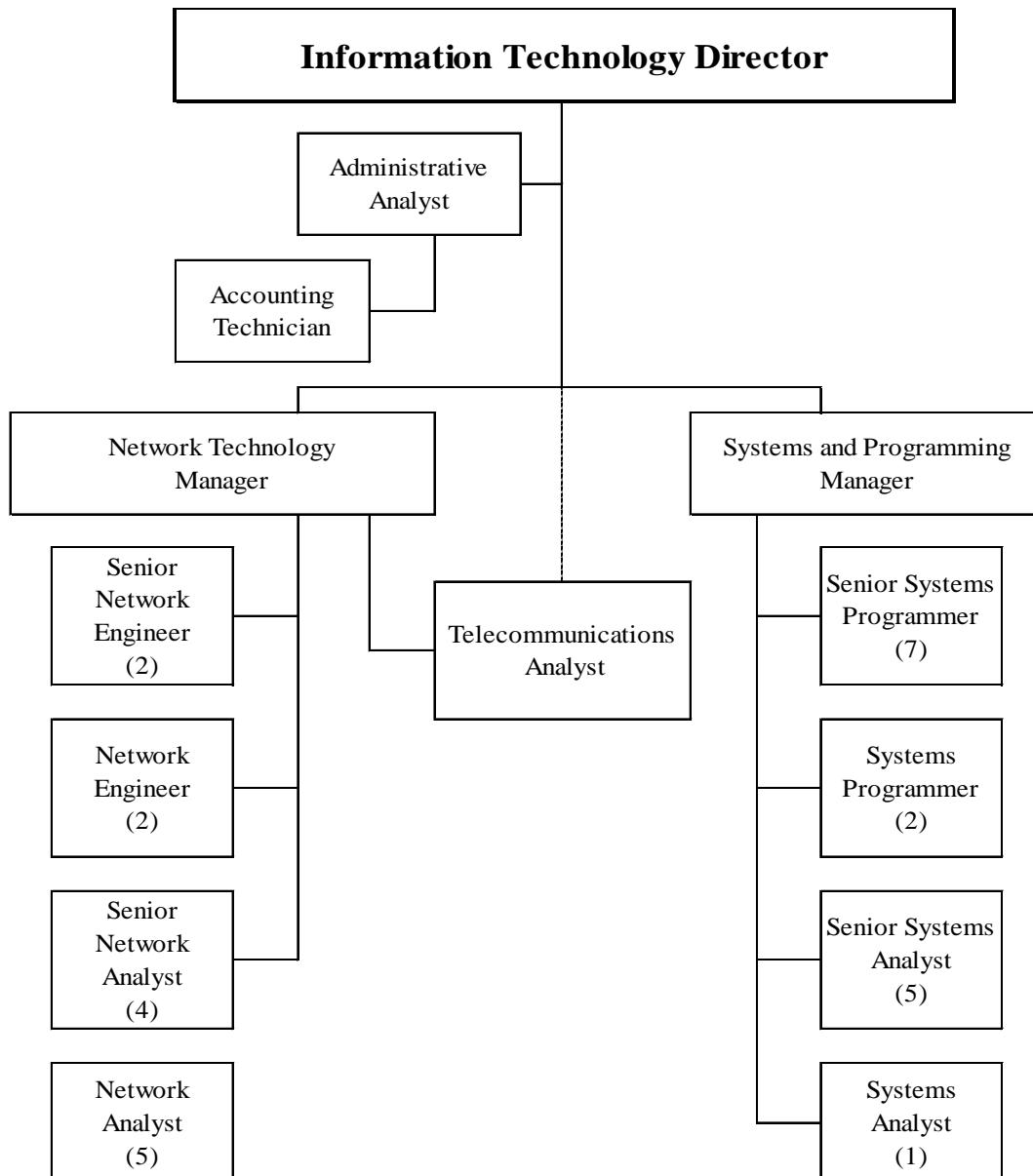
General Fund
Administration, Recruitment Selection & Training,
Employee Relations and Diversity and Equity Services
Budget Highlights

- ◆ The Human Resources General Fund programs are supported by 12.7 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Operating expenditures include the budget for outside labor council, tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs. Total operating expenditures reflect an 8% increase from the fiscal year 2018/19 budget primarily due to increased professional/contractual services.
- ◆ There have been no other significant changes in the Human Resources General Fund programs; the budget reflects an increase of 4% over fiscal year 2018/19.

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 2018/19 budget. The personnel budget includes the salary for an intern to assist with an open enrollment and wellness initiatives.
- ◆ 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 of 2019, the EHC relocated to a larger space to accommodate the expansion of services offered to employees. The 2019/20 budget for the Employee Health Center reflects a 3% decrease from fiscal year 2018/19.
- ◆ There have been no significant changes in the Employee Benefits program or the Employee Health Center. This budget reflects a slight decrease from 2018/19.

Information Technology



Information Technology – 34 FTEs

Department Objective

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

In furthering the City Council's Strategic 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. Key to the success of technology integration is the development of strong alliances between IT service providers, departmental management, and end users. The administrative arm of IT is committed to maintaining vital relationships with internal customers in their pursuit of excellence. Also included within IT Administration is the development and oversight of contracts and vendor relationships, as well as, the project management for citywide application implementation.

Network Services

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

Software Application

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

Telecommunications

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

Information Technology

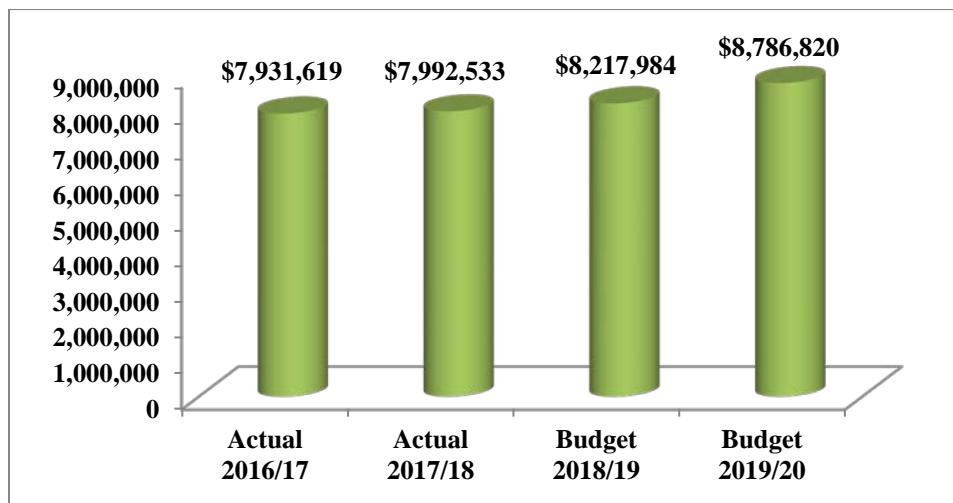
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Administration	375,341	386,250	396,794	413,090	4%
Network Services	3,525,436	3,608,546	3,983,750	4,184,050	5%
Software Application	3,399,629	3,239,100	2,996,710	3,274,240	9%
Telecommunications	631,213	758,636	840,730	915,440	9%
Total Information Technology	7,931,619	7,992,533	8,217,984	8,786,820	7%

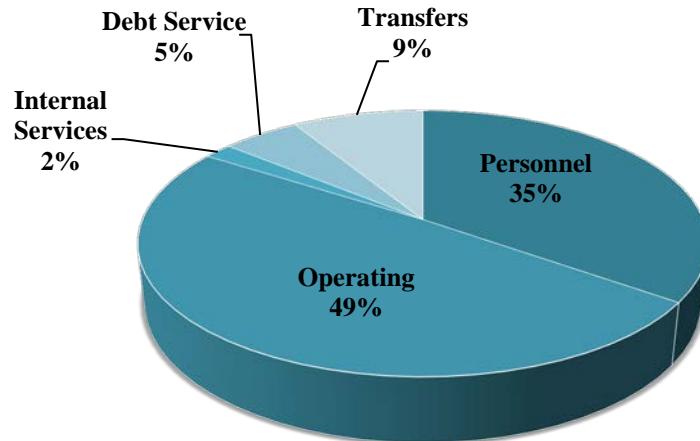
Full Time Equivalent Positions

Administration	3.0	3.0	3.0	3.0	0.0
Network Services	13.0	14.0	14.0	14.0	0.0
Software Application	17.0	16.0	16.0	16.0	0.0
Telecommunications	1.0	1.0	1.0	1.0	0.0
Total Information Technology FTEs	34.0	34.0	34.0	34.0	0.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category

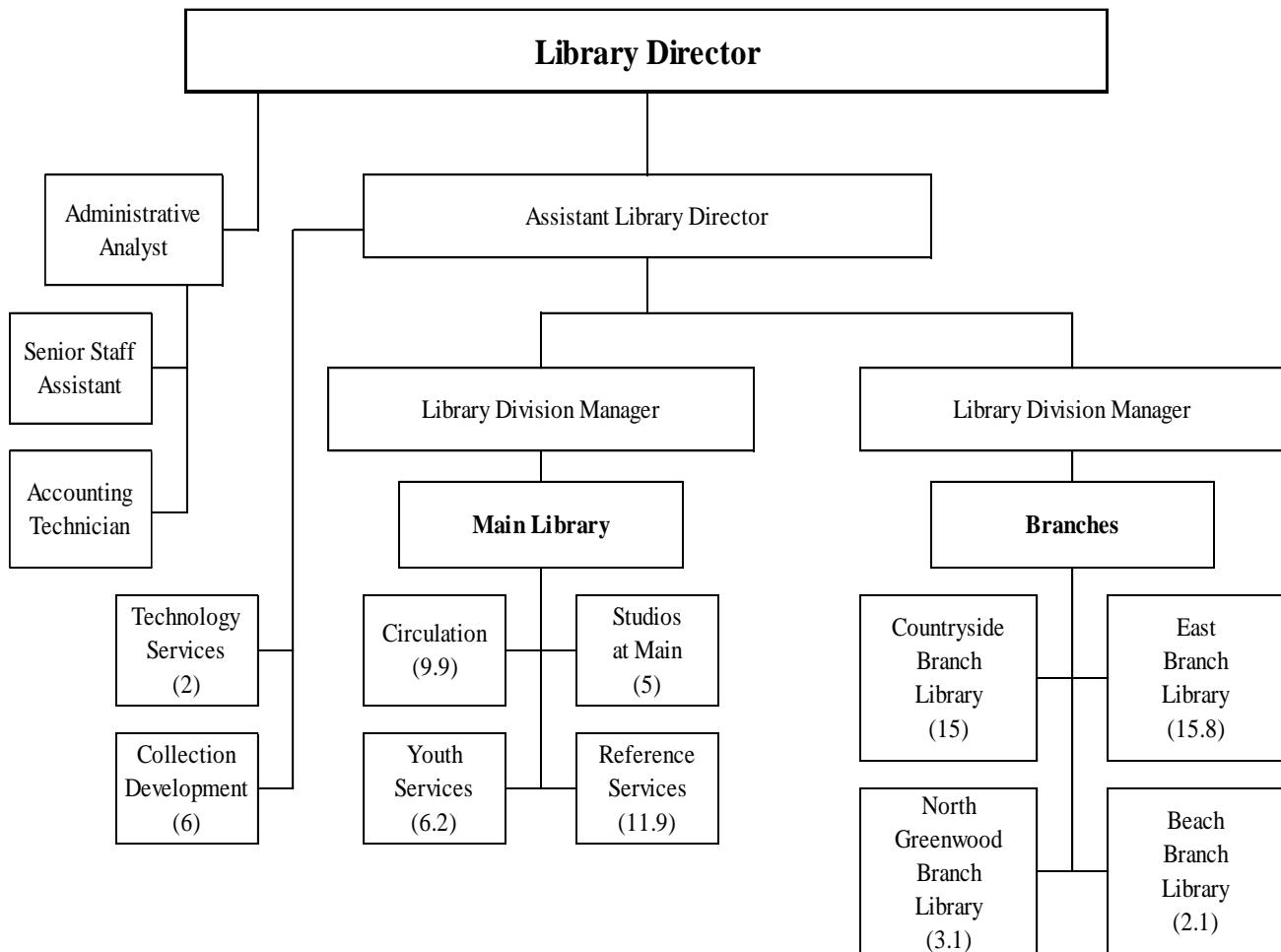


Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Bandwidth</u> <ul style="list-style-type: none"> Total available Daily average used Daily average peak usage Annual average of bandwidth usage vs. purchased. (i.e. available)	100MB ~40MB ~95MB	500MB ~250GB ~375MB	1000MB ~835GB ~730MB
<u>Helpdesk Tickets</u> <ul style="list-style-type: none"> Number of tickets closed Average time to completion (hours) Information Technology provides helpdesk support for City Employees using the City's network and systems.	13,604 ~6.4	13,882 ~6.2	14,087 ~6.0
<u>Email Statistics</u> <ul style="list-style-type: none"> Total emails scanned Total emails blocked Total emails found to have viruses 	7.3M 2.9M 13.8K	13.1M 5M 1.3K	13.3M 5.1M 1.4K

Budget Highlights

- ◆ All programs of the Information Technology department are internal service functions. All costs of operation are passed back to user department based upon services provided.
- ◆ The Information Technology Department is supported by 34 full time equivalent positions, the same level of staffing as the FY 2018/19 budget.
- ◆ In the Network Services program other operating expenditures, which include the budget for city wide computer lease costs, maintenance contract renewals, and subscription-based charges for software infrastructure needs, reflects a 4% increase from prior year due to increased contracts and maintenance agreements.
- ◆ In the Network Services program, \$375,000 is budgeted for transfers to support capital projects for network connectivity, network infrastructure, disaster recovery, monitor purchases, city-wide camera systems, Microsoft licensing upgrades, and Emergency Operations Center/Disaster Recovery for fiscal year 2019/20.
- ◆ The Network Services program reflects a net increase of 5% from the 2018/19 budget primarily due to increased operating cost for contracts and subscription-based services.
- ◆ In the Software Application program, other operating expenditures reflect a 9% increase primarily due to increased costs for software service agreements.
- ◆ In the Software Application program, \$400,000 is budgeted in transfers to support capital projects for upgrades to the permitting system, enterprise timekeeping system, geographic information systems, legislative agenda system, and the financial management system.
- ◆ The Software Application program reflects an increase of 9% from the 2018/19 budget due to increased costs for software agreements and increased capital funding.
- ◆ The Telecommunications program reflects a net increase of 9% from the 2018/19 budget, primarily due to increased cellphone usage across all City departments.
- ◆ There have been no other significant changes to the Information Technology programs in fiscal year 2019/20. The Department budget reflects a 7% increase from the 2018/19.





Library – 84.0 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. The library provides a collection of more than half a million items in five locations and circulates nearly one million items a year to almost 89,000 active borrowers.

In furthering the City Council's Strategic Direction of Fostering Community Engagement, the Library works to preserve community history and provide programming and events that reached more than 37,000 patrons last year. It also works to promote the City Brand through economic development partnerships in the downtown area and maker space activities that reach a new segment of the community.

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

- Maintain and provide access to the Christine Wigfall Morris African-American Collection and the Wickman Nautical Collection.
- Maintain, preserve and provide access to the *Clearwater Sun* photograph, and microfilm archives. Digitize materials of historic significance for online access.
- Offer a variety of volunteer opportunities including an active teen and adult volunteer program.
- Provide a venue for local artists and artisans to display their work.
- Organize and host book discussion groups.
- Organize, promote and host quality programs for all ages.
- Present weekly story times and other special events for youth and families.
- Promote literacy programs and provide space for literacy tutoring.
- Provide meeting room space to more than 130 community groups.
- Provide temporary library service to tourists and other visitors to the area.
- Serve as a “Safe Place” and apply Code Adam for youth.
- Sponsor a variety of teen service groups such as Homework Help groups and summer reading volunteers.
- As a member library of the Pinellas Public Library Cooperative, supply patrons with 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 children, teens, and adults easy access to hands-on learning opportunities via the Studios @ Main interactive maker spaces with the goal of expanding these services systemwide.

Summary of Services Provided

Centralized Library

The Centralized Services program consists of Library Administration, and programs and services with a scope encompassing the entire library system. Following the 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, and the central oversight of all social media and web initiatives.

Main Library

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

Countryside Branch Library

The Countryside Branch Library opened a new building in 2016, 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, 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 the 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.

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.

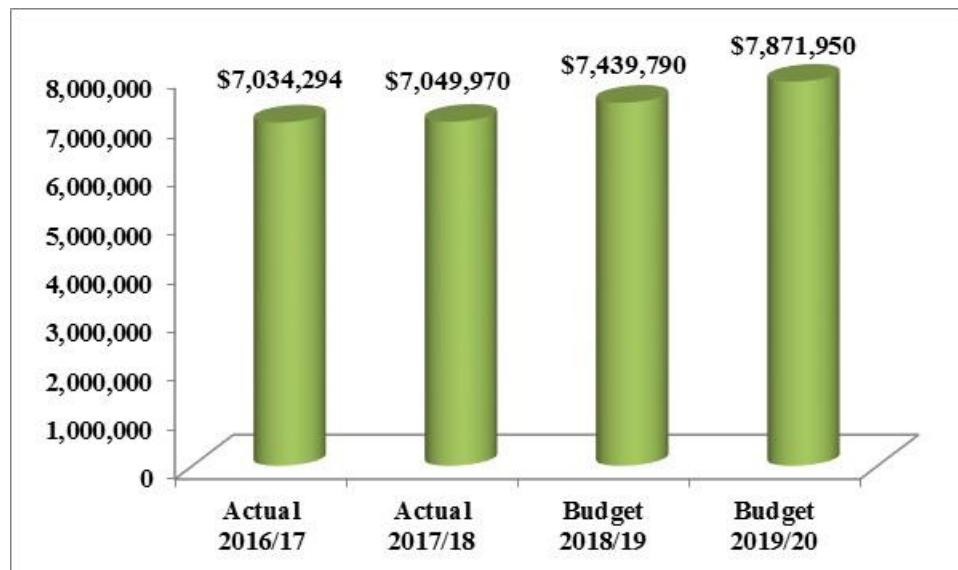
Budget Summary

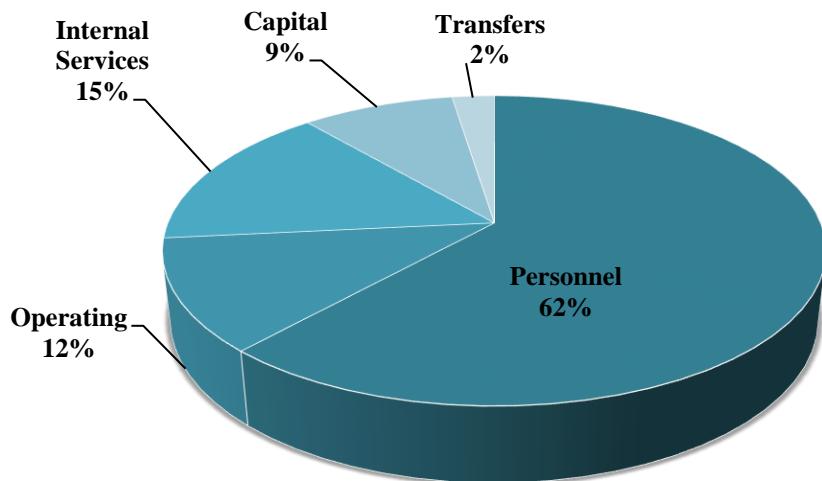
	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Centralized Services	3,095,609	2,845,859	2,932,280	2,943,620	0%
Main Library	2,003,877	2,105,699	2,342,020	2,617,860	12%
Countryside Branch Library	889,367	910,556	905,700	1,020,800	13%
East Branch Library	701,259	819,965	853,580	881,780	3%
North Greenwood Library	238,565	254,479	287,090	296,740	3%
Beach Branch Library	105,616	113,413	119,120	111,150	-7%
Total Library	7,034,294	7,049,970	7,439,790	7,871,950	6%

Full Time Equivalent Positions

Centralized Services	18.1	18.1	14.0	14.0	0.0
Main Library	30.7	30.9	33.9	33.9	0.0
Countryside Branch Library	15.0	15.0	15.0	15.0	0.0
East Branch Library	13.3	15.9	15.9	15.9	0.0
North Greenwood Library	3.1	3.1	3.1	3.1	0.0
Beach Branch Library	2.1	2.1	2.1	2.1	0.0
Total Library FTEs	82.3	85.1	84.0	84.0	0.0

Total Department Summary

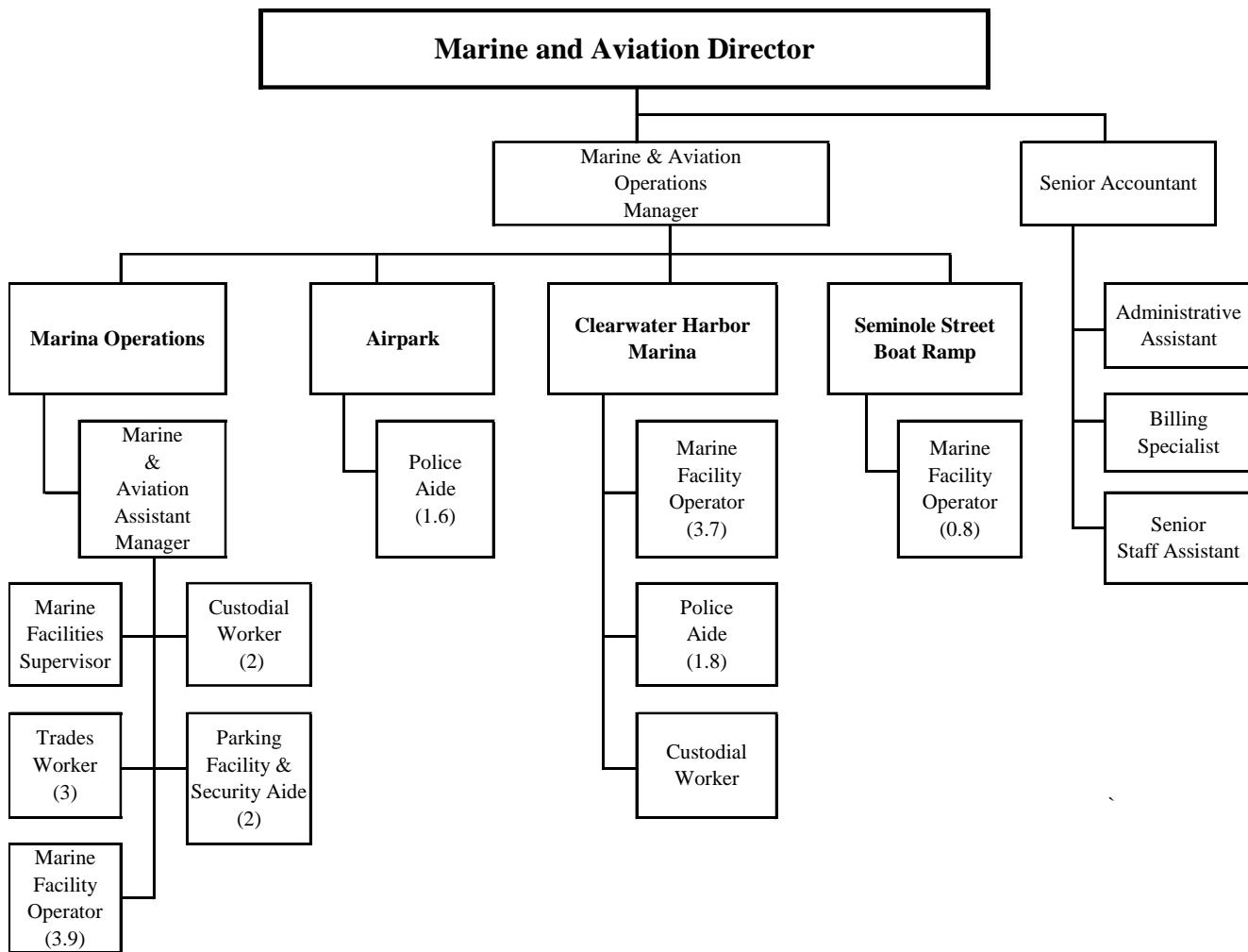


Fiscal Year 2019/20 Budget by Category

Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Community Engagement Number of hours worked by volunteers on an annual basis.	11,023	13,847	12,980
Registered Borrowers Number of registered Clearwater and Pinellas Public Library Cooperative users to the Clearwater Library System.	81,223	80,060	92,395
Circulation of Materials Number of hard copy library materials circulated on an annual basis.	898,654	875,932	715,935
Use of Public Computers Number of patron computer usage.	116,841	126,664	118,576

Budget Highlights

- ◆ The Library Department is supported by 84 full-time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Capital items include the budget of \$693,680 to fund the purchase of books and materials. This is the same amount of funding as the current budget.
- ◆ Internal service charges reflect a 10% increase from fiscal year 2018/19 primarily due to increased costs of information technology services, building and maintenance and custodial contracts.
- ◆ Transfers to the Capital Fund are budgeted at \$193,080 to fund Library projects for fiscal year 2019/20; this is a 15% decrease from the 2018/19 budget.
- ◆ There have been no other significant changes in the Library department. The 2019/20 budget for this department reflects a 6% increase from 2018/19.



Marine Fund – 18.9 FTEs

Airpark Fund – 1.6 FTEs

Clearwater Harbor Marina Fund – 6.5 FTEs

Seminole Street Boat Ramp - 0.8 FTEs

Total Marine and Aviation – 27.8 FTEs

Department Objective

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

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

Summary of Service Provided

Clearwater Airpark Operations

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

Beach Marina Operations

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

Clearwater Harbor Marina

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

Seminole Street Boat Ramp

The Seminole Street Boat Ramp provides public waterway access to Clearwater Harbor via 8 launch ramps. Construction is underway to bring improvements to the facility including but not limited to; new restrooms, side-tie day dockage, new green spaces, and increased parking capacity. The Harbormaster's Office is responsible for the management, maintenance, and administration support of the facility.

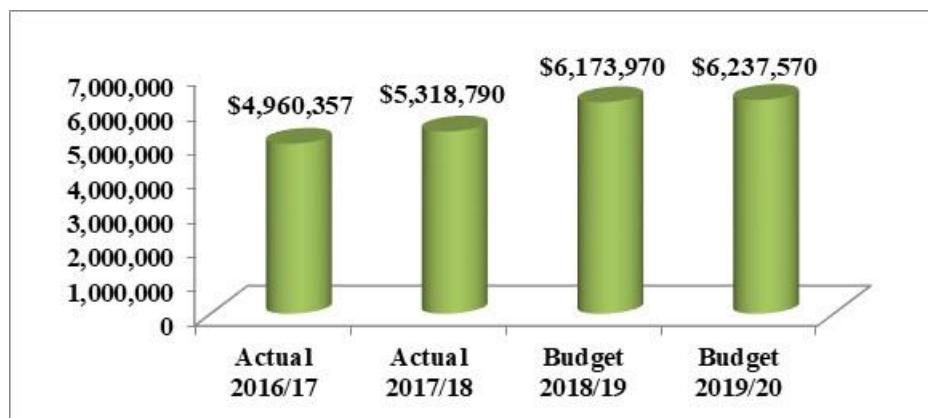
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Marine Fund					
Beach Marina Operations	4,170,305	4,444,835	5,001,350	5,058,860	1%
Airpark Fund					
Airpark	242,772	270,721	319,940	280,690	-12%
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina	547,280	603,235	815,110	821,500	1%
Seminole Street Boat Ramp					
Parking Fund	-	-	37,570.00	76,520	104%
Total Marine & Aviation	4,960,357	5,318,790	6,173,970	6,237,570	1%

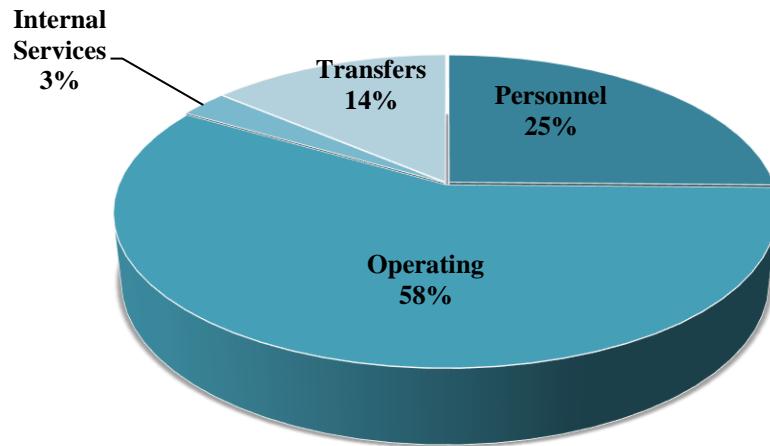
Full Time Equivalent Positions

Marina Fund	18.5	18.6	18.9	18.9	0.0
Airpark Fund	1.4	1.4	1.6	1.6	0.0
Clearwater Harbor Marina Fund	6.7	6.7	6.3	6.5	0.2
Seminole Street Boat Ramp	0.0	0.0	0.0	0.8	0.8
Total Marine & Aviation FTEs	26.6	26.7	26.8	27.8	1.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2018/19 (October 1 st - August 31 st)		
	FY 2016/17	FY 2017/18	
<u>Slip Rentals</u> • Clearwater Beach Marina • Clearwater Harbor Marina	88% 93%	87% 92%	88% 92%
*Percentage of slips occupied at the City's marinas.			
<u>Fuel Sales</u> • Gasoline • Diesel	336,886 491,467	344,918 486,429	357,090 439,520
*Total gallons of fuel sold at the City's Fuel Dock.			

Marine Fund Budget Highlights

- ◆ The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina operations.
- ◆ The Marine Operations program is supported by 18.9 full time equivalent positions. In fiscal year 2018/19, staff was reallocated throughout the department resulting in an increase of 0.3 FTEs from the approved FTEs in this fund, offset by decreases in the Clearwater Harbor Marina Fund.
- ◆ Inventory costs for fuel purchases are budgeted at \$2.2 million in 2019/20, an increase of 39% from the current year to align with actual activity.
- ◆ Budgeted transfers for 2019/20 include a payment in lieu of taxes in the amount of \$278,600 to support the General Fund, a 14% increase from the 2018/19 budget. Transfers to the Capital Improvement Fund of \$355,000 represent funding necessary to maintain the infrastructure of the Marina; this is a 17% decrease in funding from the 2018/19 budget.
- ◆ There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 1% increase from the 2018/19 budget.

Seminole Street Boat Ramp - Parking Fund Budget Highlights

- ◆ The Seminole Street Boat Ramp will re-open in the winter of 2019 with enhanced facilities requiring additional operating expenditures. Revenues from parking fees are estimated to offset expenditures.
- ◆ For fiscal year 2019/20 staffing is requested at .8 FTE for a marine facility operator (shared with the Clearwater Harbor Marina). Operating expenditures are estimated at \$40,160 for utilities costs, grounds maintenance, operating/custodial supplies, and contractual fees for parking meters.

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 1.6 full time equivalent positions. In fiscal year 2018/19, staff was reallocated throughout the department resulting in an increase of 0.2 FTEs from the approved FTEs in this fund, offset by decreases in the Clearwater Harbor Marina Fund.
- ◆ Other operating expenditures include an administrative service charge reimbursing the Marine Fund for a portion of the administrative functions. In fiscal year 2019/20, this expenditure is estimated to be approximately \$54,920, a decrease of 25% from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund of \$25,000 provide funding for Airpark projects for fiscal year 2019/20. Transfers also include \$17,460 representing the payment in lieu of taxes to the General Fund, which is a 2% increase from the 2018/19 budget.
- ◆ There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects a decrease of 8% from the 2018/19 budget.

Clearwater Harbor Marina Fund **Budget Highlights**

- ◆ The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.
- ◆ This program is supported by 6.5 full time equivalent positions. In fiscal year 2018/19, staff was reallocated throughout the department resulting in a decrease of 0.4 FTEs from the approved FTEs in this fund, offset by increases in the Marina and Airpark Funds. For fiscal year 2019/20, an increase of 0.2 FTEs is reflected due to the addition of a marine facility operator (shared with the Seminole Boat Ramp).
- ◆ Other operating expenditures include an administrative service charge reimbursing the Marine Fund for a portion of the administrative functions. In fiscal year 2019/20, this expenditure is estimated to be approximately \$125,550, which is a 27% increase from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund include funding for routine maintenance and a capital replacement fund. This is budgeted at \$140,000 in fiscal year 2019/20, which is a 4% decrease from the 2018/19 budget. Transfers also include \$44,230 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2017/18 gross revenues. The 2019/20 contribution represents an increase of 1% over the 2018/19 budget.
- ◆ There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 1% over the 2018/19 budget.

Non-Departmental General Fund

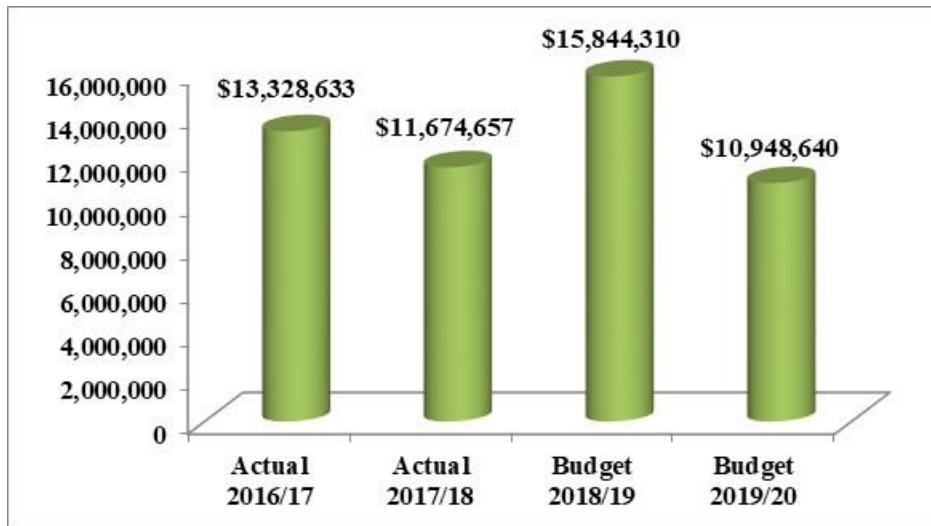
Program Description

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

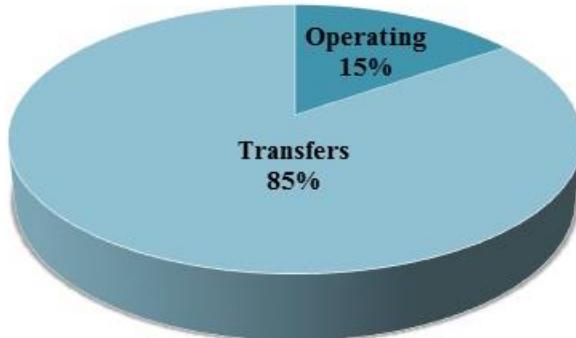
	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Operating	2,119,305	3,742,590	2,282,100	1,673,400	-27%
Capital	4,263,727	-	1,825,000	-	n/a
Transfers	6,945,601	7,932,067	11,737,210	9,275,240	-21%
Total General Fund	13,328,633	11,674,657	15,844,310	10,948,640	-31%

Total Department Summary



Non-Departmental General Fund

Fiscal Year 2019/20 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 \$1,241,290 for general property and liability insurance for all General Fund programs, which represents a 39% decrease from the 2018/19 budget. The method to distribute charges for insurance has been changed reflecting decreased insurance charges across all operating funds.
- ◆ Interfund transfers for fiscal year 2019/20 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of \$2,025,240. This is a 36% increase in funding from fiscal year 2018/19 due to tax valuation increases over the last two years.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$4,050,000 in fiscal year 2019/20 to fund on-going maintenance projects at current general government facilities. Also included is the transfer of \$3,200,000 to provide additional funding in the Imagine Clearwater project.

Non-Departmental Central Insurance Fund

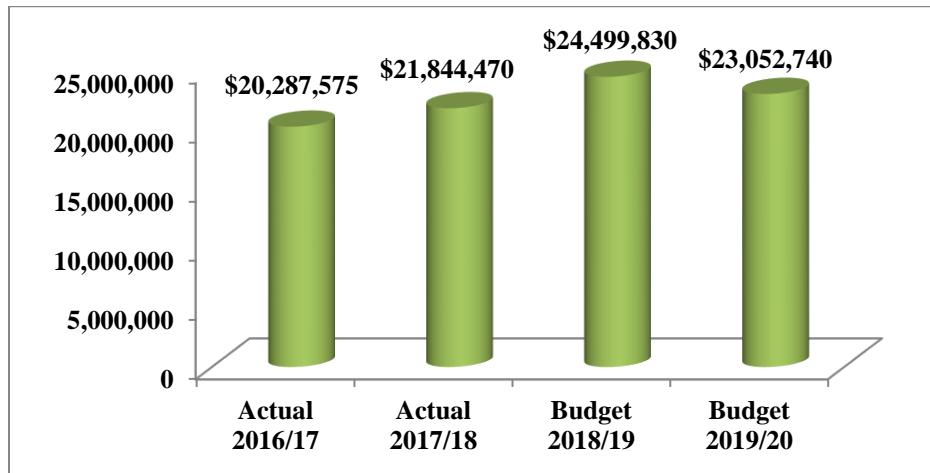
Program Description

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

Budget Summary

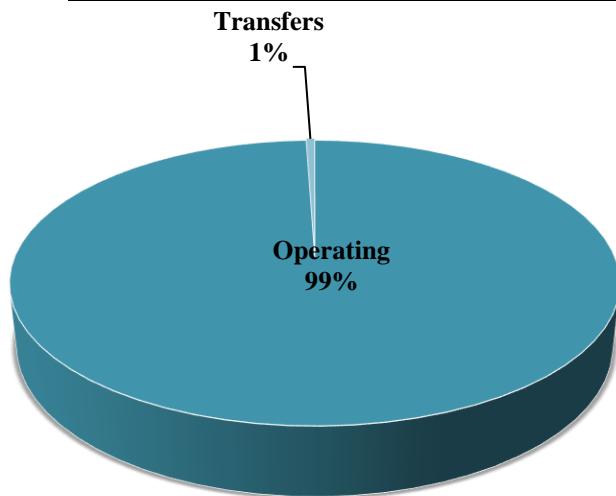
	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Operating	20,287,575	21,841,093	24,497,662	22,927,740	-6%
Transfers	-	3,377	2,168	125,000	n/a
Total Central Insurance Fund	20,287,575	21,844,470	24,499,830	23,052,740	-6%

Total Department Summary



Non-Departmental Central Insurance Fund

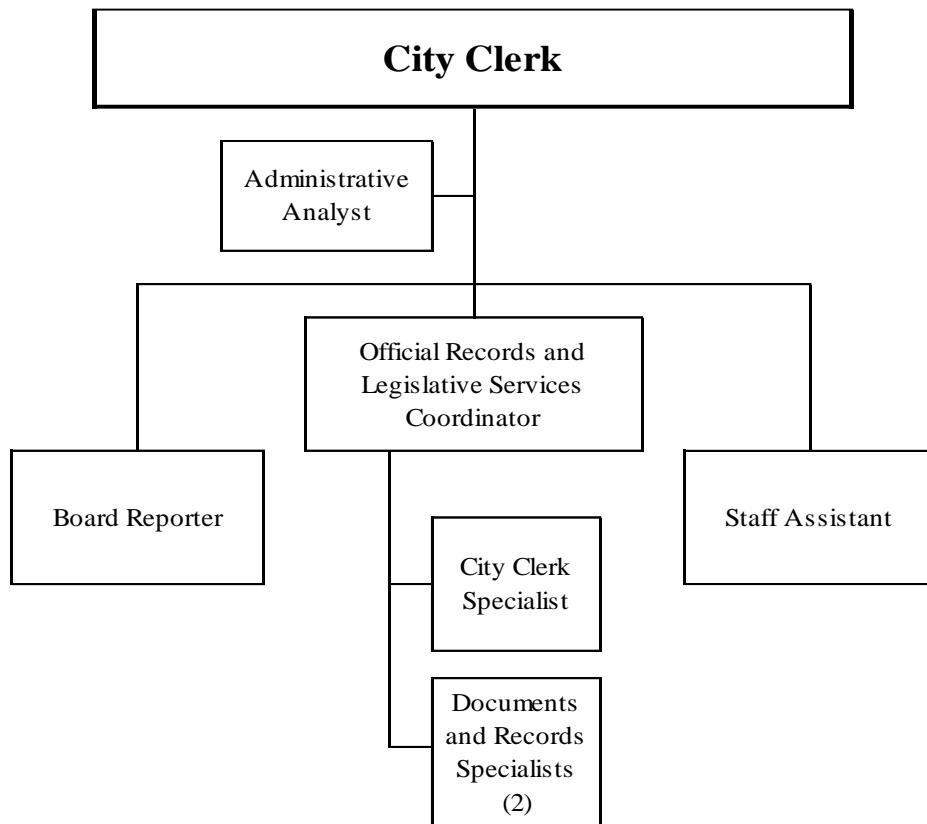
Fiscal Year 2019/20 Budget by Category



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 personnel and performance indicators.
- ◆ Worker's compensation costs are estimated at \$2,436,770 city wide for fiscal year 2019/20, a decrease of \$516,270, or 17%, from fiscal year 2018/19. The method to distribute charges for worker's compensation insurance has been changed reflecting decreased charges across all operating funds.
- ◆ Property and liability insurance costs are estimated at \$2,755,930 for fiscal year 2019/20, a decrease of \$1,305,620, or 32%, from fiscal year 2018/19. The method to distribute charges for property and liability insurance has been changed reflecting decreased charges across all operating funds.
- ◆ 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 insurance paid by the City in fiscal year 2019/20 is budgeted at \$17.2 million, which is a 4% increase from the fiscal year 2018/19 budget. This increase represents the changes in employee insurance selections, as well as an estimated contract increase for fiscal year 2019/20. Approximately \$1.7 million is also budgeted for the cost of the Employee Health Clinic.

Official Records and Legislative Services



Official Records and Legislative Services – 8.0 FTEs

Official Records and Legislative Services

Department Objective

The Official Records and Legislative Services Department (ORLS) 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

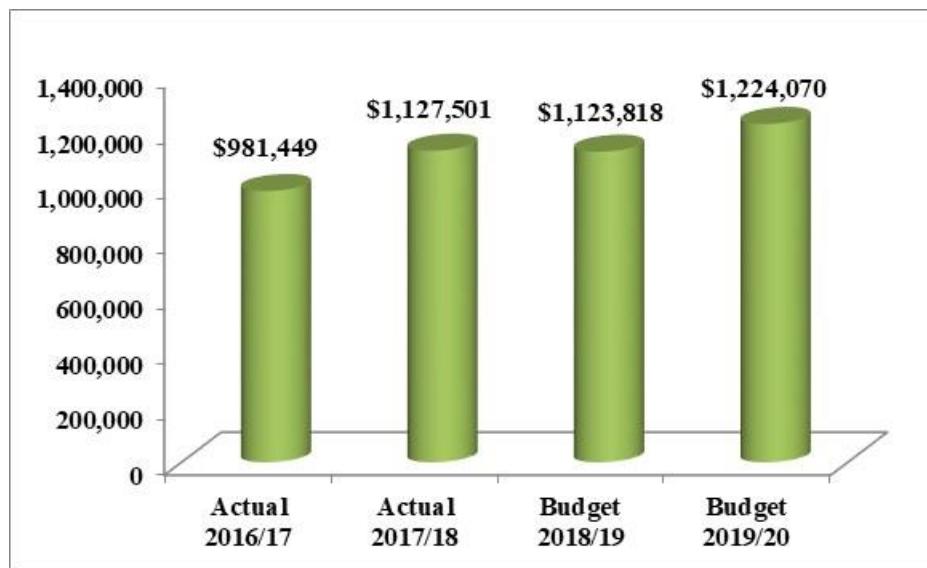
This program is charged with researching funding opportunities and communicating possible funding sources to city staff.

Official Records and Legislative Services

Budget Summary

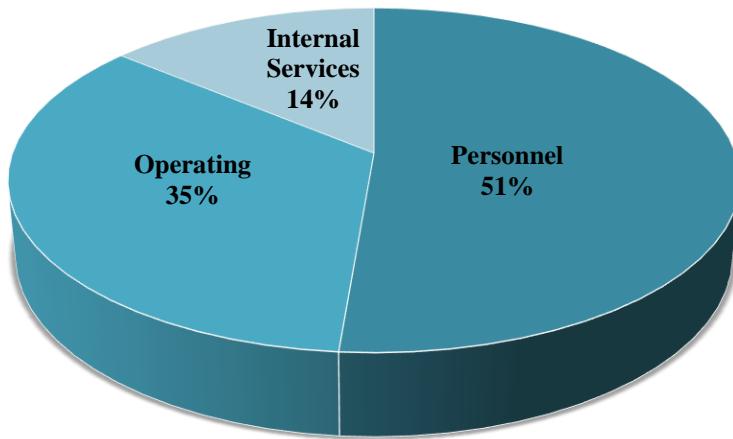
	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	554,339	562,935	582,750	628,070	8%
Operating	260,145	370,093	324,518	424,840	31%
Internal Services	166,966	194,473	216,550	171,160	-21%
Total ORLS	981,449	1,127,501	1,123,818	1,224,070	9%
Total ORLS FTEs	8.0	8.0	8.0	8.0	0.0

Department Total Summary



Official Records and Legislative Services

Fiscal Year 2019/20 Budget by Category



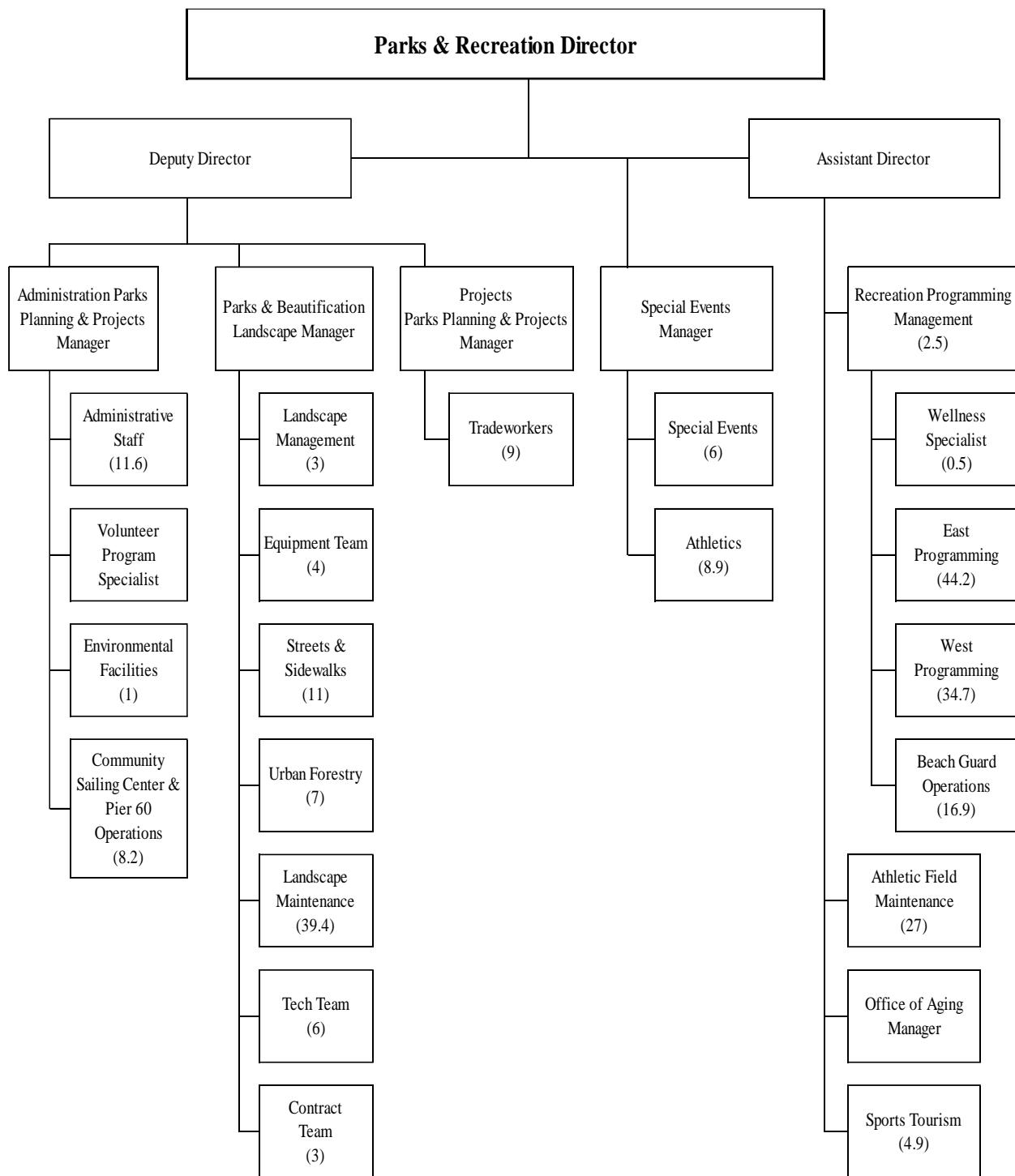
Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Public Records Requests *Annual total number of Public Records Requests received.	506	719	646
Public Meetings *Annual total number of public meetings held which required a record of minutes.	137	173	193
Grants *Annual total of grants received.	4 Grants \$282,787	4 Grants \$156,937	6 Grants \$1,368,655

Budget Highlights

- ◆ The Official Records and Legislative Services Department is supported by eight full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ There have been no other significant changes. The total budget for Official Records & Legislative Services reflects an increase of 9% from fiscal year 2018/19.
- ◆ Other operating costs reflect an increase of 3% from the 2018/19 budget due to a scheduled election in fiscal year 2019/20.



Parks and Recreation



Parks and Recreation (General Fund) – 232.9 FTEs

Parks and Recreation (Parking Fund) – 16.9 FTEs

Parks and Recreation (Special Program Fund) – 8.0 FTEs

Total Parks and Recreation – 257.8 FTEs

Department Objective

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

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 Programs, Environmental Lands Division, 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, city-wide wellness at City facilities and recreation centers. A strong volunteer program, grants, sponsorship recruitment, donations and the collection of user fees to defray operating costs and help to enhance operations.

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

Summary of Services Provided Continued

Parks and Beautification

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

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

Streets and Sidewalks

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

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

Sailing Center Operations

The Clearwater Community Sailing Association Center on Sand Key takes advantage of the waterfront property owned by the City and fills a void in the area for an upscale sailing facility. The center opened in November of 1991 and serves the sailing community of Clearwater and the surrounding areas. The center provides beginning and intermediate sailing classes, as well as, the sailability program that provides sailing classes and regattas for those with physical challenges. The center also has watercolor classes, yoga classes and has a multipurpose room for events, meetings, receptions and weddings. The Sailing Center received an upgrade in 2009 to include two open air decks and an additional office for a total of 3,088 sf. The facility is now managed by a 501(c) (3) organization that saves the City in excess of \$150,000 annually.

Pier 60 Operations

Pier 60 is a City owned fishing pier and fills a void in the community by providing a fishing facility in the area. 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.

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.

Parks and Recreation

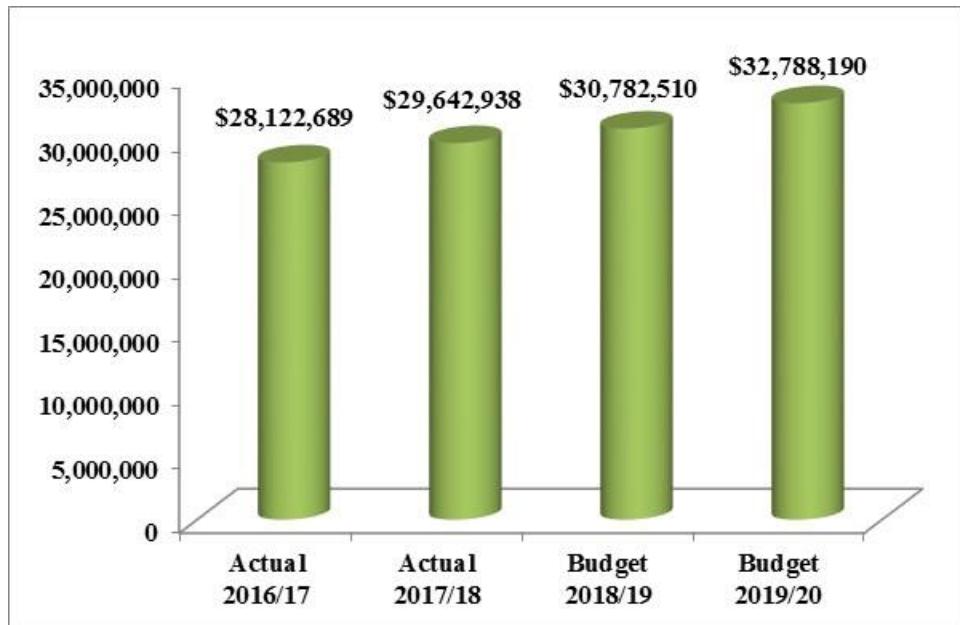
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
General Fund					
Administration	4,098,003	3,693,318	3,817,040	4,095,030	7%
Recreation Programming	8,037,086	7,505,134	8,678,230	9,316,980	7%
Parks and Beautification	13,061,270	15,545,538	15,155,610	16,062,450	6%
Streets and Sidewalks	979,547	906,240	1,015,250	1,108,710	9%
Harborview Center	7,284	9,766	-	-	n/a
Pier 60	1,171,160	1,101,921	1,136,660	1,178,990	4%
Sailing Center	35,030	32,172	43,610	45,830	5%
Subtotal - General Fund	<u>27,389,380</u>	<u>28,794,089</u>	<u>29,846,400</u>	<u>31,807,990</u>	<u>7%</u>
Parking Fund					
Beach Guards	733,308	848,849	936,110	980,200	5%
Total Parks and Recreation	28,122,689	29,642,938	30,782,510	32,788,190	7%

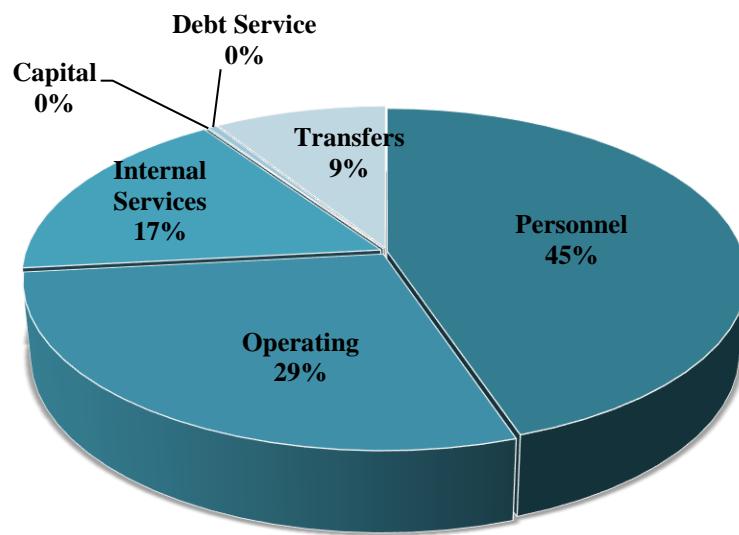
Full Time Equivalent Positions

	General Fund	Parking Fund	Special Program Fund	Total Parks and Recreation FTEs	
Administration	24.9	13.4	7.6	232.4	
Recreation Programming	77.1	16.9	8.0	258.3	
Parks and Beautification	98.4	16.9	8.0	257.8	
Streets and Sidewalks	11.0	16.9	8.0	257.8	
Pier 60	0.0	16.9	8.0	257.8	
Subtotal - General Fund	<u>211.4</u>	<u>16.9</u>	<u>8.0</u>	<u>257.8</u>	<u>0.0</u>

Department Total Summary



Fiscal Year 2019/20 Budget by Category



Parks and Recreation

Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Economic Impact of Athletic Tournaments Based on the number of nights participants and their family members stayed locally during athletic tournaments held at City facilities.	\$33,126,236	\$19,748,606	\$43,577,642*
* Impact numbers collected from the County Visitors Bureau and St. Petersburg Clearwater Sports Commissions.			
Special Events <ul style="list-style-type: none"> • Hosted • Sponsored • Co-Sponsored Number of special events supported by City staff.	246 48 29	297 40 27	256 24 27
Registered Members Number of registered pass holders (includes all membership types).	5,654	8,319	9,002
Utilization of Recreation Centers Based on the number annual visits to all recreation centers.	722,220	693,631	718,261
Utilization of Athletic Programs Based on the number annual visits to all athletic facilities.	1,112,195	1,032,390	1,054,200
Sidewalks Repaired and Replaced Square footage of City sidewalks repaired or replaced.	14,682	14,682	17,905.00
Beach Lifeguard Activity Number of actions taken by lifeguards. This includes water rescue, medical aid, missing persons, rule violations, and public assistance.	54,658	64,623	84,510.00

General Fund Parks & Recreation Budget Highlights

- ◆ The General Fund operations of the Parks and Recreation Department are supported by 232.9 full time equivalent positions, the same level of staffing as the amended fiscal year 2018/19 budget. In fiscal year 2018/19, a recreation specialist (0.5 FTE) was transferred to the City Manager's Office.
- ◆ Operating expenditures include contributions to outside agencies and private organizations. The following contributions are budgeted in fiscal year 2019/20: \$400,000 to Ruth Eckerd Hall, Inc. (REH); \$19,400 for the Clearwater Community Chorus at REH, and \$12,000 for Clearwater for Youth scholarships
- ◆ Operating expenditures include landscape and tree trimming contracts for all City properties estimated at \$805,580. This category also includes the budget of \$525,000 for inventory for resale items at Pier 60.
- ◆ Debt service expenditures are estimated at \$143,860 for fiscal year 2019/20. This is for the short-term debt payments on additional vehicles and equipment.
- ◆ Interfund transfers are budgeted at \$349,730 to fund the Council approved annual list of city and co-sponsored events for fiscal year 2019/20. This includes funding for in-kind contributions from Parks and Recreation and the following cash contributions; \$75,000 for Jazz Holiday, \$2,500 for Veterans Day; \$2,500 for Memorial Day, \$4,750 for the MLK March and Rally, and \$23,000 for the Florida Orchestra.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$2,570,000 in fiscal year 2019/20. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities and major improvements to Jack Russell Stadium.
- ◆ 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 7% from the 2018/19 budget.

Parking Fund Beach Guard Budget Highlights

- ◆ The Beach Guard program is managed by the Parks and Recreation Department funded by Parking Fund revenues.
- ◆ The Beach Guard program is supported by 16.9 full time equivalent positions, same level of staffing as the 2018/19 budget.
- ◆ Personnel costs represent 75% of the Beach Guard Operations program budget.
- ◆ Transfers to the Capital Improvement Fund of \$50,000 provide funding for replacement and maintenance of beach guard facilities and lifeguard towers.
- ◆ There are no other significant changes to the Beach Guard program; the budget reflects a 5% increase from the 2018/19 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: **\$2,139,800**

Program FTEs: **15.6**

Special Events

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

Program Expenditures: **\$ 1,323,800**

Program FTEs: **6.0 (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. Currently there are over 33 adopt a park agreements with various civic, neighborhood and business groups. There were over 50,000 hours donated by volunteers in FY 2018/19, representing a savings to the City of over \$1,207,000

Program Expenditures: **\$ 93,360**

Program FTEs: **1.0**

Office of Aging

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

Program Expenditures: **\$ 134,320**

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: **\$ 403,750**

Program FTEs: **4.9**

Recreation Programming Cost Center Descriptions

Recreational Programming Administration

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

Program Expenditures: \$ 1,874,420

Program FTEs: 3.0

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. Moccasin Lake Park is where visitors get to experience a small piece of Florida's natural history at the 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: \$ 150,970

Program FTEs: 1.0

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, twelve clay courts, a lighted practice wall, a locker room, vending machine, and picnic area. This is a full service facility with a Tennis Pro and pro-shop area. Associated services and programs include court reservations, user group support, lessons and clinics, professional and amateur tournaments, tennis special events, etc.

Program Expenditures: \$ 342,260

Program FTEs: 4.9

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, 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. The aquatics center comes with added amenities including umbrellas, lounge chairs and cabana changing rooms.

Program Expenditures: \$ 781,590

Program FTEs: 11.1

Ross Norton Recreation and Aquatics Complex

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

Program Expenditures: \$ 818,510

Program FTEs: 9.0 (General Fund)

Program FTEs: 4.0 (Special Program Fund)

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 2018/19 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: **\$ 895,140**

Program FTEs: **12.2 (General Fund)**

Program FTEs: **3.0 (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. The Shuffleboard Club at Shuffleboard Complex, Lawnbowls Club at Lawnbowls Complex, and Horseshoe Club at Ed Wright Park receive no financial support from the City. These programs are managed by the Recreation Administrative Section.

Program Expenditures: **\$ 78,510**

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. This past summer there were over 150 campers every day that called the Long Center home. 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, Florida Sports Foundation, 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: **\$ 2,485,640**

Program FTEs: **23.9**

Countryside Recreation Center

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

Program Expenditures: **\$ 737,250**

Program FTEs: **9.2**

Clearwater Beach Recreation and Aquatic Center

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

Program Expenditures: **\$ 506,300**

Program FTEs: **6.5**

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. The city is a leader in providing education to volunteers and co-sponsor coaches through the National Alliance for Youth Sports (NAYS) so that the youth can have a positive sporting experience. This program is responsible for field scheduling and working closely with the maintenance side of the organization. They manage relationships and agreements with over 11 volunteer co-sponsor groups from Little League Baseball to competitive swimming and soccer. This program is one of the largest participation and revenue generating operations within the recreation system.

Program Expenditures: **\$ 646,390**

Program FTEs: **4.0**

Parks & Beautification Cost Center Descriptions

Landscape Administration

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

Program Expenditures: \$ 3,218,960

Program FTEs: 4.0

Beach Teams

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

Program Expenditures: \$ 1,481,770

Program FTEs: 18.4

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: \$ 1,048,430

Program FTEs: 12.0

South Team

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

Program Expenditures: \$ 732,340

Program FTEs: 9.0

Tech 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: \$ 579,970

Program FTEs: 6.0

Contract Team

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

Program Expenditures: \$ 994,390

Program FTEs: 3.0

Turf Team

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

Program Expenditures: \$ 478,640

Program FTEs: 6.0

Athletic Field Maintenance Administration

This program provides the onsite supervision and administration to oversee the Athletic Fields and Equipment Maintenance Services. Athletic Fields are divided into five maintenance teams including the following: Turf Team; Carpenter, Joe DiMaggio and Spectrum Team; EC Moore Team; Countryside Team; and the Sid Lickton and Nortack Team, which includes Jack Russell Stadium. 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. Included in this program is agreement with the Philadelphia Phillies for the use of Spectrum Field.

Program Expenditures: **\$ 674,820**

Program FTEs: **3.0**

Carpenter/Joe DiMaggio/Spectrum Team

This program provides staff and resources to maintain the ball fields and turf grass at Carpenter, Joe DiMaggio and Spectrum Field. While the Phillies do the majority of maintenance at Carpenter and Spectrum Field this team does provide assistance to them according to the agreement between the Phillies and City. The City provides all capital maintenance at Spectrum Field; 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: **\$ 1,912,350**

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: **\$ 691,930**

Program FTEs: **5.0**

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 and two multipurpose practice fields at Countryside High School. 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: **\$ 272,220**

Program FTEs: **1.0**

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 Public Services Department. This team also supports both landscape services and ball fields when needed as well as providing demolition services for small projects.

Program Expenditures: **\$ 823,810**

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. 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 in after too much use. These facilities are used primarily by our youth co-sponsor groups, Clearwater High School, and St. Petersburg College.

Program Expenditures: **\$ 988,300**

Program FTEs: **7.0**

Custodial Team

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

Program Expenditures: **\$ 117,950**

Program FTEs: **1.0**

Tradesworker Team

This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 27 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 and life guard stands on Clearwater Beach.

Program Expenditures: **\$ 941,320**

Program FTEs: **10.0**

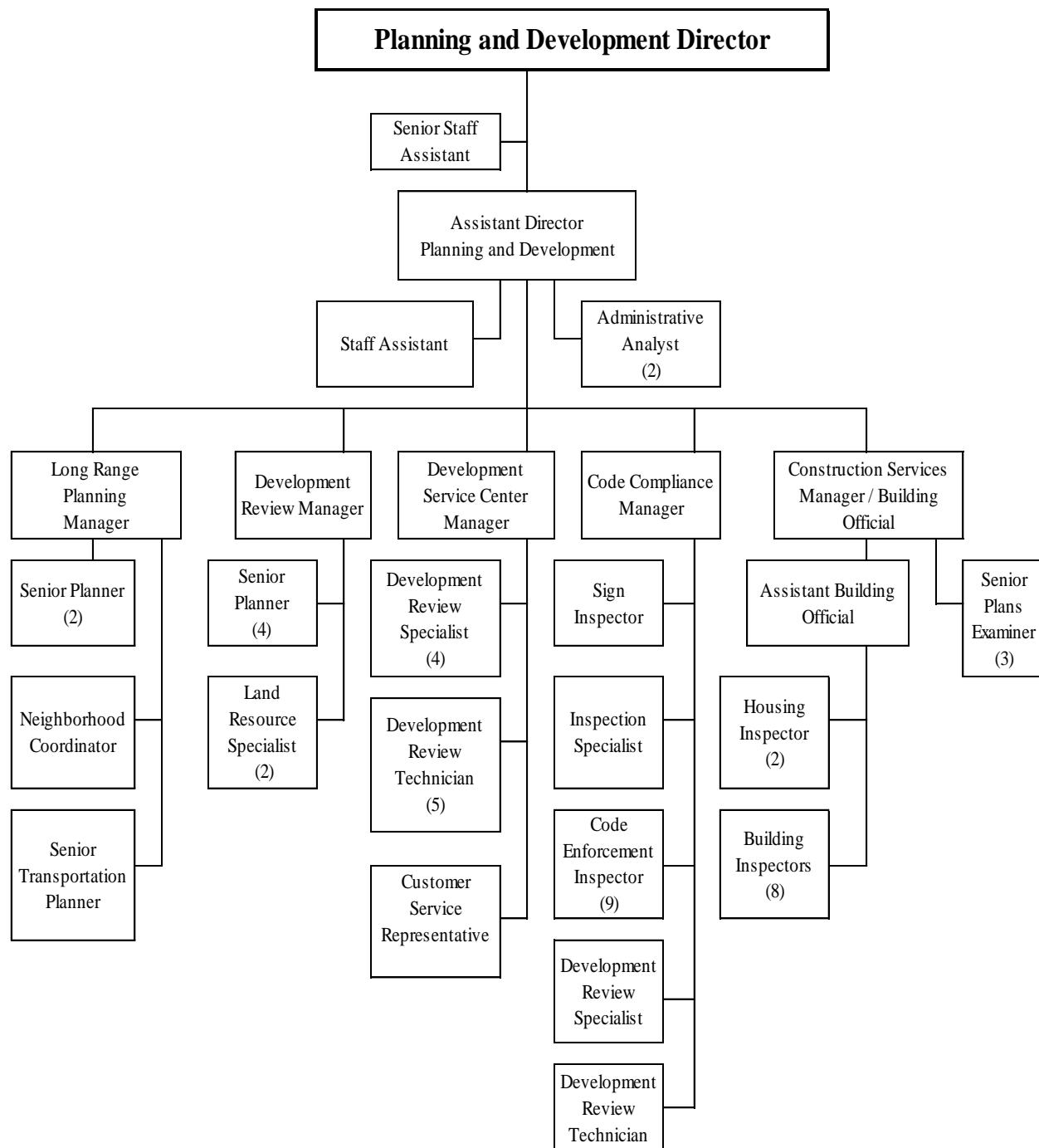
Urban Forestry

This program provides maintenance of trees that create hazards to the public by pruning tree limbs that block street signs, traffic signals, sidewalks, and roadways. It also removes damaged and diseased trees on rights-of-way and City property. This division is responsible to develop and maintain a tree inventory for all trees in city right of way.

Program Expenditures: **\$ 1,105,250**

Program FTEs: **7.0**

Planning and Development



Planning & Development – 58.0 FTEs

Department Objective

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

Summary of Services Provided

Planning

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

Long Range Planning Division

The Long-Range Planning division creates and administers the City's long-range planning programs that establish the City's goals for the future and insures consistency between these long-range goals and City policy and financial decisions. This division is responsible for all city long-range planning programs: comprehensive planning, downtown redevelopment planning, annexation, special area plans/projects and general research.

The division devotes time to coordinating programs with other city departments and participating in policy development with other agencies such as the Forward Pinellas, Tampa Bay Regional Planning Council and the Florida legislature. The planners assigned to special projects must also work with interested parties on these projects including citizens, boards, neighborhood groups and/or special interest groups. Approximately 60 percent of the division's work is devoted to special projects.

Current Work Projects

- ◆ Downtown Sign Handout
- ◆ City Complete Streets Implementation Plan
- ◆ Update of Bicycle/Pedestrian Plan
- ◆ Placemaking manual
- ◆ Seminole boat ramp improvements

Development Review Division

The Development Review division reviews development plans at three levels: permit issuance, Development Review Committee (City staff), and Community Development Board (public hearing board). Its primary responsibilities are to provide information on the Community Development Code to citizens, neighborhood associations, realtors, and those involved with site design and building construction related professions. The division administers the code and reviews for compliance on all applications for development approval. This includes plats, building permits and lot divisions. Landscape, site design, and sign alternatives are discussed in great detail.

The division is also responsible for review of tree removal permits, tree protection during construction, landscaping, and site plan compliance after development plan approval which involves, on-site inspections.

Current Work Projects

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

Summary of Services Provided

Construction Services

The Construction Services program is responsible for building permitting and building plan review and inspection services.

Building Permitting – This operation involves the intake of building plans and issuance of building permits. The division also works in conjunction with the Code Compliance division on the issuance of business tax receipts and includes the maintenance and retention of records as needed.

Building Plan Review and Inspection – This operation includes the following major programs:

- Building Plans Review – This operation involves the technical review of architectural and engineering plans for construction of buildings and structures in accordance with the Florida Building Code.
- Building Inspections – This operation provides for inspections of building construction. Inspections are done in accordance with the building code as required by Florida Statutes. Areas requiring inspection pertain to building, electrical, plumbing, and mechanical trades.
- Unsafe Building Abatement and Housing Code Enforcement – This operation involves the enforcement of the Unsafe Building Abatement Ordinance and the Minimum Housing Code. These codes protect citizens and business owners by ensuring that residential and commercial buildings meet 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 include preparing updates to the unsafe building and property maintenance codes, implementing ePermitHub to provide efficiencies with electronic plan review and expanding online building permitting.

Code Compliance

The Code Compliance program is responsible for attaining compliance with a variety of City Codes and includes the following areas.

Community Standards Enforcement – This operation concentrates on a myriad of issues pertaining to the zoning and development regulations contained within the Community Development Code as well as more general property nuisance and prohibited activities as defined in the Clearwater City Code. Examples include landscaping, debris, overgrowth, illegal yard parking, graffiti and signage violations. Inspectors also investigate and gain compliance with the Business Tax Receipts process. The Code Compliance division also conducts neighborhood code “sweeps” in various areas annually to identify violations.

Sign Inspection and Enforcement – Since 1987, the City of Clearwater has targeted sign blight throughout the City. The goal is to enforce against illegal, non-permitted, and snipe/roadside signage in order to maintain the aesthetic appearance of the City’s commercial and residential areas.

Business Tax Receipts – Code Compliance 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 receipt and registrations within the city. In addition to annual renewal periods, the division conduct sweeps for the purpose of locating and notifying unlicensed businesses of the need to obtain proper business licensing.

Residential Rentals – The city has a residential rental compliance ordinance that requires licensing of residential rental units, including single-family residences.

Planning and Development

Summary of Services Provided Continued

Code Compliance (continued)

Water Enforcement – The Code Compliance division enforces water use restrictions, which are designed to make the best use of valuable water resources.

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 include the implementation of the City's newly adopted foreclosure policy and civil citation process, as well as the continued enforcement of short-term residential rentals.

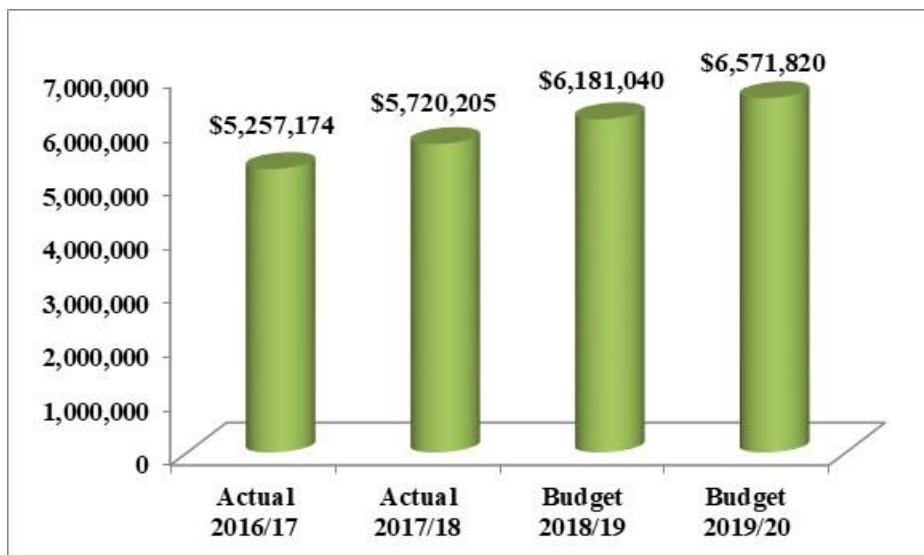
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Planning	1,621,946	1,874,565	2,133,790	2,244,890	5%
Construction Services	2,527,486	2,735,628	2,836,460	3,132,540	10%
Code Compliance	1,107,742	1,110,012	1,210,790	1,194,390	-1%
Total Planning and Development	5,257,174	5,720,205	6,181,040	6,571,820	6%

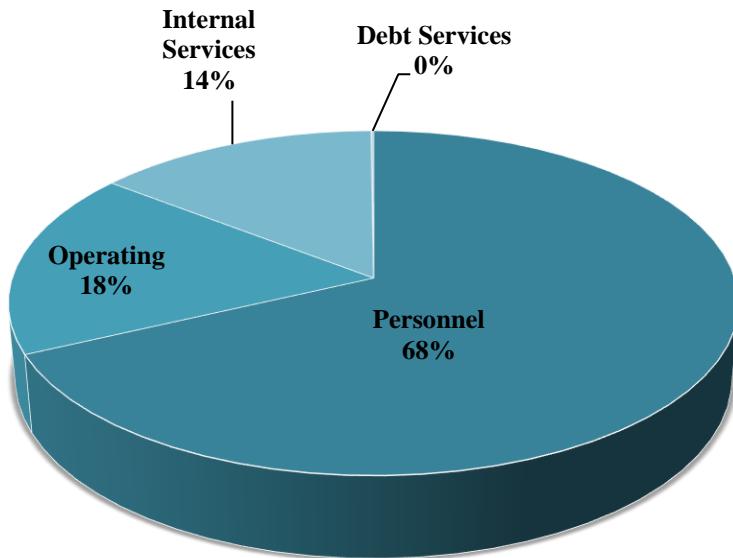
Full Time Equivalent Positions

Planning	17.0	18.0	18.0	18.0	0.0
Construction Services	26.0	25.0	25.0	25.0	0.0
Code Compliance	14.0	15.0	15.0	15.0	0.0
Total Planning and Development FTEs	57.0	58.0	58.0	58.0	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Building Permits</u>			
• Total permits issued by type			
○ Repair	5,209	6,036	6,192
○ Roof	1,649	1,854	1,898
○ New Construction	465	476	377
○ Sign	123	130	118
○ Pool	74	80	67
○ Other	1,569	1,853	1,877
• % of permits issued online	43%	42%	46%
• Total permit revenue	\$2,599,373	\$3,233,057	*\$2,915,793
Objective: to manage the workflow of plans reviews to ensure Clearwater remains a desirable place to do business.			

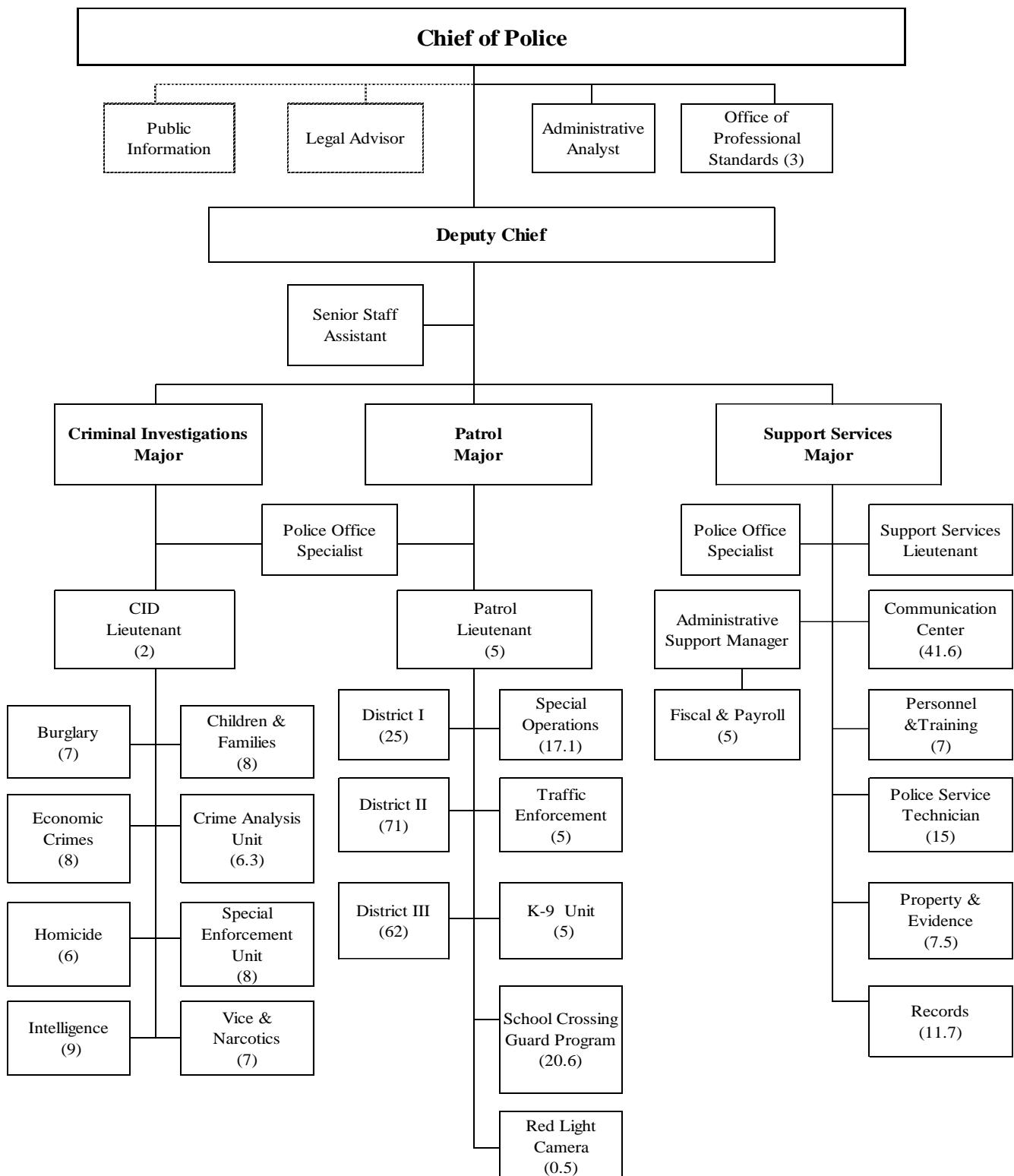
Key Performance Indicator (continued)	FY 2016/17	FY 2017/18	FY 2018/19
<u>Building Inspections by Trade</u> <ul style="list-style-type: none"> • Building 14,914 • Electrical 5,043 • Plumbing 3,305 • Gas 552 • Mechanical 3,805 • Other 774 <p>Objective: to provide residential and commercial building construction inspections in accordance with the building code as required by Florida Statutes.</p>	14,914	14,606	15,319
<u>Code Cases Initiated by Type</u> <ul style="list-style-type: none"> • Community Development Code 2,712 • Public Nuisance 1,764 • Business Code 688 • Water Violations 25 <p>Objective: to improve the aesthetic appearance, safety and quality of structures in the City through effective code enforcement.</p>	2,712	2,349	2360
<u>Job Value of New Construction</u> <p>Objective: to take a pulse of the construction industry in the city which leads to increase in property values.</p>	\$150,992,667	\$299,006,556	**\$92,337,647

*The FY 2018-19 figures are from 10-1-18 to 9-16-2019. There have been fewer new construction large projects this fiscal year as seen with the significantly lower job value of new construction. Total permit revenue remains consistent.

Budget Highlights

- ◆ The Planning and Development Department is supported by 58 full time equivalent positions, same level of staffing as the 2018/19 budget.
- ◆ Operating expenditures include funding for professional and contractual services including: \$500,000 construction inspection services; \$90,000 for consultant assistance with the update of Shifting Gears Bicycle/Pedestrian plan; \$25,000 for complete streets planning; \$60,000 for design and planning consulting services; \$10,000 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 a 50% increase from the fiscal year 2018/19 budget.
- ◆ Operating expenses also include \$125,000 to fund implementation of the neighborhood program including neighborhood's day and place making initiatives.
- ◆ There have been no other significant changes in the Planning and Development Department. The budget for this department reflects a 7% increase from the 2018/19 budget.





Police – (General Fund) – 367.0 FTEs
 Police (Special Program Fund) – 7.3 FTEs
 Total Police – 374.3 FTEs

Department Objective

The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council's Strategic Direction of providing cost effective municipal services that reinforce the City of Clearwater's standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 185,587 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 the quality of the 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 criminal 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. 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.

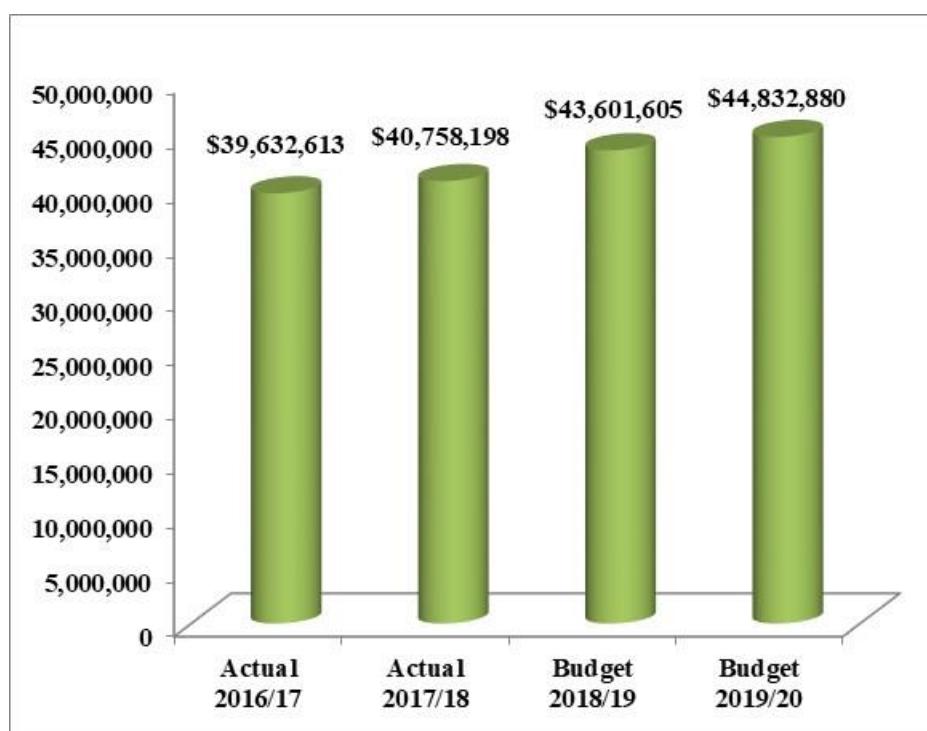
Communications Section

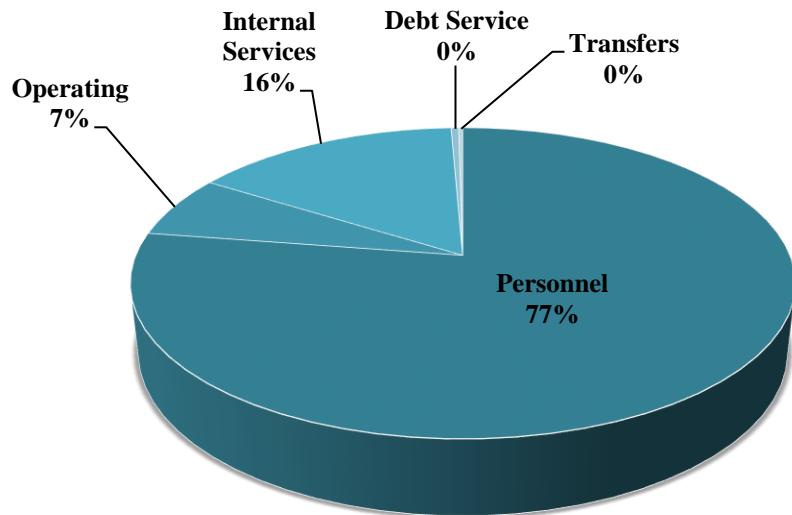
The Communications Section supports the City Council's Strategic Direction through the optimal use and timely response of employees and resources through the dispatch of department resources, oversees the Computer Aided Dispatch system that allows for measures of the department performance, and is able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

Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Office of the Chief	992,051	1,015,134	1,117,936	1,158,070	4%
Criminal Investigations	6,592,561	6,327,403	7,087,989	7,340,730	4%
Patrol	21,712,729	22,325,003	23,123,376	23,519,240	2%
Support Services	6,767,258	7,429,234	8,218,255	8,431,140	3%
Communications	3,568,014	3,661,423	4,054,050	4,383,700	8%
Total Police	39,632,613	40,758,198	43,601,605	44,832,880	3%
Full Time Equivalent Positions					
General Fund					
Office of the Chief	8.0	7.0	8.0	8.0	0.0
Criminal Investigations	61.3	63.3	63.3	63.3	0.0
Patrol	200.6	202.6	206.9	205.9	(1.0)
Support Services	46.2	46.2	46.2	48.2	2.0
Communications	41.6	41.6	41.6	41.6	0.0
Subtotal - General Fund	357.7	360.7	366.0	367.0	1.0
Special Program Fund	9.8	9.8	7.3	7.3	0.0
Total Police FTEs	367.5	370.5	373.3	374.3	1.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category

Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Clearance Rate for Violent Crime Percentage of cases where the suspect is either arrested or cleared by other standards.	60.8%	71.9%	79.4%
Clearance Rate for Property Crime Percentage of cases where the suspect is either arrested or cleared by other standards.	26.2%	27.9%	30.4%
Police Response Time Time elapsed between time 9-1-1 call is answered and arrival on scene. Median response time in minutes.	6:38	6:00	5:38
Average Officer Training Hours <u>Objective:</u> to exceed state minimum mandated per officer training hours of 40 hours every four years.	135.9	161.5	163.51

Budget Highlights

- ◆ The Police Department is supported by 374.3 full time equivalent (FTEs) positions, an increase of one FTE from the 2018/19 budget. In fiscal year 2019/20, a Police Information Technician is being added to the Support Services Division.
- ◆ 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 \$1,000,000 is included in the budget for fiscal year 2019/20. 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 77% of the Police Department total operating budget.
- ◆ Other operating expenses include funding in contractual services estimated at \$562,380 for the Pinellas County Sheriff's Office contract, \$150,000 for evidence and video system maintenance, \$200,000 for a Taser 7 lease program, and \$220,000 for the Tri-Tech Maintenance contract for the Communications Center.
- ◆ Internal service charges reflect a 10% increase from prior year due to the estimated budget for portable radio replacement, increased garage charges and increases in support from Information Technology.
- ◆ Debt Service expenditures for the cost of additional patrol vehicles are estimated at \$193,320 for fiscal year 2019/20, an 8% increase from prior year.
- ◆ Interfund transfers include transfers to the special program fund of \$30,000 to provide funding for police recruitments. Transfers for Police related capital projects are budgeted at \$75,000 for fiscal year 2019/20.
- ◆ There have been no other significant changes in the Police Department budget. The overall amended budget is approximately 3% greater than the 2018/19 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: \$ 731,300

Program FTEs: 5.0

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: \$ 426,770

Program FTEs: 3.0

Criminal Investigations Cost Center Descriptions

Criminal Investigations Administration

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

Program Expenditures: \$ 803,400

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. In fiscal 19/20, the Criminal Investigation Division will be tasked with implementing a Real Time Crime Center (RTCC) to improve the Department's response to ongoing and emerging criminal incidents, or other threats to citizen or city employee safety. This unit serves as the department's liaison with local, state, and federal public safety agencies.

Program Expenditures: \$ 901,740

Program FTEs: 9.0

Homicide Unit

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

Program Expenditures: \$ 734,970

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: \$ 912,240

Program FTEs: 7.0

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 administering the juvenile diversion program and the victim advocate program.

Program Expenditures: \$ 823,650

Program FTEs: 8.0

Special Enforcement Unit

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

Program Expenditures: \$ 858,030

Program FTEs: 8.0

Economic Crimes Unit

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

Program Expenditures: \$ 852,340

Program FTEs: 8.0

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: \$ 1,036,200

Program FTEs: 7.0

Crime Analysis Unit (CAU)

The CAU is primarily responsible for the tracking and analysis of statistical crime data. Detailed reports and bulletins are disseminated to Patrol, detectives and department administrators. A Senior Crime Analyst is the administrator of the CPD secure intranet site. This unit is also responsible for the Report Review Team. The unit reviews all the offense reports and routes them to their appropriate internal and external destinations.

Program Expenditures: \$ 418,160

Program FTEs: 6.3

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, Liaison Team, school resource officers, and police aides. One Lieutenant serves as a watch commander, overseeing patrol operations during the evening hours.

Program Expenditures: \$ 4,553,640

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, 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 Community Redevelopment Area.

Program Expenditures: \$ 6,895,940

Program FTEs: 71.0

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, 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: \$ 6,523,790

Program FTEs: 62.0

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, 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: \$ 2,715,750

Program FTEs: 25.0

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 work 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: \$ 644,000

Program FTEs: 5.0

K-9 Unit

The K-9 Unit is made up of five dog teams, consisting of one Sergeant and four Officers. Unit members are part of the Patrol Division and perform patrol functions in marked patrol vehicles. They have all the duties and responsibilities of any uniformed patrol officer. In addition to patrol functions, they receive extensive training with their K-9 partners to perform a variety of patrol support duties. K-9 teams routinely conduct tracks for fleeing suspects, search building's, 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: \$ 652,940

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: \$ 220,860

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, parking lots, 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: \$ 705,180

Program FTEs: 10.8 (General Fund)

Program FTEs: 6.3 (Special Program Fund)

School Crossing Guard Program

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

Program Expenditures: \$ 607,140

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: \$ 503,470

Program FTEs: **3.0**

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: \$ 686,700

Program FTEs: **11.7**

Police Service Technicians

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

Program Expenditures: \$ 1,108,350

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: \$ 4,429,690

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: \$ 1,078,040

Program FTEs: **7.0**

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: \$ 262,380

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

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

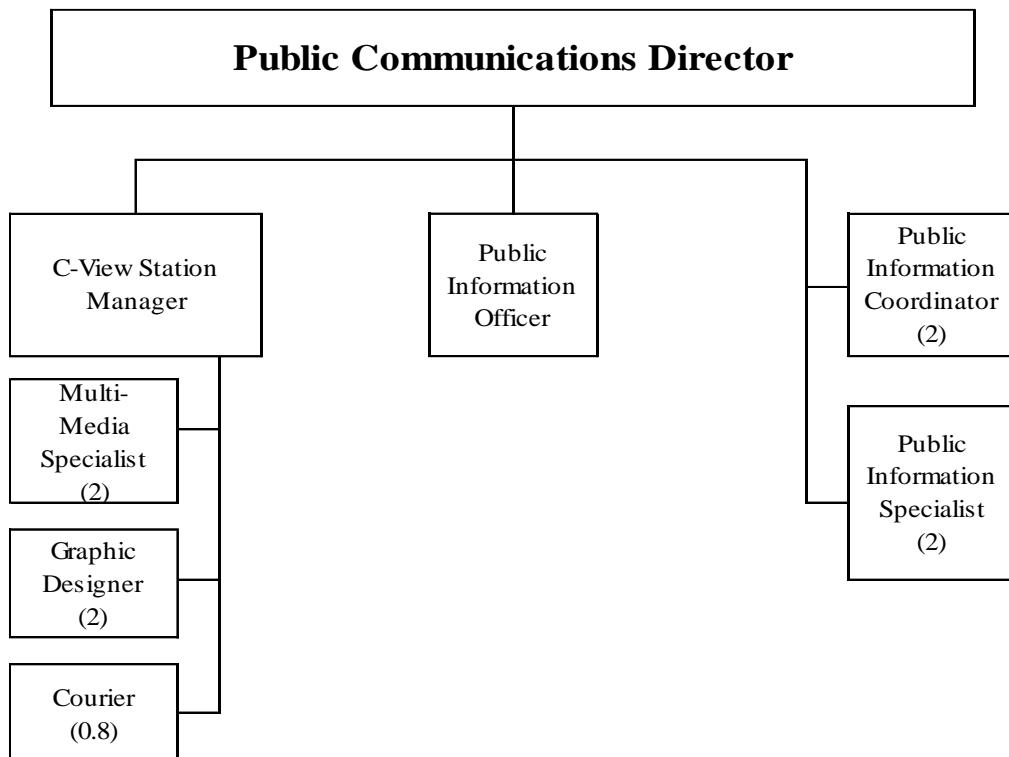
Property & Evidence Unit

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: \$ 362,510

Program FTEs: **7.5**

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, 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 Citizen's Academy and the Clearwater Civic Leadership Academy. The division also handles the proactive and reactive public information responsibilities for Police, Fire and Emergency Management.

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

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall meetings, community surveying and targeted programs, such as the Citizen's Academy. Key achievements in fiscal year 2018/19 included efficiently communicating the city's accomplishments, enhancing the city website to make it ADA compliant, growing social media including introducing new platforms and promoting downtown and special events. Communication efforts have focused on special events such as the Sugar Sand Festival, sporting events, tourism promotions, and social media. The Imagine Clearwater communication continued to be a big focus for the team. The division continues to place an emphasis on employee communications.

In fiscal year 2019/20, the division will continue to update and improve the website and will look for ways to more efficiently and effectively communicate. The division continues to explore social media outreach and new technologies as ways to reach new audiences. The division will work with the Community Redevelopment Agency to promote the downtown, the city's recycling contamination re-education campaign, sustainability and placemaking efforts and new and established special events. Communicating about Imagine Clearwater efforts will continue to be a substantial focus for many years. Downtown Clearwater and the city will continue to be promoted as a destination outside the Tampa Bay area and Florida.

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

Summary of Services Provided Continued

Public Communications (continued)

Enforcement). In addition, C-VIEW produces a number of special meetings, budget workshops, candidate forums, and public service

C-VIEW TV (Continued)

announcements (PSAs) to promote upcoming city/community events.

In fiscal year 2018/19, C-VIEW staff produced about 117 PSAs or public service announcement videos which were promoted on social media and C-View TV. During non-programmed times, C-VIEW cablecasts a Video Bulletin Board (VBB) that gives residents up-to-date information on employment, recreation opportunities, upcoming community events, legal notices, emergency preparedness information and important city initiatives. About 80 separate VBB pages are produced each year.

Most of C-VIEWS audience watches the videos and items on demand. Last year there were nearly 20,000 meeting download and total page views from the digital archive site. C-VIEW staff is instrumental in working with Information Technology and the Police Department to install and use new technologies, such as Smart technologies and surveillance equipment. They also helped produce ideas for the website promotion and social media outreach, which includes managing the city's YouTube, Facebook, Twitter, Nextdoor, Instagram and Pinterest accounts.

In fiscal year 2018/19 C-VIEW TV will continue to place a major focus on streaming, archiving, and web-based videos that enhance the public interaction with municipal government information, policies and procedures. Another area of focus will be continued support of promotional video production and website assistance. Marketing and graphic design will continue to evolve. Working with sign, giveaway and marketing vendors will continue to be a focus. Creating videos for police, human resources, parks and recreation and social media remain a focus for the division.

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

Courier

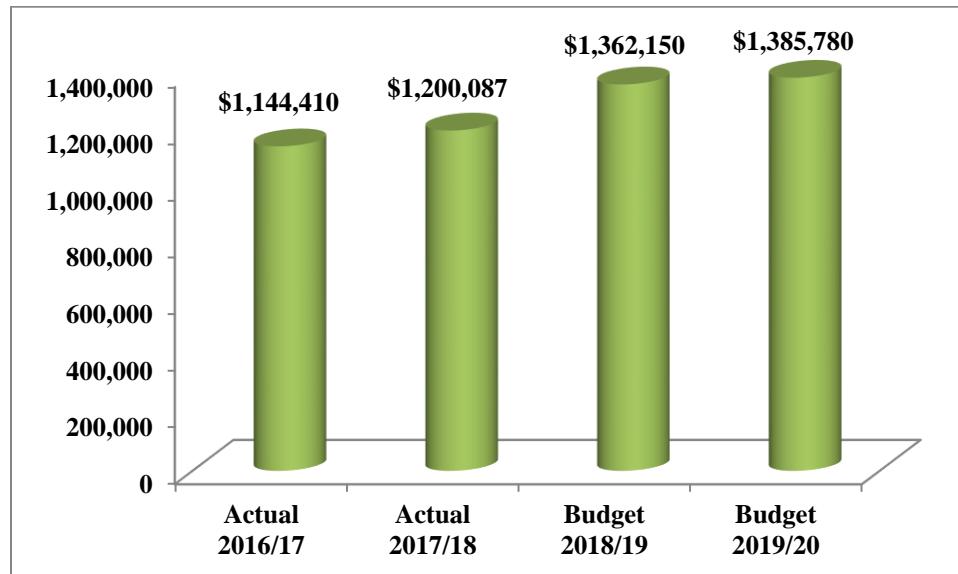
The Courier Service operates out of the Municipal Services Building. This program is responsible for all mail delivery among city offices, as well as, Council mail. It also assists the Official Records and Legislative Services department with records retention and coordination.

Public Communications

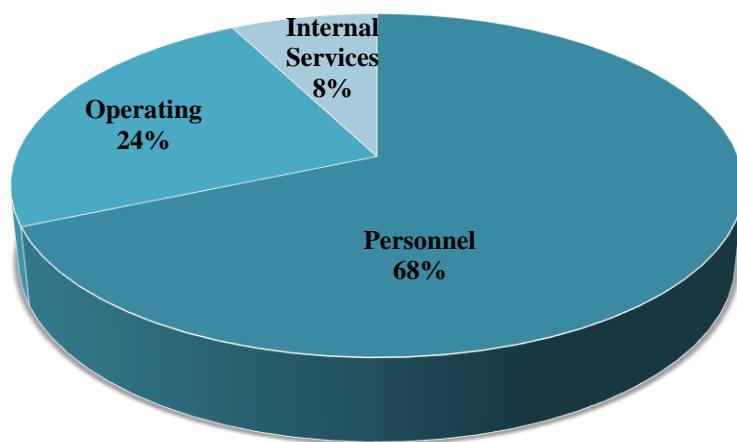
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
General Fund					
Public Communications	995,127	1,030,070	1,170,840	1,192,620	2%
Administrative Svcs Fund					
Courier	149,283	170,016	191,310	193,160	1%
Total Public Communications	1,144,410	1,200,087	1,362,150	1,385,780	2%
Public Communications	10.0	10.0	11.0	11.0	0.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	10.8	10.8	11.8	11.8	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



Public Communications

Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Clearwater Connect Usage</u> Measured by the number of requests submitted through Clearwater Connect.	5,572	8,167	9,590
<u>Website Visitors</u> Measured by the number of visits to the City's website, myclearwater.com.	2,453,663	2,441,182	2,562,215
<u>Pages Viewed</u> Measured by the number pages viewed on the City's website.	3,323,243	3,206,025	2,061,642
<u>Social Media Impact</u> Measured by the number of fans on the city's main social media pages. Facebook Fans <ul style="list-style-type: none">• City 13,833 15,310 18,012• Police 28,031 31,481 39,122• Fire 9,064 10,881 13,767• Parks & Recreation 1,431 3,793 9,248 *Instagram <ul style="list-style-type: none">• City N/A N/A 4,696• Police N/A N/A 2,903• Fire N/A N/A 1,466 *Twitter <ul style="list-style-type: none">• City N/A N/A 18,100• Police N/A N/A 4,148• Fire N/A N/A 1,786 *Nextdoor			
*began tracking in FY2018/19			

General Fund Public Communications Budget Highlights

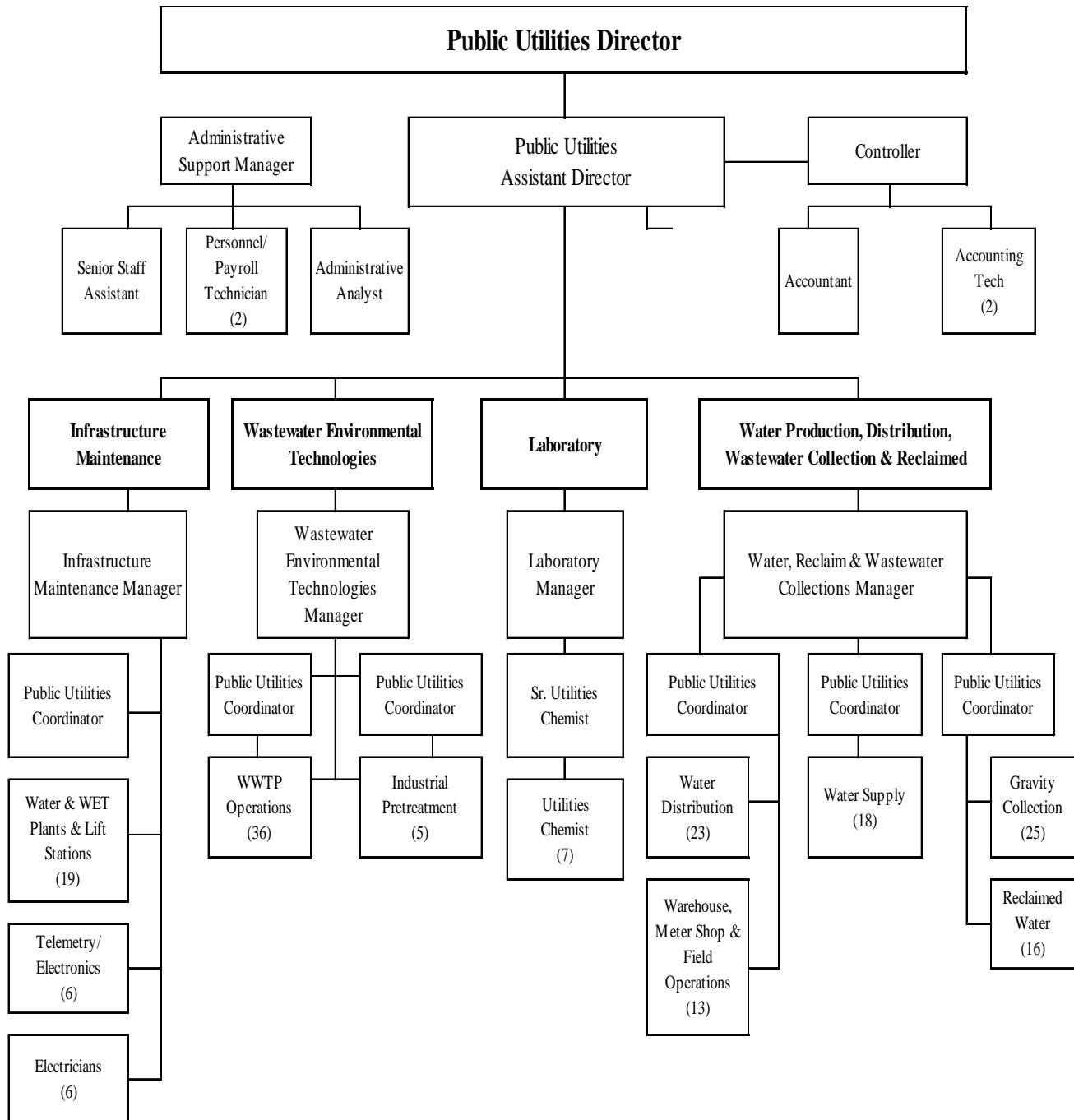
- ◆ The General Fund operation of the Public Communications Department is supported by eleven full time equivalent positions, the same level of staffing as fiscal year 2018/19.
- ◆ There have been no significant changes in the Public Communications program. The budget for this program reflects an increase of 2% from the 2018/19 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 \$145,000 in this program, same level of funding as the 2018/19 budget.
- ◆ The budget for this program reflects an increase of 1% from fiscal year 2018/19.
- ◆ The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2018/19 budget.



Public Utilities



Water and Sewer Fund – 196.0 FTEs

Department Objective

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

In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through a commitment to efficiency, quality, safety and financial responsibility, the Public Utilities Department operates and maintains the City's water wells and water treatment plants, water storage and distribution system, wastewater collection and transport systems, water reclamation facilities, reclaimed water system, enforces the City's industrial pretreatment ordinance as well as ensuring the City's compliance with the 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 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 75 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, as well as maintenance of three water reclamation facilities, three water treatment plants, and 45 potable water wells, as well as 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. 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.

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 outstanding Water & Sewer revenue bonds issued in 2003, 2009, 2011, 2014 and 2017

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, 45 wells, and six 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 use of Reclaimed Water for irrigation helps conserve our drinking water resources.

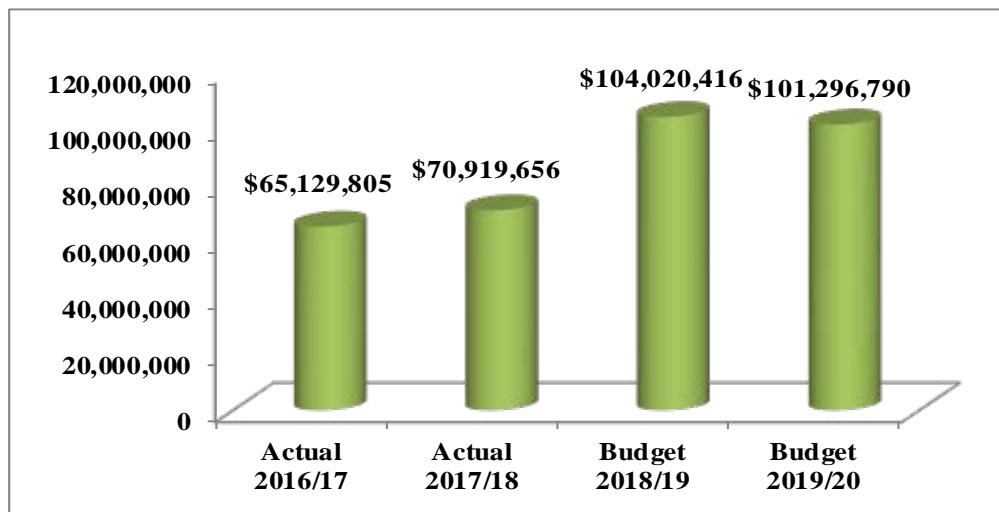
Maintenance Facility

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

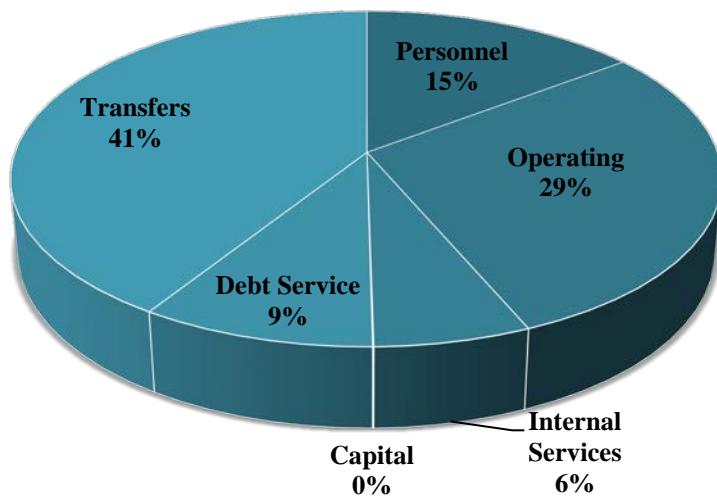
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Water And Sewer Fund					
Administration	1,425,009	1,435,570	1,636,416	1,665,960	2%
Wastewater Collection	10,541,100	6,828,391	16,074,400	16,189,040	1%
Infrastructure Maintenance	4,380,559	6,825,934	5,739,030	9,116,670	59%
WW Environment Technologies	19,211,535	16,001,459	33,961,510	30,107,300	-11%
Laboratory Operations	1,412,855	1,398,181	2,704,510	1,642,830	-39%
Industrial Pretreatment	901,412	816,636	920,550	939,740	2%
Water Distribution	12,759,279	14,309,152	21,110,890	22,064,270	5%
Water Supply	11,972,752	20,239,930	18,682,630	16,402,580	-12%
Reclaimed Water	2,258,162	2,791,612	2,894,330	2,778,750	-4%
Subtotal - Water and Sewer Fund	<u>64,862,665</u>	<u>70,646,865</u>	<u>103,724,266</u>	<u>100,907,140</u>	<u>-3%</u>
General Fund					
Maintenance Facility	267,140	272,791	296,150	389,650	32%
Total Public Utilities	65,129,805	70,919,656	104,020,416	101,296,790	-3%
Full Time Equivalent Positions					
Water And Sewer Fund					
Administration	11.0	11.0	11.0	11.0	0.00
Wastewater Collection	23.0	25.0	25.0	25.0	0.00
Infrastructure Maintenance	30.0	33.0	33.0	33.0	0.00
WW Environment Technologies	38.0	38.0	38.0	38.0	0.00
Laboratory Operations	9.0	9.0	9.0	9.0	0.00
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.00
Water Distribution	35.0	38.0	38.0	38.0	0.00
Water Supply	19.0	19.0	19.0	19.0	0.00
Reclaimed Water	17.0	17.0	17.0	17.0	0.00
Total Public Utilities FTEs	188.0	196.0	196.0	196.0	0.0

Department Total Summary



Fiscal Year 2019/20 Budget by Category



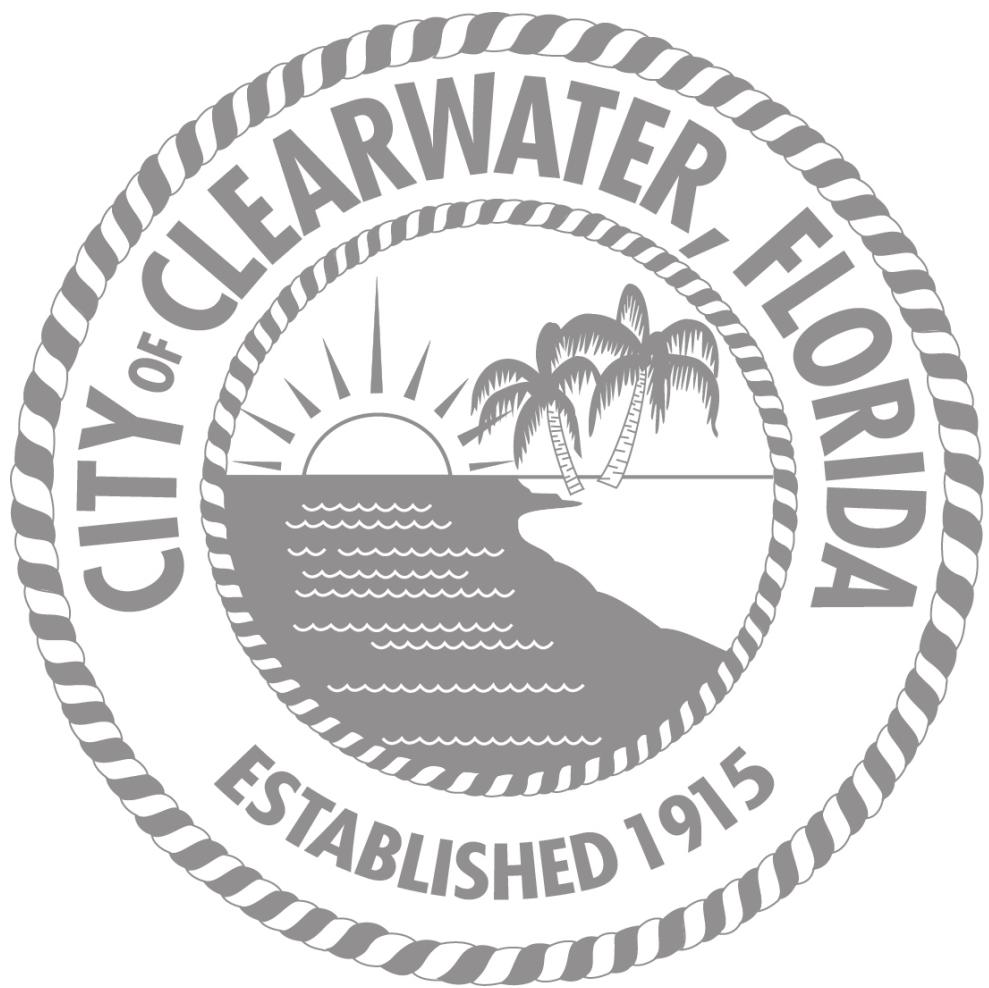
Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Last Drinking Water Violation The last violation noted was a Tier II Treatment Technique Violation, which did not affect any water quality distributed.	08/04/16	08/04/16	08/04/16
Water Gross Per Capita Day (GPCD) *This is a measure of how many gallons of water, on average, Clearwater residents consume daily. Annual figures received in April of each fiscal year based on prior calendar year activity. <u>Benchmark:</u> Agency standard of >130 GPCD	77	75	76
Water Production • MGD Produced • MGD Purchased *Percentage of total water usage locally produced in Clearwater vs. purchased from Pinellas County.	53% 47%	57% 43%	62% 38%

Water and Sewer Fund Budget Highlights

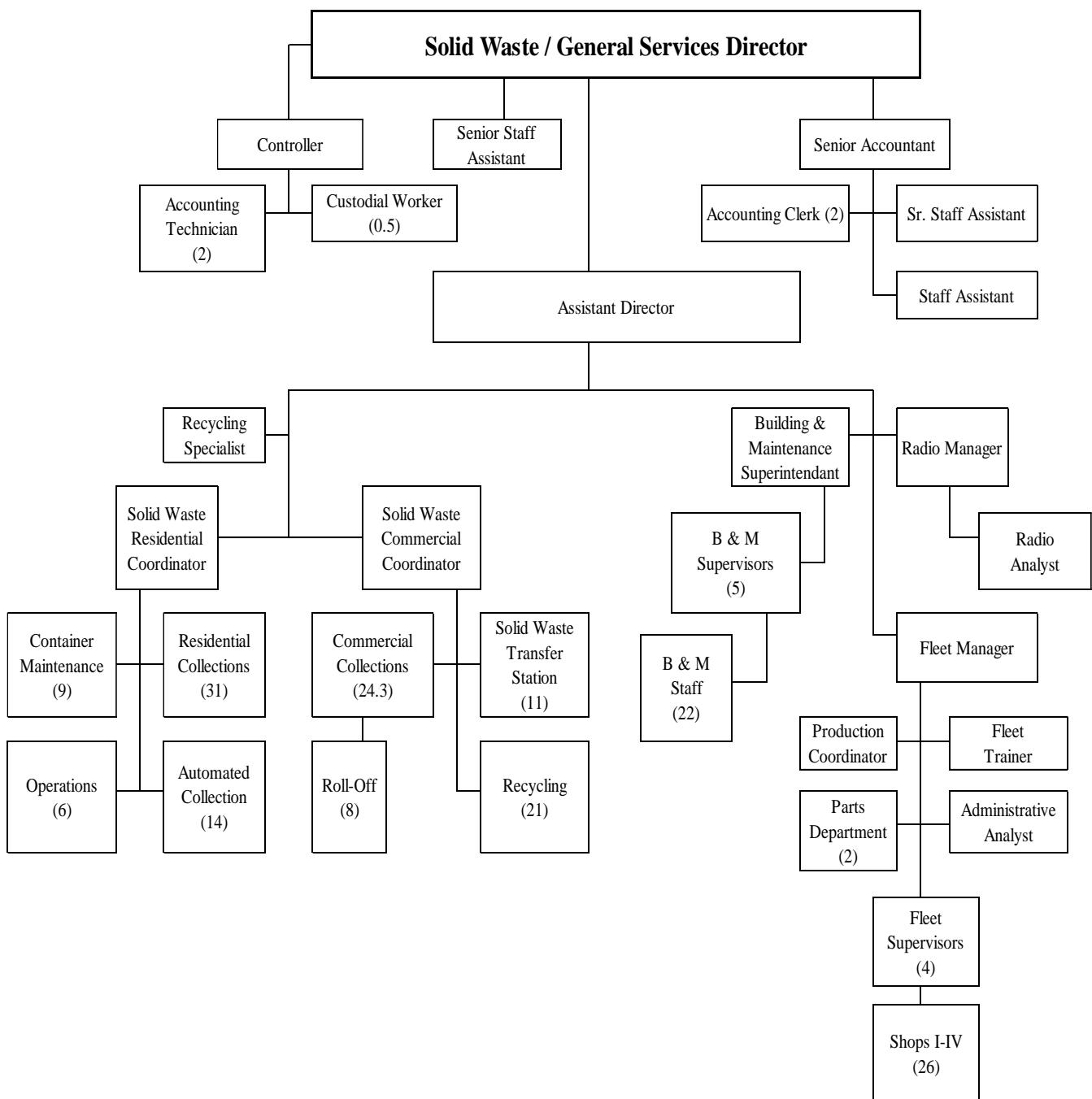
- ◆ The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.
- ◆ The Water and Sewer Fund which includes all Public Utilities programs is supported by 196 full-time equivalent (FTEs) positions, the same level of staffing as the fiscal year 2018/19 budget.
- ◆ The Water and Sewer Fund reimburses the General Fund for specific services provided by General Fund programs. This is primarily support for the administrative, environmental, and engineering programs. The total cost of this service is anticipated at \$1,384,030 for 2019/20, a 15% decrease from the 2018/19 budget.
- ◆ The Water and Sewer Fund reimburses the General Fund for administrative services such as the City Manager, City Attorney's Office, and Official Records functions. The total cost of this service is anticipated at \$3,407,220 for fiscal year 2019/20, an increase of 24% from the 2018/19 budget.
- ◆ Operating expenses include \$7 million for water purchases from Pinellas County, which is approximately 24% of total operating expenses in the Water and Sewer Fund. This is a 13% decrease in funding from the prior year.
- ◆ Internal service charges reflect a slight decrease in comparison to the fiscal year 2018/19 budget.
- ◆ Capital costs include purchases of various pieces of equipment totaling \$42,500 across all programs.
- ◆ Debt Service cost, which include debt on outstanding bonds and new vehicle and equipment purchases, total \$9,340,410 for fiscal year 2019/20 which is a 10% decrease from the 2018/19 budget.
- ◆ Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of \$4,619,690 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2017/18 gross revenues. The 2019/20 contribution represents an 3% increase from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund to support Water and Sewer projects as planned in the current rate study are \$36,879,490 for fiscal year 2019/20. This reflects a decrease of 10% from the 2018/19 budget.
- ◆ There are no other significant changes to the Water and Sewer Fund budget. The fiscal year 2019/20 budget reflects a 3% decrease from 2018/19.

General Fund Maintenance Facility Budget Highlights

- ◆ This General Fund cost center provides only for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.
- ◆ There are no significant changes in the budget for the Maintenance Facility. The 2019/20 budget reflects an increase of 32% from the fiscal year 2018/19 budget due to increased cost for building and maintenance charges.



Solid Waste /General Services



Solid Waste Fund – 111.5 FTEs

Recycling Fund – 22.0 FTEs

General Services/Fleet – 71.3 FTEs

Total Solid Waste/General Services – 204.8 FTEs

Solid Waste and Recycling

Department Objective

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

Summary of Services Provided

Solid Waste - Administration

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

Solid Waste - Collection

This program is responsible for the collection and disposal of commercial refuse, residential refuse, roll-off refuse, scrap metal, and yard waste. Commercial collection uses two-person crews, services approximately 2,500 customers and consists of six routes, five days a week and one route on Saturday and Sunday. Roll-off service (206 open-top containers and 120 compactors) is provided six days per week with six trucks and drivers. Residential collection serves approximately 27,000 customers and consists of 8 automated side-loader refuse routes and one manual route four days a week. Yard waste and trash collection consists of six rear-end refuse loaders four days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic claw trucks five days per week. A manual, rear-loading refuse truck with a one-person crew services trash receptacles at 104 park locations, as well as, sidewalk containers on the beach and in the downtown area five days per week. There are 84.8 FTE, 49.0 in Residential Collection, 26.8 in Commercial Collection, and 9.0 in Roll-off Collection.

Solid Waste - Transfer Station

The Solid Waste Transfer Station is a facility that accepts garbage from route collection vehicles and compacts it into tractor/trailer rigs for the long haul to the Pinellas County Resource Recovery (Waste-to Energy) Plant. The Transfer Station operates two compaction pits and seven tractor/trailer rigs. The Transfer Station operates five days per week, and on a heavy workday transfers 650 tons of refuse to the County Resource Recovery Plant, a 27-mile roundtrip. The Transfer Station provides certified weights of all in bound solid waste vehicles. The Transfer Station maximizes the efficiency of the route trucks by allowing them to dump quickly and return to route collection. Turn-around time to dump at the Waste-to Energy Plant can take up to 1-¾ hours.

Solid Waste - Container Maintenance

Container Maintenance is responsible for the maintenance of approximately 3,600 commercial dumpsters, 27,000 residential black barrels, 1,200 multi-family recycling carts, 27,000 curbside recycling carts, 206 open roll-off containers, and 82 compactors. This program maintains, repairs, and does major refurbishment of containers to extend use to the maximum cost effective life of the container before replacement. It also installs, maintains, and does contract repair on compactors. Container maintenance issues containers to new customers, picks up containers upon termination of service, and replaces or makes on-site repairs to damaged containers.

Solid Waste and Recycling

Summary of Services Provided

Recycling - Residential

The Residential Recycling program provides automated curbside collection of recyclables to approximately 27,000 single-family residences in Clearwater, and 1,427 single-family residences in Belleair. The program operates 24 single stream or mixed recyclables routes divided into 6 routes, 4 days per week. The items that may be recycled by our residential customers include cardboard, newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles. Recyclables are processed and marketed through the Recovered Materials Processing Center, at the Solid Waste complex. This program also operates our recycling drop-off center at the Solid Waste Complex that collects cardboard and mixed recyclables, (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles), as well as household cooking grease and cooking oil.

Recycling – Multi-Family

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

Recycling – Commercial

The Commercial Recycling program is designed to provide our commercial customers with a balance between the Solid Waste services (consisting of collection and disposal of garbage and trash) and the recycling services, while saving the customer money. To achieve this, the Commercial Solid Waste Program Coordinator calls on each business and tailors a program to the needs of the establishment. The program uses flexible rates tailored to be competitive with private recycling companies. The Commercial Recycling program operates five recycling routes, five days per week to serve approximately 385 business establishments. The Commercial Recycling program collects old corrugated cardboard and single stream or mixed recyclables (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles). Service for the program is provided with dumpsters, semi-automated carts, or a combination of both. Innovative cooperative marketing agreements with the cities of Safety Harbor, Indian Rocks Beach and Belleair are in place. This has allowed the program to fully utilize its processing center, attract volume markets, and enhance commodity pricing. The Recycling processing facility has averaged approximately 1,200 tons per month of processed and shipped recyclables this past fiscal year.

Solid Waste and Recycling

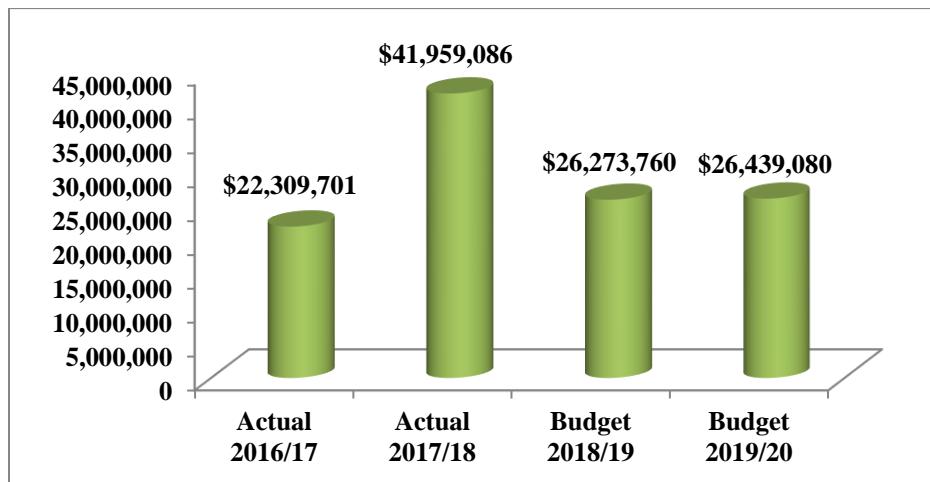
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Solid Waste					
Administration	961,988	970,382	1,087,370	1,121,860	3%
Collection	15,836,624	16,235,324	18,633,870	18,254,990	-2%
Transfer	1,633,295	17,670,735	1,756,070	2,278,360	30%
Container Maintenance	835,586	867,147	889,510	941,510	6%
Subtotal - Solid Waste	19,267,494	35,743,588	22,366,820	22,596,720	1%
Recycling					
Residential	1,235,787	1,300,830	1,609,530	1,426,960	-11%
Multi-Family	410,716	445,731	440,920	496,640	13%
Commercial	1,395,704	4,468,938	1,856,490	1,918,760	3%
Subtotal- Recycling	3,042,207	6,215,499	3,906,940	3,842,360	-2%
Total Solid Waste and Recycling	22,309,701	41,959,086	26,273,760	26,439,080	1%

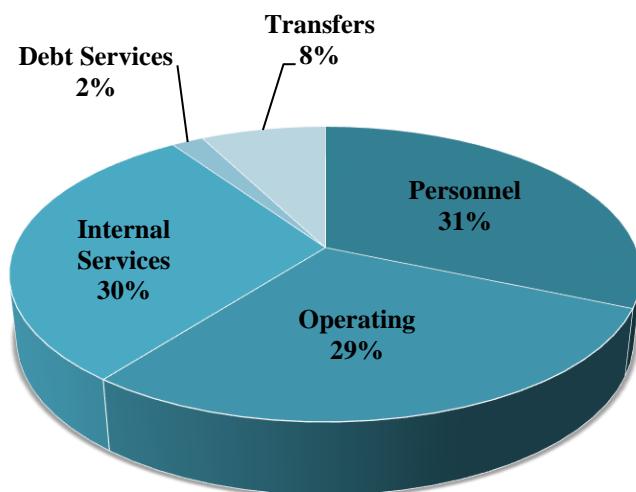
Full Time Equivalent Positions

	6.7	6.7	6.7	6.7	0.0
Solid Waste					
Administration	83.8	84.8	84.8	84.8	0.0
Collection	11.0	11.0	11.0	11.0	0.0
Transfer	10.0	9.0	9.0	9.0	0.0
Subtotal - Solid Waste	111.5	111.5	111.5	111.5	0.0
Recycling					
Residential	3.0	3.0	3.0	3.0	0.0
Multi-Family	9.0	9.0	9.0	9.0	0.0
Subtotal- Recycling	22.0	22.0	22.0	22.0	0.0
Total Solid Waste and Recycling FTEs	133.5	133.5	133.5	133.5	0.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category



Solid Waste and Recycling

Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
Solid Waste – Tonnage Disposed			
<ul style="list-style-type: none"> • Total refuse • Recyclables • Yard Waste (diverted) • Electronic Waste (diverted) • Recyclables/diverted tons as % of total collections <p>Total tons collected by the Solid Waste and Recycling programs.</p>	113,614 13,428 6,723 103 15%	115,982 11,503 3,862 83 12%	125,173 3,934 1,514 85 4%
<u>Objective:</u> to collect waste on schedule without delay and dispose in the most cost effective and appropriate way.			
Avoided Disposal Savings (estimated)			
<ul style="list-style-type: none"> • Yard Waste • Recyclables <p>Savings from yard waste and recyclables diverted from Pinellas County waste-to-energy plant/landfills.</p>	\$104,207 \$503,550	\$59,861 \$431,363	\$11,355 \$147,525
<u>Objective:</u> to maintain lowest possible disposal cost by diverting tonnage.			

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 111.5 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ The Solid Waste Fund is charged an administrative service charge reimbursing the General Fund for the Solid Waste Fund portion of City administrative functions, such as the City Manager, Legal and City Clerk functions. In fiscal year 2019/20, this reimbursement is estimated to be approximately \$729,780, a 1% decrease from the 2018/19 budget.
- ◆ Operating expenditures include the budget for dump fees of \$5,180,000 this is 77% of operating expenditures, and 22% of the total budgeted cost for Solid Waste operations.
- ◆ Internal service charges represent a 10% decrease from fiscal year 2018/19 due to a reduction in garage charges that were increased during construction of the transfer station.
- ◆ Debt costs represent estimated payments which total \$426,320 for additional vehicles and equipment purchased in fiscal year 2019, 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 \$1,271,730 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2017/18, gross revenues. The 2019/20 contribution represents a 2% increase from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Solid Waste programs are budgeted at \$500,000, for fiscal year 2019/20.
- ◆ There are no other significant changes to the Solid Waste programs in fiscal year 2019/20. The budget for the Solid Waste Fund is approximately 1% increase from the 2018/19 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 22.0 full time equivalent positions, the same level of staffing as the fiscal year 2018/19 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 2019/20, this reimbursement is estimated to be approximately \$126,830.
- ◆ Debt costs in the recycling fund represent estimated payments which total \$84,490 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 \$138,050 to support the General Fund. The computation is based upon a rate of 5.5% of prior year (fiscal 2017/18), gross revenues.
- ◆ Transfers to the Capital Improvement Fund to support capital projects for Recycling programs are budgeted at \$100,000 for fiscal year 2019/20.
- ◆ There are no other significant changes to Recycling Fund programs in fiscal year 2019/20. The budget for the Recycling reflects a 2% decrease from the 2018/19 budget.

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. 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, new building design and construction, maintenance of facilities, Americans with Disabilities Act (ADA) compliance, and processing the City's electric bills for payment. This program also prepares and issues contracts for 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, and flooring 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, welding and fabrication, quick line repair service, safety inspections, tire maintenance, and other associated compliance to federal, state and local laws.

This program also provides services to ensure the longest serviceable life of equipment at the lowest possible cost. This service includes 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

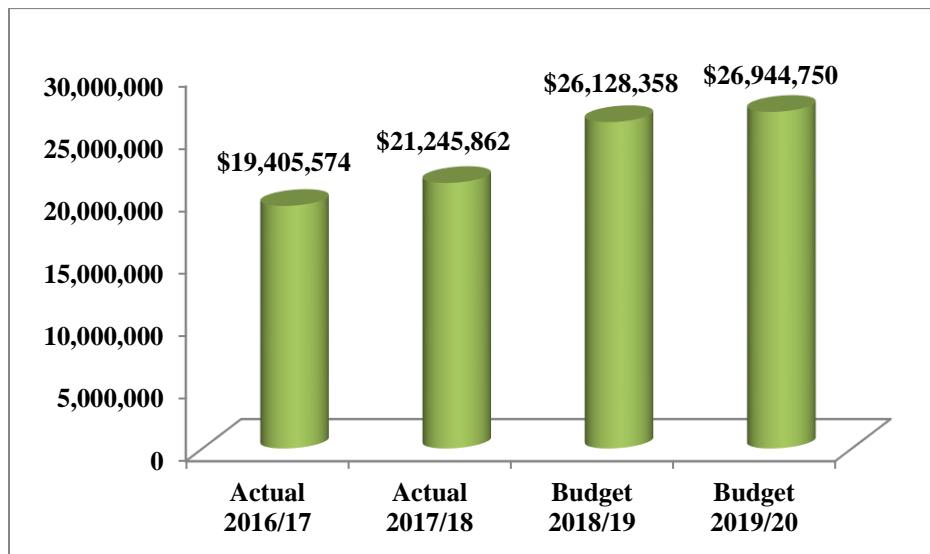
This program provides highly technical radio communication services for departments throughout the City by utilizing an P25 system, one of the most sophisticated radio systems available. The technician must address a multitude of applications and installations. Radio repairs and maintenance are provided when needed. Radio Communications ensures that the City is in compliance with the laws applicable to radio communications. This program also provides for maintenance of the Radio Communication towers and replacement of radios that are obsolete and/or uneconomical to repair.

General Services and Fleet

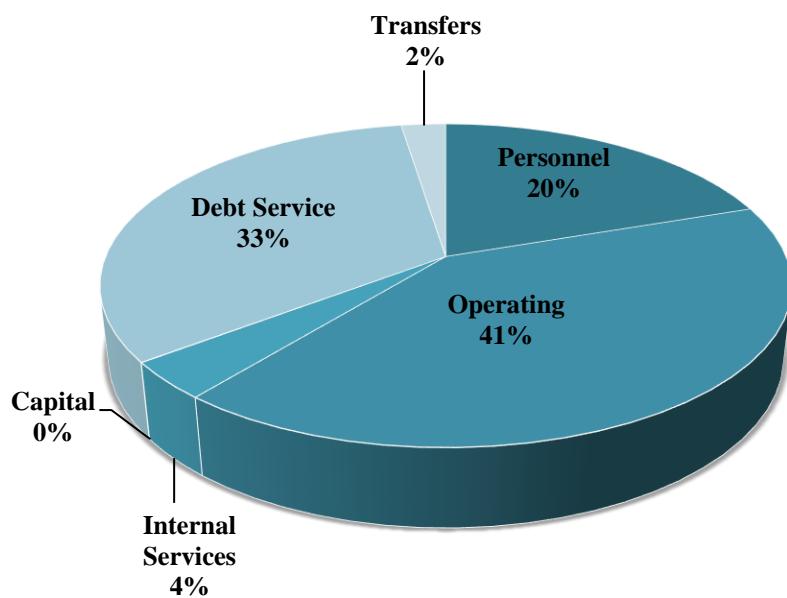
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
General Services Fund					
Administration	441,157	374,619	403,498	405,590	1%
Building & Maintenance	4,327,214	4,776,730	5,158,018	5,750,360	11%
Subtotal - General Services Fund	<u>4,768,371</u>	<u>5,151,349</u>	<u>5,561,516</u>	<u>6,155,950</u>	11%
Garage Fund					
Fleet	13,197,005	14,482,894	17,740,210	18,490,280	4%
Radio Comm	1,440,198	1,611,618	2,826,632	2,298,520	-19%
Subtotal - Garage Fund	<u>14,637,203</u>	<u>16,094,512</u>	<u>20,566,842</u>	<u>20,788,800</u>	1%
Total General and Garage Services	19,405,574	21,245,861	26,128,358	26,944,750	3%
<u>Full Time Equivalent Positions</u>					
General Services Fund					
Administration	6.3	6.3	6.3	6.3	0.0
Building & Maintenance	28.0	28.0	28.0	28.0	0.0
Subtotal - General Services Fund	<u>34.3</u>	<u>34.3</u>	<u>34.3</u>	<u>34.3</u>	0.0
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>	0.0
Total General and Garage Services FTEs	71.3	71.3	71.3	71.3	0.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category



General Services Fund **Budget Highlights**

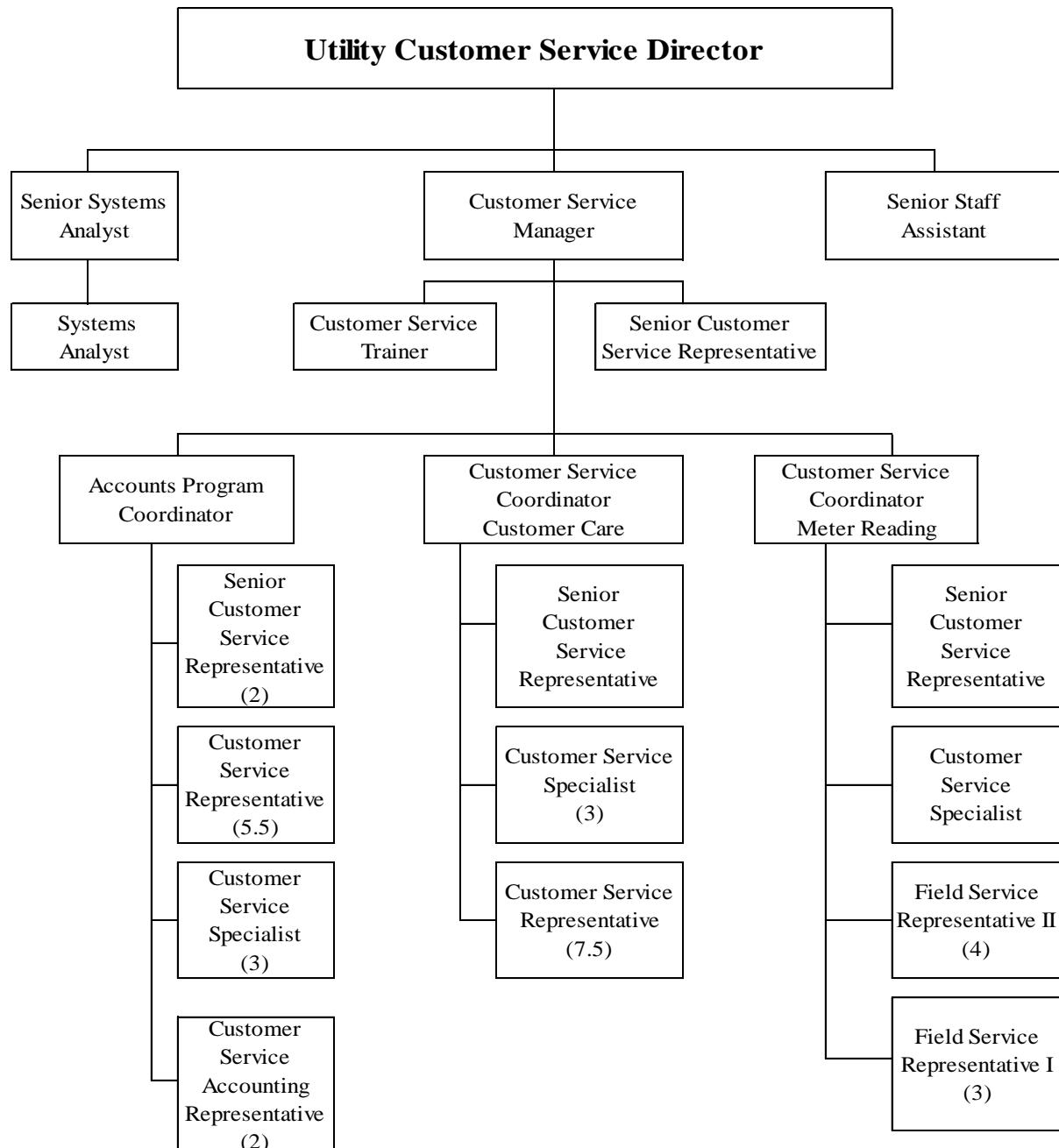
- ◆ The General Service Administration and Building and Maintenance programs are internal service functions. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- ◆ The General Services Fund is supported by 34.3 full time equivalent positions, the same level of staffing as the 2018/19 budget.
- ◆ Other Operating expenses include the budget for building service contracts city wide which include custodial services, pest control, electrical, plumbing, HVAC, elevator maintenance, security, and the Honeywell maintenance contract. The total budget for these contracts is estimated at \$1,833,820 for fiscal year 2019/20 a 24% increase from the 2018/19 budget due to the cost of various new agreements.
- ◆ Internal service charges reflect a 13% increase for fiscal year 2019/20 due to increases in garage services, telecommunications and information technology charges.
- ◆ Debt service costs represent estimated payments which total \$21,630 in fiscal year 2019/20, for additional vehicles and equipment purchased in fiscal year 2018 and 2019.
- ◆ Transfers to the Capital Improvement Fund are budgeted at \$75,000 to support 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 an 11% increase from the 2018/19 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 2018/19 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 \$3,250,000 for the year, an 2% increase from the 2018/19 budget. The cost of vehicle parts and tires are estimated at \$2,050,000, a 5% increase from the 2018/19 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 2019/20 debt service budget for the Garage Fund is estimated at \$8,823,950, a 10% increase from the 2018/19 budget.
- ◆ Transfers to the Capital Improvement Fund to support Garage Fund projects are budgeted at \$559,300 for 2019/20. This is partially funded by the planned use of approximately \$124,030 of fund reserves.
- ◆ There have been no other significant changes in the budget for the Garage Fund programs. This budget reflects an increase of 1% from fiscal year 2018/19.



Utility Customer Service



Department Objective

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

Summary of Services Provided

Utility Customer Service

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

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

Billing – is responsible for calculation and preparation of customer bills, resolving billing exceptions, processing service orders and special/final bill requests, and generating reports. Each day, the Billing section 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 noticed and measures are undertaken to secure payment. Services are disconnected for non-payment 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 on a daily basis.

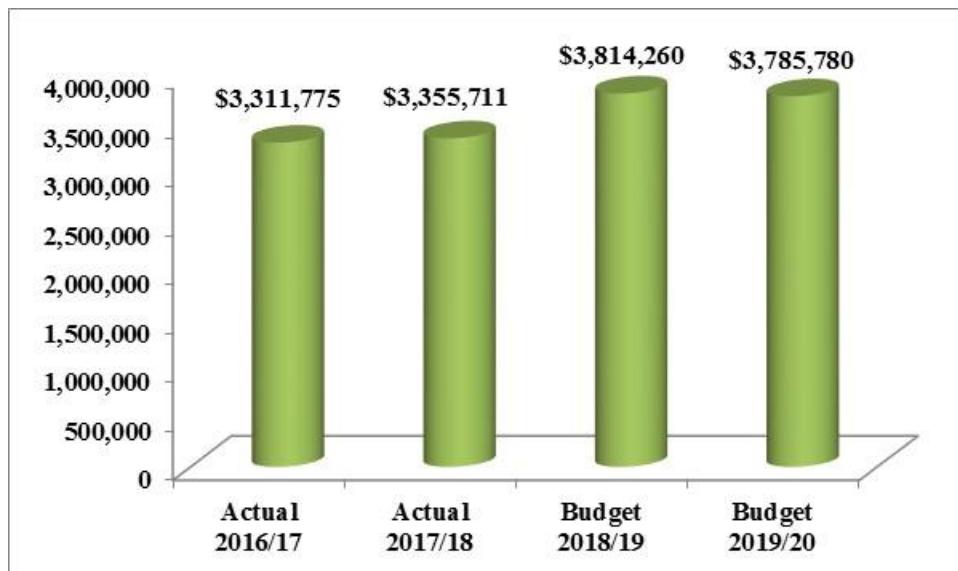
Customer Care - is responsible for responding in a timely, courteous, and professional manner to customer requests received via telephones, mail (postal or e-mail) or from walk-in customers. Accounts are opened or closed, requests for information are responded to, and inquiries are researched and resolved.

Utility Customer Service is located on the first floor of the Municipal Services Building, 100 S. Myrtle Avenue. Customers may reach Utility Customers Service either by phone at 727-562-4600, in person Monday thru Friday (except for observed holidays), or on the web at www.myclearwater.com/services/customer-service.

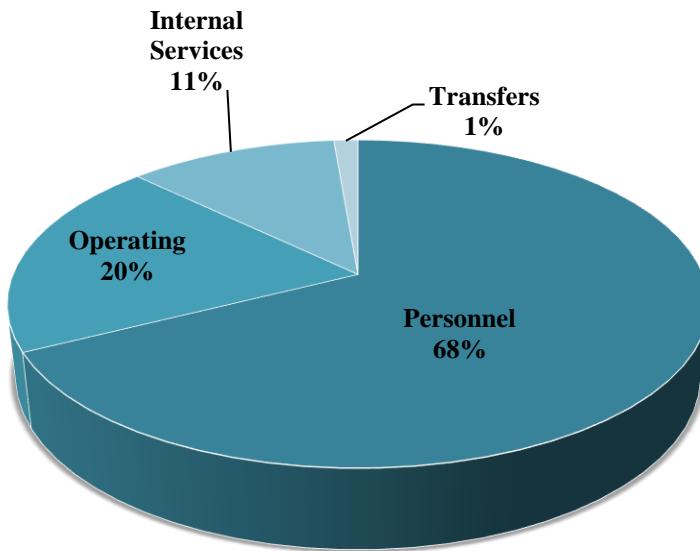
Budget Summary

	Actual 2016/17	Actual 2017/18	Budget 2018/19	Budget 2019/20	% Change
Personnel	2,280,255	2,300,509	2,509,030	2,556,730	2%
Operating	576,332	595,209	810,180	745,080	-8%
Internal Services	405,188	409,993	445,050	433,970	-2%
Transfers	50,000	50,000	50,000	50,000	0%
Total Utility Customer Service	3,311,775	3,355,711	3,814,260	3,785,780	-1%
Total Utility Customer Svc FTEs	43.0	43.0	43.0	43.0	0.0

Total Department Summary



Fiscal Year 2019/20 Budget by Category



Key Performance Indicator	FY 2016/17	FY 2017/18	FY 2018/19
<u>Call Data</u> <ul style="list-style-type: none"> Total calls received % of calls answered in 60 seconds or less <p>The Utility Customer Service department is responsible for incoming calls related to utility billing.</p> <p>*Due to issues with software January totals are not included.</p> <p><u>Objective:</u> Answer 85% of customer telephone calls in 60 seconds or less.</p>	114,472 88%	118,691 90%	94,417* 71%
<u>Utility Billing</u> <ul style="list-style-type: none"> Accounts billed % of accounts billed within 3 days of schedule Utility billing revenue <p><u>Objective:</u> Bill 99% of all accounts within 3 days of schedule.</p>	636,178 99.68% \$164,580,701	652,723 99.59% \$174,915,258	665.820 99.49% \$180,000,000
<u>Collections</u> <ul style="list-style-type: none"> Total customers called to avoid termination % of customers paid after call Outstanding accounts <p><u>Objective:</u> Uncollectible accounts receivable as % of total accounts receivable.</p>	20,645 81% 2.34%	25,121 85% 2.10%	26,300 83% 1.13% *

*As of January 2019.

Key Performance Indicator (continued)	FY 2016/17	FY 2017/18	FY 2018/19
Meter Reading <ul style="list-style-type: none"> • Meters read • % of meters read accurately <p><u>Objective:</u> Achieve meter reading error rate of less than one error per 1,000 meters read.</p>	825,293 99.92%	845,012 99.91%	867,893 99.91%

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 55,000 monthly billable accounts.
- ◆ The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2018/19 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 40% of operating expenditures. This is an 18% decrease from the 2018/19 budget due to the increase in customers selecting paperless billing.
- ◆ Operating costs also include \$12,000 in agency funding for WeCare a program administered by the local branch of the Salvation Army, to provide temporary assistance to eligible customers of City of Clearwater utilities.
- ◆ Transfers include \$50,000 to fund a capital improvement project for Customer Information System Upgrades and Replacements, which provides funding for future enhancements and maintenance of the customer service information system. This is the same level of funding as the 2018/19 budget.
- ◆ There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 1% decrease from the 2018/19 budget.



SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2019/20

SPECIAL DEVELOPMENT FUND

Revenues:

Ad Valorem Taxes	3,247,290
Infrastructure Tax	11,763,080
Interest Earnings	550,000
Multi-Modal Impact Fees	150,000
Local Option Gas Tax	1,516,150
Allocation of Assigned Fund Balance	2,057,170
Total Revenues	<u>19,283,690</u>

Expenditures:

Transfer to Capital Improvement Fund	3,247,290
Road Millage	13,820,250
Infrastructure Tax	140,000
Multi-Modal Impact Fees	1,427,120
Local Option Gas Tax	18,634,660
Total Expenditures	<u>18,634,660</u>

SPECIAL PROGRAM FUND

Revenues:

Intergovernmental:	
Community Development Block Grant (CDBG)	764,040
Interest Earnings	100,000
Transfers from General Fund:	
Sister City Program	37,380
United Way Campaign Fund	1,500
Special Events	349,730
Economic Development QTI	13,230
Police Recruitments	30,000
Total Revenues	<u>1,295,880</u>

Expenditures:

General Government	37,380
Public Safety	30,000
Economic Environment	516,960
Human Services	1,500
Culture and Recreation	349,730
Interfund Transfers	260,310
Transfer to Capital Fund	0
Total Expenditures	<u>1,195,880</u>

SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2019/20

OTHER HOUSING ASSISTANCE FUNDS

Revenues:

HOME Investment Partnerships (HOME)	383,980
State Housing Initiatives Partnership (SHIP)	262,000
Total Revenues	<u>645,980</u>

Expenditures:

Economic Environment	551,380
Interfund Transfers	94,600
Total Expenditures	<u>645,980</u>

**Community Redevelopment Agency
Preliminary Budget
October 1, 2019- September 30, 2020**

Exhibit A

	2018-19 Amended Budget	2019-20 Proposed Budget
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Revenues & Transfers In

Tax Increment Financing Revenues

338930	Pinellas County	1,602,618	1,658,145
381115	City of Clearwater	1,779,126	1,841,094
381116	Downtown Development Board	274,822	286,023
	Total TIF Revenues	3,656,566	3,785,262
Other Revenues			
361101	Interest Earnings	199,850	50,000
Transfers In			
381782	DDB Administration	71,026	73,512
	Total Revenues & Transfers In	3,927,442	3,908,774

Expenditures & Transfers Out

Operating Expenditures

530100	Professional Services	100,000	100,000
530300	Contractual Services	31,223	70,000
540300	Telephone Variable	2,000	3,360
540200	Postal Service	361	1,500
541000	Information Technology-Fixed	24,020	22,960
541600	Building & Maintenance Variable	1,000	1,000
542200	Electricity- Utility	200	-
542500	Postage	339	200
543100	Advertising	12,188	40,000
543200	Other Promotional Activities	3,000	10,000
543400	Printing & Binding	3,000	9,000
544100	Equipment Rental	2,500	2,500
547100	Uniforms	1,000	500
547200	Employee Expense-Travel	7,500	10,000
547300	Milage Reimbursement	1,500	1,500
548000	Other Services	3,000	3,000
549000	Relocation Expenses	2,236	-
549000	Recruitment Expenses	163	-
550100	Office Supplies	2,000	2,040
550400	Operating Supplies	167	500
557100	Memberships and Subscriptions	3,500	5,000
557200	Offical Recognition	70	-
557300	Training and Reference	6,000	6,000
581000	Payments to Other Agencies-DDB	274,822	286,023
581000	Payments to Other Agencies-Blast Friday	100,000	100,000
	Total Operating Expenditures	581,789	675,083

Transfers Out

590200	General Fund- Administrative	470,740	473,680
590800	Downtown Redevelopment Fund (94714)	371,123	565,935
590800	Downtown Gateway Project (94849)	-	186,291
590800	Downtown Marketing & Events (94853)	100,000	-
590800	Car Pro (94862)	31,530	-
590800	Library Activation (94887)	97,260	99,640
590800	Placemaking Activites (94889)	300,000	-
590800	Restricted County TIF Funds	1,602,371	1,658,145
590800	Pierce/Washington (94897)	250,000	-
590800	Downtown Beautification (99968)	25,000	-
590800	Façade Program (99979)	-	250,000
590800	Streetscape and Trail Improvements	97,629	-
	Total Transfers Out	3,345,653	3,233,691

Total Expenditures & Transfers Out

3,927,442 **3,908,774**

CRA - CAPITAL FUND

Fiscal Year 2019/20

Revenue	Source	2019/20
County Portion (Growth)	Growth TIF	1,658,145
City Portion (Growth)	Growth TIF	1,841,094
DDB Portion (Growth)	Growth TIF	<u>286,023</u>
Total Projected TIF (Growth Only)		3,785,262
 Other Revenue		
	Interest	50,000
	DDB Admin	<u>73,512</u>
Total Other		<u>123,512</u>
 Total Available		<u>3,908,774</u>
 Less DDB TIF Portion (1)		286,023
 Less CRA Operating and Administration (2)		862,740
 Total Projected TIF available for projects/development agreements:		<u>2,760,011</u>
Commitments/City Projects	Source	2019/20
94714 Downtown Redevelopment	County TIF City TIF Total	1,658,145 565,935 2,224,080
99979 Facade Program	County TIF City TIF Total	0 250,000 250,000
94849 Downtown Gateway Projects (3)	County TIF City TIF Total	0 186,291 186,291
94887 Library Activation (4)	County TIF City TIF Fund Balance Total	0 99,640 0 99,640
 Total TIF allocated to projects:		<u>2,760,011</u>

Notes:

(1) Current interlocal agreement between the DDB and the CRA (approved yearly) to reimburse the DDB its portion of the tax increment.

(2) Administration costs includes funding for all staff that supports the Community Redevelopment Agency, \$100,000 funding for Blast Friday and CRA annual operating expenditures.

(3) Current interlocal agreement between the Clearwater Police Department and the CRA for community policing (approved yearly).

(4) Current interlocal agreement between the Clearwater Main Library and the CRA for funding to support the Marker Space (approved yearly).

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 2019/20 preliminary 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, that has been in existence since fiscal year 1974/75, 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 \$95,128,170 in projects for fiscal year 2019/20 and a six-year total of \$666,590,420.

Penny for Pinellas Projects

The City has an ordinance requirement for a special hearing on Penny for Pinellas funded projects annually, prior to the adoption of the capital improvement budget, and at any time in which there is a proposed change to Penny for Pinellas project funding of \$500,000 or more. The City's most recent annual public hearing was held on September 20, 2018, and a revised plan was approved formally at that meeting.

Due to voter approval of the fourth ten-year cycle of Penny for Pinellas tax for the period of 2020-2030, the capital improvement plan has not only the last year of Penny III projects, but also includes Penny IV projects planned for fiscal years 2020-2025. The proposed plan includes approximately \$4.5 million of Penny for Pinellas III projects in fiscal year 2020; and \$9.3 million of Penny IV projects in fiscal year 2020 with a total of \$76.0 million through fiscal year 2025.

Penny for Pinellas III Changes:

- Ladder Truck Replacement – This project is being funded with an allocation of \$760,000 in Penny III revenues to help offset the replacement of a ladder truck in fiscal year 2019/20 advanced from fiscal year 2020/21. These funds were available due to the postponement of the Aviation Operations Center.
- Police District III (Countryside Sub Station) – This project is added to the Penny III list, allocating \$1,000,000 of available revenues to provide funding for project design to prepare for construction which is being advanced to fiscal year 2021.
- Aviation Operations Center – This Penny III project in the amount of \$760,000 is being postponed to fiscal year 2023 as part of the Penny IV project list. Funds are reallocated to Fire Ladder Truck Replacement project for fiscal year 2019/20.
- Ed Wright Park Renovations – This project, with planned funding in fiscal year 2020, is being increased by \$260,000 for a new total of \$750,000. Funds are being transferred from the Neighborhood Park Renovations Project.
- Neighborhood Park Renovations – This project is being decreased by \$260,000, transferring these funds to the Ed Wright Park Renovation project.

Capital Improvement Plan - Introduction

Penny for Pinellas IV Changes:

- Fire Engine Replacement – The engine planned for replacement in fiscal year 2020 is being postponed to 2021 due to the ladder truck replacement being advanced. An additional engine replacement is being added to fiscal year 2023, using funds from the ladder truck replacement which is being eliminated.
- Ladder Truck Replacement – The planned purchase in fiscal year 2021 is being advanced to 2020, swapping with the planned Engine Replacement. To provide the additional funds needed, \$760,000 is funded in Penny III transferring that amount of Penny IV funding to the Aviation Operation Center project. The ladder replacement planned in fiscal year 2023 is being eliminated, transferring \$720,000 to the Fire Engine Replacement project, and \$1,000,000 to Imagine Clearwater in 2027.
- Imagine Clearwater – Total funding of \$8,000,000 is planned in fiscal years 2020 and 2021, with an additional \$6,500,000 added in fiscal year 2027 due to elimination of a ladder truck replacement and the elimination of the downtown parking garage project from the Penny IV project list.
- Downtown Parking Garage – this project, planned to be funded in fiscal years 2026 and 2027, is being eliminated from the Penny IV project list, allocating funding to the Police District III and Imagine Clearwater projects. This project is now planned to be funded in fiscal year 2024 with Parking Fund revenues.
- Aviation Operations Center – This project is being added to the Penny IV list due to postponement of the project. Funding of \$760,000 is planned for fiscal year 2023.

The following were approved as proposed projects for Penny IV and are appearing for the first time in the six-year capital improvement plan.

- Public Works Complex – Total funding of \$4,600,000 is planned for Penny for Pinellas IV revenues in fiscal year 2024/25 to provide for the general government portion of redevelopment at the City's Public Works Complex.
- New City Hall – Total funding of \$6,300,000 is planned for fiscal year 2025.

Project Highlights

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

- Lift Stations: This new project provides funding for the replacement of the City's lift stations at general government facilities. Funding of \$3,760,000 in General Fund revenue is planned over the six-year period, with \$850,000 budgeted for fiscal year 2020.
- Underground Refuse Program: This new project provides funding for new underground/above ground refuse containers. A total of \$625,000 in Solid Waste Fund revenue is budgeted for fiscal year 2021 through 2025.
- Right of Way Tree Management Program: This new project provides funding for the removal of diseased trees from City Right of Way over a five-year period. An annual funding of \$250,000 per year is planned using General Fund and Central Insurance Fund revenues.

Capital Improvement Plan - Introduction

- **ADA Transition Plan:** This new project provides funding for the review and improvements at City to address requirements of the American with Disabilities Act (ADA). Funding of \$300,000 in General Fund revenue is planned in fiscal year 2020.

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 2019/20, of the six-year Capital Improvement Program as the Capital Improvement Budget. The appropriation of annual transfers to the Capital Improvement Fund is included in the budget of the specific source fund. Individual project budgets for the Capital Improvement Program are approved on a multi-year program basis and do not lapse at year-end.

Authorization

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

Responsibility

It is the responsibility of the department director charged with delivery of specific City services to anticipate the need for capital improvement expenditures in advance of having to initiate projects. This enables the development of a long-range financial plan to fund these needs. 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.

Capital Improvement Plan - Introduction

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

2020 THROUGH 2025

POLICE PROTECTION

This section includes all major computer technology and equipment needs for the Police Department. All Police Department facility renovations and or new construction would also be included in this section. Equipment and vehicles could be funded with General Fund or Lease Purchase dollars, with the debt funded by the General Fund. In addition, Penny for Pinellas revenue can also fund Police Department vehicles. Any facility renovations and or new construction would typically be funded with Penny for Pinellas revenue, or an interfund loan to be repaid with Penny for Pinellas funds when they become available.

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.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

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

Safety

- Ensure timely emergency preparation, response, and recovery.

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
P1802								
Police Equipment	General Fund	75,000	75,000	75,000	75,000	75,000	75,000	375,000

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

P21xx

Public Safety Vehicle & Equipment Facility

Penny IV	1,500,000	1,500,000
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This project provides funding for the construction of a facility to store oversized vehicles and equipment for both the Police and Fire Department to resolve the long term problem of storing this type of vehicle and equipment. The facility itself needs to be built to a wind rating to ensure resiliency, have the capacity to accommodate oversize and heavy vehicle, and be secured against intrusion and tampering. The facility would need to have power, water and an air compressor to maintain operational readiness.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

POLICE PROTECTION

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
PD00180001								
Police District 3 Sub Station								
Penny III		1,000,000						1,000,000
Central Insurance Fund			11,000,000					11,000,000
<p>This project provides for the construction of a two story structure that will house the patrol operations and training facilities. The new structure would replace the Sub-station that was originally constructed in 1983, and the doublewide trailer currently used as the training facility. Included in the training section will be the training complex office, workshop, armory, ammunition room and training classroom. Combining the training facilities and patrol operations into a single structure will release valuable real estate and allow the Police department to take advantage of enhanced training opportunities to address ever changing public safety challenges. It will also provide more flexibility and efficiency within the Patrol and Services Divisions of the Clearwater Police Department. Funding will be provided by an internal loan from the Central Insurance Fund, to be repaid by Penny for Pinellas funds when available.</p> <hr/>								
Total Police Protection:		1,075,000	12,575,000	75,000	75,000	75,000	-	13,875,000

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

FIRE PROTECTION

This section includes all major equipment and vehicle needs for the Fire Department. All Fire Department facility renovations and or new construction would also be included in this section. Equipment and vehicles could be funded with General Fund or Lease Purchase dollars, with the debt funded by the General Fund. In addition, Penny for Pinellas revenue can also fund a Fire Department vehicle as well as an emergency medical service vehicle. Any facility renovations and/or new construction would typically be funded with Penny for Pinellas revenue.

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

- 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
91218 Fire Engine Replacement	Penny IV	660,000	690,000	720,000	720,000	750,000	750,000	3,540,000

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. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

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

91229

Replace & Upgrade Air Packs

General Fund	38,240	39,390	40,570	41,790	43,040	44,340	247,370
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This project provides for the replacement of breathing apparatus needed for worn or damaged front line units. This project also provides funding for future purchases of upgrade kits in fiscal year 2021/22 for anticipated changes to National Fire Protection Associations (NFPA) standards. Department gears were replaced in fiscal year 2016 to meet the most recent NFPA safety requirements. Funding is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

FIRE PROTECTION

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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91236

Rescue Vehicle

County Reimbursement	240,000	125,000	240,000	240,000	845,000
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This project provides for the scheduled replacement of Fire/EMS first response vehicles. Clearwater Fire and Rescue provides EMS services on behalf of Pinellas County and the current contract allows for replacing one (1) county funded unit each year.

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.

91244

Ladder Truck Replacement

Penny IV	830,000	830,000
Penny III	760,000	760,000

This project will provide funding for the purchase and equipping of a replacement aerial unit for one of the existing 2006 vehicles in FY 2017/18 and a second 2006 unit in FY 2020/21. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.

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.

91257

Auto External Defibrillator Program

General Fund	21,960	22,620	23,300	24,000	24,720	25,460	142,060
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The Department oversees fifty-four biphasic Lifepak AED devices currently in key City facilities such as City Hall, MSB, Libraries, Police, Fire department facilities, and on vehicles and apparatus. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91260

Thermal Imaging Cameras (TIC)

General Fund	30,160	31,060	31,990	32,950	33,940	34,960	195,060
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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, firefighting and overhaul. The current units are used daily and have proven to be a valuable tool to our department. These units will enhance the service provided to the community and enhance the safety of our firefighters. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

FIRE PROTECTION

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
91261								
Personal Protective Equipment								
	General Fund	230,610	237,530	244,650	251,990	259,550	267,340	1,491,670
<p>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.</p>								
91263								
Extrication Tools								
	General Fund	65,000			73,120			138,120
<p>This project will provide funding for the upgrade and additional vehicle extrication equipment package that will replace existing units and upgrade equipment to current National Fire Protection Agency (NFPA) recommendations. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.</p>								
91264								
Fire Hose Replacement								
	General Fund	47,030	48,440	49,890	51,390	52,930	54,520	304,200
<p>This project provides funding to purchase replacement fire hoses. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.</p>								
91271								
Fire Boat								
	General Fund	68,000						68,000
<p>This project will provide funding for the replacement of the department's two fire boats, Marine 44 was replaced in FY 2017, and Marine 49 is to be replaced in 2020. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater Fire District.</p>								
<u>Annual Operating Costs:</u> Annual debt service expenditures to be funded by the General Fund.								
M2005								
Fire Training Tower								
	General Fund	50,000	150,000	25,000	25,000			250,000
<p>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 fiscal year 20/21 increase is required to demolish Training Tower-A which is no longer operational and is separate from Training Tower-B.</p>								
Total Fire Protection:		2,141,000	1,429,040	1,230,400	1,460,240	1,374,180	1,176,620	8,811,480

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MAJOR STREET AND SIDEWALK MAINTENANCE

This section includes all major street and sidewalk maintenance projects for the City. Projects in this section are normally funded with Local Option Fuel Tax, Penny for Pinellas and/or 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. Road Millage revenues are established each year by Council policy and must be used to maintain the City's sidewalks and streets. Sidewalks are maintained to comply with American with Disabilities Act (ADA) requirements, to provide new sidewalks where requested and to repair and replace existing sidewalks on an as-needed basis. The goal of the street and sidewalk maintenance program is to protect the road base and prevent deterioration of the street surface.

Projects in the Major Street and Sidewalk Maintenance 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:

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- 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.

Safety

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

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENGF200001								
Redesign Fort Harrison								
	Fuel Tax	750,000	750,000					1,500,000
	Road Millage	250,000	250,000					500,000

This project, which is part of the north marina area master plan, provides funding for the redesign of Fort Harrison Avenue and including the apex at Fort Harrison Avenue and Myrtle Avenue.

ENRD180002

Bridge Maintenance & Improvements

Fuel Tax	396,720	396,750	1,146,750	1,146,750	1,146,750	1,146,750	5,380,470
Penny III	137,000						137,000

This project provides for a continuous, annual maintenance program to keep the City's bridges inspected and in good repair as well as providing for the complete replacement of bridges as necessary.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MAJOR STREET AND SIDEWALK MAINTENANCE

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENRD180003								
Traffic Calming Program								
	Fuel Tax	150,000	150,000	150,000	150,000	150,000	150,000	900,000
	Penny III	170,000						170,000
This project is to promote traffic calming within Clearwater neighborhoods to reduce speeding and deter cut-through traffic, resulting in safe neighborhoods for pedestrians and vehicular traffic and establishment of a methodology for implementation.								
<u>Comprehensive Plan Objective:</u> (A.6.5.2) On an ongoing basis, the City shall explore traffic calming techniques in the effort to improve safety and promote a livable environment within the City's residential and tourist areas.								
ENRD180004								
Streets & Sidewalks								
	Road Millage	2,952,290	3,049,720	3,400,060	3,503,410	3,609,860	3,753,420	20,268,760
	Penny III	473,250						473,250
This project provides continuous maintenance for deterioration prevention of City streets and sidewalks. Work on streets include curb repair, replacement and striping. The project also provides for the maintenance, repair and replacement of existing sidewalks and construction of new sidewalks and ADA upgrades throughout the City on a continuous, as needed basis.								
<u>Comprehensive Plan Objective:</u> (B.2.1) Roadway improvements to obtain desired Levels of Service must be included in City capital budgets. The City shall actively participate, on a continuing basis, with both the staff and elected official support, in the preparation, adoption and implementation of transportation plans and expenditure programs of the M.P.O., P.S.T.A., Board of County Commissioners, and the F.D.O.T.								
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Total Major Street and Sidewalk Maintenance:		5,279,260	4,596,470	4,696,810	4,800,160	4,906,610	5,050,170	29,329,480

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

INTERSECTIONS

This section includes improvements to intersections as well as new signal installation and signal renovation. These projects are funded with Multi-Modal Impact Fees, Road Millage and Local Option Fuel Tax. The Local Option Fuel Tax funding in the Signal Renovation project is used in conjunction with major intersection improvements and road widening projects. The Multi-Modal Impact Fee revenue is required to be used for capital improvements and the expansion of transportation facilities. Local Option Fuel Tax proceeds can be used for roadway and right-of-way maintenance.

Projects in the Intersection 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

- 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENRD180005								
City-Wide Intersection Improvements								
Road Millage	37,700	37,690	37,690	37,690	37,690	37,690	37,690	226,150
Fuel Tax	15,200	15,200	15,200	15,200	15,200	15,200	15,200	91,200
Multi-Modal Impact	50,000	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides intersection improvements of a minor or major nature to facilitate traffic flow by increasing capacity such as radii, right turning lanes, and minor channelization, which often accompany the new signalization of an intersection.

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

ENRD180006

Signal Renovation

Fuel Tax	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Multi-Modal Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000

Provides for renovation of substandard signalized intersections, software and communicating infrastructure as required to meet standards set by the national and State of Florida mandates to increase safety and reduce liability; relocating traffic signal equipment due to road widening or intersection improvements; new traffic signals installed at previously unsignalized intersection 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.

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 the F.D.O.T.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

INTERSECTIONS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENRD180007								
Traffic Safety Infrastructure								
Fuel Tax		15,200	15,200	15,200	15,200	15,200	15,200	91,200
Multi-Modal Impact		50,000	50,000	50,000	50,000	50,000	50,000	300,000
Road Millage		7,300	7,300	7,300	7,300	7,300	7,300	43,800
This project provides for installation, repair and replacement of safety infrastructure such as, but not limited to signs, street lights and guardrails.								
<u>Comprehensive Plan Objective:</u> (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 Intersections:		315,400	315,390	315,390	315,390	315,390	315,390	1,892,350

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKING

The Parking section includes projects for the maintenance of the City owned parking garages, as well as City owned parking lots and on-street parking spaces. These projects are usually funded with Parking Fund revenue. Also included in this section would be any new Parking Garages. These types of projects would traditionally be funded with Parking Fund revenues and/or a Parking Bond Issue.

Projects in the Parking 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 N.
- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- 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.

Safety

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

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENGF200002 Beach Guard Administration Building	Parking Fund	30,000		40,000	45,000	15,000		130,000

This project provides for the repair, replacement and maintenance of the Beach Guard Administration Building.

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

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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKING

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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ENPK180002

Parking Lot Improvements

Parking Fund	450,000	450,000	450,000	150,000	150,000	150,000	1,800,000
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The project provides for improvements, both functional and aesthetic, to all parking system facilities. Parking facility locations will begin with the beach lots and expand to include all parking system facilities and on-street parking. Improvements include items such as brick pavers, parking meters, pay stations, parking revenue control equipment and sign upgrades. Also included is the construction of temporary lots, as needed.

ENPK180003

Parking Facilities

Parking Fund	194,000	184,000	459,000	184,000	294,000	219,000	1,534,000
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This project provides for funding maintenance, repair and any safety concerns for all current and future parking facilities. This project will also fund research and studies of future parking facilities.

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.

ENPK180004

Downtown Parking Garage

Parking Fund		10,500,000	10,500,000
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This project provides for the construction of a downtown parking garage (exact location T.B.D.) to serve the new City Hall, general public and other downtown businesses.

Comprehensive Plan Objective: (A.6.1.7) Downtown Clearwater is designated as a Regional Activity Center suitable for increased threshold intensity for development consistent with the boundaries of the Central Business District as identified by the Tampa Bay Regional Planning Council's Strategic Regional Policy Plan and as indicated in the Clearwater Downtown Redevelopment Plan approved in 2004. (A.6.1.8) The City shall continue to support and implement approved community redevelopment area plans, such as the Clearwater Downtown Redevelopment Plan adopted in 2004 and Beach By Design adopted in 2001.

Annual Operating Costs: Annual costs include personal services for three (3) F.T.E.'s in the amount of \$100,000 and other operating expenses for insurance, equipment repair, utilities, etc. in the amount of \$400,000.

Total Parking:	724,000	684,000	999,000	429,000	11,009,000	419,000	14,264,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS ENGINEERING

This section includes miscellaneous engineering type of projects that are related to the Engineering function. The smaller projects are typically either funded with General Fund revenue or lease purchase if the project is for the purchase of equipment or vehicles. Projects in this section could also include major construction projects that don't easily fit in another category. The larger construction projects may be funded from a variety of sources including Penny for Pinellas proceeds.

Projects in the Miscellaneous Engineering 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 N.
- Maintain tourism commitment, including sports tourism.

Increase Economic Opportunity

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

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Efficiency

- Access public-private organizations and resources when appropriate.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
C2004 Lift Stations	General Fund	850,000	1,150,000	1,500,000	180,000	80,000		3,760,000

This project provides funding for the replacement of the City's Lift Stations on general government facilities. Lift stations in need of future replacement include: #49 located at the Ross Norton recreation center, #59 located at the Skycrest nursery, #60 located at the North Clearwater Police Department substation.

Comprehensive Plan Objective: (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. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS ENGINEERING

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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ENGF180003

Miscellaneous Engineering

General Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000
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Establishes a project to provide funding for miscellaneous contractual services related to new road construction, public transit facilities, storm drainage, rights-of way, sidewalks, drainage structures, signal installation, or landscaping including unplanned requests by other departments.

ENGF180004

Survey Equipment Replacement

General Fund	6,500	6,500	6,500	6,500	6,500	6,500	39,000
Stormwater Fund						28,000	28,000

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.

ENGF180013

Imagine Clearwater

Penny IV	4,000,000	4,000,000					8,000,000
General Fund	3,200,000						3,200,000

This project provides funding for the implementation of Imagine Clearwater, the Waterfront/Bluff master plan for Coachman Park and the downtown Clearwater waterfront. The goal of this master plan is to create a place that all Clearwater residents will want to visit by creating a vibrant waterfront bringing foot traffic and daily visitors. The plan elements include; The Civic Gateway, The Green, Coachman Garden, The Estuary, and The Bluff Walk.

Comprehensive Plan Objective: (G.1.5) Enhance and maintain the City's unique physical characteristics by making the best use of existing and potential lands and open spaces. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

Total Miscellaneous Engineering:	8,091,500	5,191,500	1,541,500	221,500	121,500	69,500	15,237,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Projects in this section include all the projects that support the Parks & Recreation function, excluding land acquisition.

Many of these projects are maintenance projects that provide the necessary funding to maintain our parks, and our park facilities, in good condition. These maintenance projects are typically funded with General Fund revenue. Equipment and vehicle projects in this section would be funded with Lease Purchase dollars. The major construction of new Parks & Recreation facilities or major renovation of existing Parks & Recreation facilities have been funded primarily with Penny for Pinellas proceeds, grants, donations and recreation facility impact fees.

Also, included in this section is a project for "Special Events Infrastructure" (funded with Special Event Fund revenue).

Projects in the Parks Development 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.

Increase Economic Opportunity

- Continue building a business friendly environment.

Develop and Promote our Brand

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- 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.

Safety

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

Efficiency

- Optimize use of employees, assets, and resources.

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
93203								
Carpenter Field Infrastructure Repairs & Improvements	General Fund	50,000	60,000	60,000	60,000	160,000	160,000	550,000

This project provides for the phased repairs and improvements needed at the Carpenter Field Complex, including fence replacement, field renovations, building repairs, parking lot restructuring, entryway improvements, etc. This project will allow for the Carpenter Complex to continue to be maintained in a major league professional manner.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
93205								
Spectrum Field Infrastructure Repairs / Improvements	General Fund	150,000	150,000	150,000	200,000	750,000	750,000	2,150,000

This project provides for the phased repairs and improvements needed at the Spectrum Field, according to the Joint Project Agreement (JPA) between the City of Clearwater and the Phillies. This project will allow for Spectrum Field to be maintained in a manner to meet current major league professional standards. A Capital Improvement (Reserve) Study was completed in 2015 in order to address the major capital repairs and renovations for the next 20 years. This project reflects the recommendations of the study. A new sinking fund of \$750,000 per year is recommended to begin in fiscal year 2023/24 to address future maintenance issues that will occur over the next ten (10) years. For example, HVAC systems, painting and new scoreboard.

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.

93247

Fitness Equipment Purchase & Replacement

General Fund	65,000	30,000	50,000	50,000	50,000	50,000	295,000
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This project provides for the phased replacement of old, worn out and over used fitness equipment and new pieces at the City's five (5) fitness centers.

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

93271

Swimming Pool Renovations and Repairs

General Fund	195,000	150,000	150,000	150,000	150,000	150,000	945,000
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This project will provide for the renovation and enhancement of the various pools in the City, for facility improvements, leisure pool enhancements such as slides, activity pools and long-term maintenance such as marciting and repair of gutters, tile and decking. Resurfacing Ross Norton pool, renovating pump room and deck is planned for fiscal year 2019/20.

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

93272

Bicycle Paths-Bridges

Penny IV		1,250,000	1,250,000	2,500,000
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This project provides for the construction of recreation trails throughout the city for walking, jogging, inline skating, bicycling and equestrian uses. May include but not limited to projects such as segments of the Ream Wilson Trail, Bayshore Drive Trail, Courtney Campbell Causeway Trail, and trails within park boundaries. This project will provide funding in fiscal year 2022/23 for improvements for the Pinellas Trail in the North Marina Area section. This project will create more of a "Linear Park" appearance, encourage private investments, and better integrate the trail and related North Marina Master Plan improvements with the surrounding neighborhood.□

Comprehensive Plan Objective: (G.1.3) Continue to increase the supply of core system parkland in areas needing additional neighborhood parks. (G.1.3.4) 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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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93278

Long Center Infrastructure Repairs

General Fund	100,000	150,000	150,000	200,000	200,000	200,000	1,000,000
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This project will provide for the replacement and repairs of various indoor capital items at the Long Center. Some of the indoor infrastructure items not covered by building and maintenance which are addressed by the CIP include replacement of gymnasium flooring and lighting systems, new gymnasium divider curtains, painting of steel in the natatorium, lighting for the natatorium, structural repairs to columns etc. Projects scheduled for fiscal year 2019/20 include is the replacement of the gymnasium floor.

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.

93286

Parking Lot/Bicycle Path Resurfacing & Improvements

General Fund	75,000	75,000	75,000	100,000	100,000	100,000	525,000
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This project includes regularly resurfacing of parking lots and bicycle paths to prevent deterioration that are considered unsafe for public use and may include minor improvements to those parking lots and bicycle paths being resurfaced.

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

93602

Special Events Equipment Repairs & Replacement

Special Program Revenue	30,000	30,000	50,000	50,000	50,000	210,000
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This project provides for the purchase, repair and replacement of such items as sound equipment, chairs, tables, tents, et cetera used by the Special Events Division for special events, grand openings, dedications, celebrations, etc. The equipment used by this division wears out from heavy use, and replacement is funded with revenues from special events.

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

93604

Boardwalks & Docks Repair & Replacement

General Fund	60,000	40,000	40,000	50,000	50,000	60,000	300,000
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This project provides funding for the repair and/or replacement of boardwalks, docks and viewing platforms in various parks and beach access points. There are over 48,000 square feet of wooden boardwalks, docks and viewing platforms throughout the City, including such parks as Moccasin Lake, Crest Lake and Ed Wright and areas such as Turner Street Dock, Magnolia Street Dock and wooden access boardwalks to Sand Key and Clearwater Beach. Replacement with recycled products will occur wherever possible. In fiscal year 2019/20 dock and boardwalk repairs will occur at Magnolia Street Dock.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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93618

Miscellaneous Parks & Recreation Contract Services

General Fund	30,000	30,000	30,000	30,000	30,000	30,000	180,000
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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.

93620

Outdoor Sports Field Lighting

General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project provides for phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at various sports fields and park facilities.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93633

Pier 60 Park & Beachwalk Repairs and Improvements

General Fund	200,000	160,000	170,000	180,000	180,000	180,000	1,070,000
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This project provides for phased repairs and improvements needed at Pier 60 Park and Beachwalk, including seating, wall repair, site furniture, grounds renovations, irrigation repairs, etc. This project will allow Pier 60 Park to continue to be maintained and accommodate Special Event functions in a professional manner while serving as a premier destination facility. It allows for annual renovations and repairs needed to keep the Pier 60 Park area as well as the entire Beach Walk area as an attractive inviting beach experience for citizens and visitors to Clearwater Beach. Annual budget includes approximately \$70,000 per year to fund the restoration of the concrete every five years or as needed.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93634

Concrete Sidewalk & Pad Repairs & Replacement

General Fund	60,000	60,000	60,000	75,000	75,000	75,000	405,000
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This project provides for the removal and replacement of damaged concrete sidewalks, curbs, and pads and courts in various parks around the City as well as provides for new sidewalks for safety and accessibility reasons. Funds in each fiscal year will be used to replace and repair about 18,000 square feet of the 900,000 square feet in the Parks and Recreation inventory.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
93635								
Park Amenity Purchase, Repair & Replacement	General Fund	225,000	200,000	200,000	200,000	250,000	250,000	1,325,000

This project provides for the purchase, repair and replacement of such items as park identification signs, rules signs, lighting, park benches, trash receptacles, water fountains, grills, basketball goals, soccer and football goals, bleacher systems, and the like, at various Parks & Recreation facilities and sites that have deteriorated. In addition, scoreboards, dugouts and ballfield amenities need to be replaced.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93636

Tennis & Basketball Court Resurfacing and Replacement

General Fund	125,000	250,000	250,000	250,000	250,000	250,000	1,375,000
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This project provides for the scheduled resurfacing of tennis and basketball courts to prevent deterioration and also to ensure that the public can safely use. Due to the age of many of the courts (over 25 years), they need to be rebuilt. Funding is included to rebuild and repair and resurface courts at Country Hollow Park, Valencia Park, Marymont and Montclair Park.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93637

Playground & Fitness Equipment Purchase & Replacement

General Fund	180,000	150,000	150,000	150,000	150,000	150,000	930,000
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This project provides replacement of playground equipment and the purchase of new equipment at the City's playgrounds that are considered unsafe for public use. Included in this project is the appropriate support items such as safety resilient surfacing, landscaping, benches, shade shelters and fencing. This project also includes phased replacement of fitness court equipment. As equipment is added and/or replaced, it is evaluated to assure it meets ADA requirements. Playgrounds under consideration to be replaced or removed include Wood Valley Park, Soule Road Park, North Greenwood Recreation and Aquatic Center and synthetic turf for Long Center Playground.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open space and recreation facilities are efficiently and adequately maintained for all segments and districts of the population according to the level of service standards established for the City.

93638

Fencing Replacement Program

General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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This project includes phased replacement of old, worn out and rusted fencing that is considered unsafe to the public at the various recreation sites and or purchase of new fencing needed to protect the public. The largest amount of fencing to be replaced on an annual basis exists at the fifty (50) ball fields, which includes backstops and dugout fencing. Fencing is replaced as needs arise, and replacements comply with all current code requirements. There is over 750,000 square feet of fencing both decorative and chain link that is maintained in the parks. Increase use needed to catch up with various fence replacements at ball fields.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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93654

Recreation Centers Infrastructure Repairs

General Fund	120,000	150,000	150,000	150,000	150,000	150,000	870,000
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This project will provide for the replacement and repairs of various capital items at the various recreation centers in the City. Some of the infrastructure items that will need to be repaired or replace include furnishings, equipment, pool, parking lot, driveway, ball field, security systems, lighting, etc. Funds for 2019/20 may be used to renovate gym light, gym curtain and security cameras at Ross Norton Recreation Center.

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.

93672

Clearwater Beach Infrastructure Repairs and Improvements

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides for the annual repair and renovations needed at the many city infrastructure facilities on Clearwater Beach including Pier 60 concession stand and restrooms, Barefoot Beach House and restrooms, South restrooms, Mandalay Park restroom, maintenance buildings, etc. Since none of these structures are covered by the Building and Maintenance Division, a separate capital program to address the needs of these facilities was established.

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.

93673

Jack Russell Stadium Improvements

General Fund	300,000						300,000
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This project will provide for additional improvements at Jack Russell Stadium including the renovation of restroom/concession building, improve parking, fencing and landscaping.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of \$4,800 per year to cover electrical costs (\$3,600) and operating supplies and materials (\$1,200).

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.

M2002

Environmental Park Remediation and Protection

General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Penny IV					750,000	750,000	1,500,000

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 IV funds have been allocated to address the development needs for several of the Environmental Parks in the City, including Coopers Bayou Park, Coopers Point Park, Lake Chautaugua Park etc.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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M2006

Right of Way Tree Management Program

General Fund	125,000	125,000	125,000	125,000	125,000	625,000
Central Insurance Fund	125,000	125,000	125,000	125,000	125,000	625,000

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.

C1904

Ruth Eckerd Hall

Penny III	500,000	500,000
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This project will provide for the renovation and redevelopment of the facility and enhancements necessary for the renovation, repair and operation of the Ruth Eckerd Hall Facility under and pursuant to the terms and provisions of the capital funding agreement.

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.

C2001

Athletic Fields & Facilities Renovations/Improvements

Penny IV	2,500,000	5,000,000	1,000,000	1,500,000	500,000	600,000	11,100,000
Interfund Loan					6,000,000		6,000,000

This project provides funding for much needed renovations and construction of athletic facilities needed to meet the demands for sports fields and facilities and to accommodate sports tourism. Projects planned for renovations and improvements include: the City's share of an agreement with the Phillies which will include renovations at both Carpenter and Spectrum Field, Ross Norton Ball Fields, Frank Tack Park, Countryside Sports Complex, Joe DiMaggio Sports 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.

C2002

Ed Wright Park Renovations

Penny III	750,000	750,000
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This project will provide renovations to Ed Wright Park including a new design to allow for more efficient use of the space for parking, picnic areas, restrooms for use by park users, primarily the Horseshoe Club. Will eliminate the current loop road in the park to allow for a safer design and more open space for park users.

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

2020 THROUGH 2025

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
C2003								
Neighborhood Park Renovations	Penny IV			400,000	400,000	400,000	400,000	1,600,000

This project provides for renovation and improvements needed at various neighborhood parks in the City. Currently the City maintains and manages over 100 parks in the City ranging from small one acre parks to larger community parks. Many of these parks are in need of refurbishment and repair from years of continued use by the public. The City continues to perform maintenance on all of these parks to keep them in safe operating conditions, however, there has been no source of funds to make needed capital improvements and renovations. Parks like Bay Park on Sand Key, Coachman Ridge Park, Forest Run Park, Soule Road Park, etc., all have various needs which will need to be addressed. Also, there are several parks that have little or no facilities and this project will allow the City to address these needs. Funding is being allocated to various neighborhood parks to accomplish neighborhood renovations including Crest Lake Park, Woodgate Park, Del Oro Park, Frank Tack and North East Coachman 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 levels of service.

M1901

Countryside Sports Complex Renovations

Donations	50,000	50,000	50,000	50,000	50,000	250,000
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This project provides for the continued renovation of the Countryside Sports Complex project including field renovations, parking lot and lighting. Currently the City is preparing to construct a new pressbox, concession stand, restroom, offices and storage building at the complex as well as moving light poles, repairing the fields and drainage improvements. The funds for this come from an agreement with the City of Safety Harbor to contribute a total of \$350,000.00 to the project paid over seven (7) years beginning in fiscal year 2018.

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

L1901

Parks and Recreation Vehicles and Equipment

L/P - General Fund	99,000	99,000
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This project provides for the purchase of additional vehicles and equipment as needed for Parks and Recreation.

Annual Operating Costs: Annual operating expenditures for debt, fuel and maintenance costs of \$24,150.

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

Total Parks Development:	6,484,000	7,385,000	3,815,000	5,745,000	12,195,000	4,755,000	40,379,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MARINE FACILITIES

The Marine Facilities section includes projects that support the Marine operations. Most of the projects in this section are maintenance projects, which are funded on an annual basis to keep the related infrastructure in good condition. Project funding sources for the maintenance projects are based on the operation the project supports, i.e., Marina operations are funded by the Marina Fund and Clearwater Harbor Marine operations are funded by the Clearwater Harbor Marine Fund. Pier 60 and Sailing Center operations are funded by the General Fund. Any construction or major renovation of facilities, are typically funded the same way or with Penny for Pinellas proceeds or Special Development Fund revenue.

Projects in the Marine 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.

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

- 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENGF190002 Beach Guard Towers	Parking Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding for the repair and replacement, of equipment including the guard towers and structures on Clearwater Beach used by the Beach Guards.

93410

Clearwater Harbor Marina and Facility Maintenance R&R

Clearwater Harbor Marina Fund	40,000	40,000	50,000	50,000	50,000	50,000	280,000
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This project provides funding for the continuous repair and/or replacement of electrical systems, water systems, fire protection equipment and structural components of the Clearwater Harbor Marina, Dock Master's office, and Lift Station 85 infrastructure.

ENGF180006

City-wide Docks & Seawall Replacement

Penny III	150,000						150,000
General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding to replace or upgrade seawalls as needed city-wide. Replacement or upgrading of these seawalls prior to their 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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MARINE FACILITIES

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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93415

Waterway Maintenance

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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The project provides for continuous repair or replacement of aging City-owned aids to navigation and information signage; removal of derelict vessels and menaces/hazards to navigation. This also includes procuring of piling, sign material to fabricate buoys and sinkers, utilizing the Marine Service section and equipment in order to maintain City-owned waterway in a usable and safe condition. This funding also includes the repair and replacement of City-owned vessels and public docking facilities including the Seminole Street Boat Ramp and the like.

93418

Utilities Service Replacement

Marine Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000
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The project provides for continuous repair and/or replacement of deteriorated electrical system, Lift Station 81, sanitary and water service at the City's Municipal Marina and Island Estates Marina to continue to maintain the City-owned marinas in usable conditions.

93420

Fuel System R & R

Marine Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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The project provides for continuous repair and/or replacement of fuel lines, dispensers and underground storage tanks at the Beach Marina, utilizing contractors to continue to maintain City-owned and state regulated marina fuel system.

93422

Dredging of City Waterways

General Fund	100,000	100,000	100,000	100,000	100,000	500,000
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The project provides for periodic dredging of sediments throughout city waterways as deemed necessary.

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

93499

Pier 60/Sailing Center Maintenance

General Fund	60,000	60,000	60,000	60,000	60,000	300,000
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This project provides funding for the continuous repair and/or replacement of electrical services, water service, fire protection equipment and structural components of the Pier and Sailing Center.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MARINE FACILITIES

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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M21xx

Seminole Boat Launch Maintenance

Parking Fund	10,000	10,000	10,000	10,000	10,000	50,000
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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.

M1902

Marine Facility Maintenance and Dock R & R

Marine 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 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 maintenance of the marina boats vessels and those periods of time when vessels are out of the water for major work.

C1905

Beach Marina Upgrade

Marina Fund	200,000	200,000	200,000				600,000
Penny IV				7,500,000	7,500,000		15,000,000

This project would include replacement of the entire Beach Marina seawall and boat slips with a mix of fixed and floating docks to have an up to date, up to code Marina with ample power and adjustable slip sizes to accommodate today's newer wider vessels with large power demands for all onboard amenities. Additionally, this project provides for the replacement of potable water, fire suppression water, electric power service lines, television/internet digital cable, fiber optic, telephone, the sidewalk and Lift Station 81 at the Beach Marina.

C1906

Clearwater Harbor Marina Replacement & Upgrade

Clearwater Harbor Marina Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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This project provides funding for the replacement/upgrade of major dock components (piles, wave attenuators, gangway, finger piles and the likes) as the marina facility ages beyond the original 10 year warranty period (2010-2020).

Total Marine Facilities:	1,005,000	865,000	875,000	8,175,000	8,175,000	515,000	19,610,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

AIRPARK FACILITIES

The Airpark Facilities section includes projects that support the Airpark operations. These projects range from maintenance projects to the major renovation of facilities. These projects are typically funded with Airpark Fund revenue or grant revenue from the Florida Department of Transportation.

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, including sports tourism.

Increase Economic Opportunity

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

Quality

- Proactively maintain and reinvest in our infrastructure.

Financial Responsibility

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

Safety

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

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	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 maintenance and repairs at the Clearwater Airpark.

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

G23xx

Aviation Operations Center

Penny IV	760,000	760,000
FDOT Grant	5,000,000	5,000,000

This project will provide funding for the construction of a new operation center, taking the place of the temporary building put in place in 2005. This will include all phases of the planning and construction with the assistance of the City Engineering department.

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

2020 THROUGH 2025

AIRPARK FACILITIES

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
G22xx								
Security System Upgrade								
Airpark Fund				20,000				20,000
FDOT Grant				80,000				80,000

This project will provide funding for the installation of a new updated security technologies. By 2021 the current system will be outdated.

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

G23xx

Apron Relayment

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

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

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

Total Airpark Facilities:	25,000	25,000	125,000	6,035,000	3,061,600	25,000	9,296,600
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

LIBRARIES

The Libraries section includes projects that support the Library operation. The purchase of library materials as well as computer software projects, are typically funded with Library Cooperative funding or General Fund revenue. Equipment purchases would be lease purchased and major construction or renovation of facilities has been funded with Penny for Pinellas, grants and donations.

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

- Engage neighborhoods and the business community to create our economic identity and communicate that identity effectively.
- Ensure that our residents and visitors are familiar with the whole offering of community amenities.

Foster Community Engagement

- Preserve community history and culture.

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.

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
93532								
Library Maker Space Maintenance and Upgrade	General Fund	33,080	25,000	25,000	25,000	25,000	25,000	158,080

The funding for this project will provide for the construction and related expenditures necessary for the reconfiguration of the creative "Do It Yourself" (DIY) spaces known as maker spaces. Funds will continually facilitate usage and offer services, with a concentration on STREAM learning for children and support for area small businesses. Funding in fiscal year 2020 and future years will provide for maintenance and upgrades needed to maintain Maker Space facilities. The project will require new computers/electronics, computer software/hardware, construction design, installation and new furniture, fixtures and equipment.

93534

Library F.F. & E. Repair and Replacement Project

General Fund	60,000	60,000	60,000	60,000	60,000	60,000	360,000
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This project provides for system-wide library audio-visual upgrade and replacement and renewal of furniture, fixtures and equipment, to include software and hardware. Audio-visual equipment needs to be repaired or replaced with more up to date equipment. With hundreds of thousands of visitors annually, library furniture and fixtures are beginning to require replacement to keep the facilities functioning.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

LIBRARIES

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
94861								
Library Technology								
General Fund		100,000	100,000	100,000				300,000
The funding for this ongoing CIP project provides for the implementation and upgrade of Radio Frequency Identification (RFID) technology at all City of Clearwater library branches. This technology allows libraries to perform many repetitive tasks more efficiently. Stacks of books can be checked in and out with one movement and sorting machines move material quickly and accurately. This increased efficiency allows our reduced staff to continue to provide the service our public demands. The system also provides the most effective security system currently available.								
Total Libraries:		193,080	185,000	185,000	85,000	85,000	85,000	818,080

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GARAGE

The Garage section includes projects for the replacement of motorized equipment as well as replacement equipment for the radio system. These projects are funded either with Garage Fund revenue, Lease Purchase contract paid by the Garage Fund or Penny for Pinellas revenue. Also included in this section are miscellaneous new vehicle additions funded by lease purchase contracts paid for by the user department.

Projects in the Garage 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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94233

Motorized Equipment Replacement - Cash

Garage Fund	284,300	292,830	301,610	310,660	319,980	329,580	1,838,960
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This project is for the replacement of motorized vehicles and equipment to cost less than \$25,000 per vendor per transaction. The equipment is for all City Departments, responsible for all City business. Future years based on a projected increase of approximately 3% per annum.

94238

Police Vehicles

Penny III	100,000						100,000
Penny IV		100,000	100,000	150,000	200,000	200,000	750,000

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

L1910

Motorized Equipment Replacement - L/P

L/P - Garage Fund	6,621,000	6,734,040	6,868,720	7,006,090	7,146,210	7,289,130	41,665,190
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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 2% per annum.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GARAGE

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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94627

Miscellaneous Vehicle Additions

L/P - General Fund	42,000	42,000
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This project will fund the addition of new vehicles to the City's fleet in general governmental departments. The fiscal year 19/20 funding will provide the Fire department with a replacement truck originally provided with grant funds.

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

GSFL180001

Fleet Facility Repair & Replacement

Garage Fund	175,000	250,000	75,000	40,000	75,000	75,000	690,000
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This project provides funding for the fleet maintenance garage facility located at 1900 Grand Avenue. Planned projects include fleet restroom upgrades and addition, radio tower fencing and painting.

GSFL180002

P25 Radio Equipment & Infrastructure

Garage Fund	100,000	100,000	100,000				300,000
L/P - Garage Fund	1,700,000	300,000	300,000	300,000			2,600,000

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.

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

Total Garage:	9,022,300	7,776,870	7,745,330	7,806,750	7,741,190	7,893,710	47,986,150
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MAINTENANCE OF BUILDINGS

Projects in this section provide funding for the major maintenance of City facilities. The funding is provided by the Fund that owns the specific facility that requires maintenance. The facilities are outlined in the project scopes.

Projects in the Maintenance of Buildings 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
GSBM180001								
Air Conditioners-City Wide Replacements								
	General Fund	50,000	100,000	100,000	100,000	100,000	100,000	550,000
The project provides for the replacement of several air conditioning systems that are in need of replacement due to age, deterioration, and excess energy usage. For fiscal year 2019/20 facilities may include: the municipal services building UPS backup air conditioner, Fire Station 47, Wood Valley Park, and miscellaneous small units.								
GSBM180002								
Flooring for Facilities								
	General Fund	350,000	200,000	150,000	125,000	100,000	75,000	1,000,000
This project includes the scheduled replacement of worn or damaged flooring. For fiscal year 2019/20, facilities may include: Countryside Recreation Center, the Long Center, Ross Norton, Fire Station 48, and miscellaneous small replacements.								
GSBM180003								
Roof Repair and Replacements								
	General Fund	200,000	250,000	300,000	200,000	200,000	200,000	1,350,000
This project includes roof repair and replacements of various City buildings. For fiscal year 2019/20 facilities may include the Norton pool building, Fire Station 48 and South Greenwood Police Station for roof replacement. For fiscal year 2019/20 facilities for repair may include Fire Station 44, Main Library, various park facilities and miscellaneous repairs.								

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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GSBM180004

Painting of Facilities

General Fund	75,000	75,000	100,000	100,000	100,000	450,000
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This project includes scheduled painting and waterproofing of City facilities. For fiscal year 2019/20 facilities may include: Fire Stations 44 and 48, Nursery Complex, Clearwater Beach Recreation Center and the Greenwood Library.

GSBM180005

Fencing of Facilities

General Fund	15,000	15,000	15,000	15,000	15,000	75,000
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This project includes the scheduled replacement of rusted or damaged fences at City facilities.

GSBM180006

Light Replacement & Repair

General Fund	100,000	140,000	140,000	140,000	140,000	140,000	800,000
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This project includes the phased re-lamping, replacement and repair of lighting systems including light fixtures, poles, service panels and wiring at various sites City-wide, with the exception of sports fields.

GSBM180007

Elevator Refurbishment & Modernization

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	500,000
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This project provides funding for the refurbishment and modernization of elevator equipment.

GSBM180008

Building Systems

General Fund	300,000	300,000	500,000	500,000	500,000	500,000	2,600,000
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This project provides for interior and exterior building components utilized for the upgrades/improvements of the buildings. For fiscal year 2019/20 locations may include: Ross Norton gym dividers, flooring and remove and replace counters, North Greenwood Recreation Center, Countryside Recreation Center and Long Center removal and replace counters.

GSBM180009

New A/C System Chiller

Penny III	450,000						450,000
General Fund	1,000,000	1,000,000	350,000	350,000	350,000	350,000	3,400,000

This project provides funding for the replacement of the air-conditioning and chiller systems at the Municipal Services Building.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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GSBM180010

General Services R & R

General Services Fund	75,000	10,000	10,000	10,000	10,000	10,000	125,000
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This project provides funding for the General Services grounds and building located at 1900 Grand Avenue.

GSBM180011

Generator Maintenance

General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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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.

GSBM180012

General Facility Bldg. Renovations

General Fund	600,000	300,000	100,000	100,000	100,000	100,000	1,300,000
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This project provides funding for departmental space allocation and will include carpeting, cubicles and security enhancements throughout the buildings to better protect City staff and the general public. Some of the enhancements may include shatter-proof glass, card swipes, controlled access and hurricane screen replacement. This project plans for the renovations of general facility buildings which includes the Municipal Services building, Police Department, and any other general facilities in the future.

Total Maintenance of Buildings:	3,225,000	2,590,000	1,940,000	1,840,000	1,815,000	1,790,000	13,200,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GENERAL PUBLIC CITY BUILDINGS & EQUIPMENT

This section includes projects for City buildings and equipment that do not fit into another category within the Capital Improvement Program. Projects such as the Public Works Complex are included in this section. Projects in this section could be funded by a bond issue, Penny for Pinellas or the General Fund. The funding could also be provided by the Fund that owns or operates the specific facility. The facilities are outlined in the project scopes.

Projects in the General Public City Buildings & Equipment 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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ENGF180012

Public Works Complex

Stormwater Fund		1,853,570	3,500	1,857,070
Penny IV			4,600,000	4,600,000
Water & Sewer Fund			4,000,000	4,000,000

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. A master plan for redevelopment of PWC includes demolition of nearly all existing buildings and new construction of hardened structures to accommodate the following Divisions: Utilities, Stormwater, Street and Sidewalks, Traffic, Urban Forestry, Survey and storage for Information Technology.

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.

C25xx

New City Hall

Penny IV	6,300,000	6,300,000
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This project provides funding for the construction of a new City Hall with the location to be determined.

Total Gen Public City Building & Equip:	-	-	-	-	1,853,570	14,903,500	16,757,070
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS

The Miscellaneous section includes projects that do not fit into another category. The majority of the projects in this section are technology projects that are either managed by the Information Technology Department or funded by the Administrative Services Fund. Other projects in this section include three environmental projects funded by the General Fund.

Projects in the Miscellaneous 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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94729

Citywide Connectivity Infrastructure

Adm Svc Fund	200,000	100,000	100,000	200,000	200,000	200,000	1,000,000
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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

Adm Svc 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.

ENGF180010

Pollutant Storage Tank Removal/Replacement

General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000
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This project is proposed to keep the City's pollutant storage tank locations in compliance with the current Florida Department of Environmental Protection Pollutant Storage Tank Rules, and to reduce the potential risk of groundwater contamination. Expenses from this fund include tank maintenance, repair, replacement and routine expenses related to tank insurance and compliance, and fees associated with emergency spill response.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
ENGF180011								
Environmental Assessment & Clean-up								
General Fund		50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project has been established to provide funding for the assessment and remediation of contaminated sites owned or acquired by the City. This project is intended to meet the current state requirements set forth in Chapter 62 of the Florida Administrative Code, requiring the City to meet mandatory target clean-up levels. This requires mandatory target clean-up levels of sites where contamination could affect a potable water supply or could pose a health or safety risk to the public. This program also reduces the potential risk of off-site contamination to private property and the potential for third party liability claims against the City.

L1908, M1912

Network Infrastructure & Server R & R

L/P - Adm Svc Fund	300,000	350,000	350,000	350,000	350,000	300,000	2,000,000
Adm Svc Fund	50,000	75,000	75,000	75,000	75,000	100,000	450,000

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.

L1907, M1911

IT Disaster Recovery

L/P - Adm Svc Fund	40,000	50,000	50,000	50,000	50,000	60,000	300,000
Adm Svc Fund	40,000	40,000	40,000	40,000	40,000	50,000	250,000

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

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

L1906

Telecommunication Upgrade

L/P - Adm Svc Fund	250,000	250,000	100,000	100,000	50,000	50,000	800,000
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This project will provide funding for the upgrade of telecommunications equipment including Nortel switches, handsets and software.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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94828

Financial System Upgrades

Adm Svc	125,000	250,000	200,000	200,000	200,000	200,000	1,175,000
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This project provides funding to keep the financial systems (PeopleSoft, Munis and Risk Management) up to date, operating at optimum condition and to pay for upgrades as needed. This project includes hardware, software and professional services.

94829

CIS Upgrades

Adm Svc	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This project provides funding for upgrades and replacement of the Customer Information System (CIS), tracking and document management systems. These systems which support City utilities.

94830

MS/Licensing Upgrades

Adm Svc	75,000	100,000	100,000	100,000	100,000	100,000	575,000
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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.

94833

Computer Monitors

Adm Svc	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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This project provides funding for the purchase of computer monitors for the City's computer needs based on a life expectancy of four to six years, as opposed to three years when leased.

94857

Accela Permitting & Code Enforcement Upgrade

Adm Svcs	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 Tidemark System up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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94873

Citywide Cameras System

Adm Svcs	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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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

Adm Svcs	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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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

Adm Svcs	25,000	25,000	25,000	25,000	25,000	40,000	165,000
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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 & Improvement Project

Adm Svcs	50,000	150,000	150,000	150,000	150,000	150,000	800,000
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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.

M2007

City EOC Maintenance

Adm Svcs	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

MISCELLANEOUS

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
C2006								
ADA Transition Plan								
General Fund		300,000						300,000
This project provides funding for a review and improvements at City facilities (including parks), sidewalks, intersections, programs, services, policies, website and means of communication pertaining to the requirements of the Americans with Disabilities Act.								
Total Miscellaneous:		1,785,000	1,720,000	1,520,000	1,620,000	1,570,000	1,580,000	9,795,000

STORMWATER UTILITY

CAPITAL IMPROVEMENT PROGRAM 2020 THROUGH 2025

This Stormwater Utility section includes projects that support the Stormwater Utility operations of the City.

Projects in the Stormwater 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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ENST180001

Storm Pipe System Improvements

Stormwater Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
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This project provides for repair and restoration of any stormwater conveyance or storage components. These projects may require technical evaluation and improvement or may involve replacement in kind. A significant portion of this project will be lining or replacement of existing deteriorating pipe.

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.

ENST180003

Stormwater System Expansion

Stormwater Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
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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 alleviated or area for water quality treatment is provided.

Comprehensive Plan Objective: (D.3.3) Lower high water profiles during storm events, as necessary, to reduce house flooding occurrences and to lessen the resulting adverse effects on public health, the natural environment, public and private property. (D.3.4) Continue the implementation of the most cost effective and efficient plan to reduce the occurrence of street flooding where safety issues and traffic problems exist as prioritized and set forth in the Capital Improvement Element, and listed in the stormwater management plans.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

STORMWATER UTILITY

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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ENST180004 Stevenson Creek	Stormwater Fund	923,050	887,200	1,002,530	1,191,590	572,320	2,262,090	6,838,780
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This project provides for the implementation of water quantity and quality projects within the Stevenson Creek watershed, including those identified in the Stevenson Creek Watershed Management Plan, to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply 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.

ENST180005 Coastal Basins Projects	Stormwater Fund	633,300	588,700	795,580	874,840	746,070	1,776,100	5,414,590
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This project provides for the implementation of water quantity and quality projects within the City's coastal basins to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply with mandated operation, maintenance and reporting requirements.

Comprehensive Plan Objectives: (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.3.5) Protect and enhance the quality of receiving waters by the use of "Best Management Practices" in accordance with the adopted watershed management plans.

ENST180006 Alligator Creek Watershed Projects	Stormwater Fund	923,050	887,200	1,002,530	1,191,590	572,320	2,340,590	6,917,280
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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, to abate structure and street flooding, improve water quality, add, upgrade or restore Stormwater infrastructure and comply 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.

C1908 Stormwater Vehicles & Equipment	Stormwater Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
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This project provides for the purchase of new and replacement of vehicles and equipment for Stormwater 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.

Total Stormwater Utility:	6,179,400	6,063,100	6,500,640	6,958,020	5,590,710	10,078,780	41,370,650
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GAS SYSTEM

The Gas System section includes projects that support the Gas System operation for the City. The majority of these projects are maintenance projects to maintain the system. Also, included in this section are several projects for the continued expansion of the system. All projects are funded by the Gas Fund.

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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96365

Line Relocation Pinellas - Maintenance

Gas Fund	25,000	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This is a continuing project to fund the removal of abandoned gas lines as required by the State Department of Transportation.

96367

Gas Meter Changeout - Pinellas Capitalized

Gas Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues.

96374

Line Relocation Pinellas - Capitalized

Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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This is a continuing project to relocate gas mains for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the gas system and is therefore capitalized.

96376

Line Relocation Pasco - 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 as required by the State Department of Transportation.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GAS SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96377

Pinellas New Mains & Service Lines

Gas Fund	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
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This project will provide for extension of gas mains and services as well as new mains and services within Pinellas County. It will fund related activities such as capital replacement of obsolete cast iron, steel, galvanized mains, and liquid propane service. This project will also provide funding match for federal gas monies under the potential economic stimulus program.

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.

96379

Gas Meter Change Out - Pasco Capitalized

Gas Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000
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To provide funding for continually maintaining accurate gas meters to maximize gas revenues. Funding of this project will come from available gas system revenues.

96381

Line Relocation Pasco - Capitalized

Gas Fund	150,000	150,000	50,000	50,000	50,000	50,000	500,000
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This is a continuing project to relocate gas main for road construction and upgrades to the mains. This portion of the project involves work that adds to the value of the Gas System and is therefore capitalized. Funding for this project will come from available gas system revenues.

96386

Expanded Energy Conservation

Gas Fund	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
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This project 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	200,000	200,000	200,000	200,000	1,200,000
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This project provides funding for a Natural Gas Vehicle program to include natural gas filling stations, the conversion of vehicles to natural gas fuel, and any other capital NGV marketing programs.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

GAS SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96389								
Future IMS Software and Hardware								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
This project provides funding for the purchase, configuration and utilization of mobile technology to enhance our field processes, specifically for employees to interface with existing City software applications and computer databases while working in the field. Funding for this project will come from available gas system revenues.								
96390								
Gas Vehicle Additions								
	L/P - Gas Fund	45,000						45,000
This project provides funding for the lease purchase of vehicles for the Gas department. In FY '20, they will purchase a 4WD extended cab pick-up truck utilizing compress natural gas.								
96391								
Gas System - Pasco Building								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000
This project provides funding for the purchase of property and a new office building at a location to be determined in Pasco County. Funding for this project will come from available Gas system revenues.								
M1904								
Pinellas Building: Equipment Replacement and Repair								
	Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
This project provides funding to make necessary repairs and or replacement of building infrastructure / equipment at the Gas System's main facility located at 400 North Myrtle Ave, Clearwater.								
Total Gas System:		7,045,000	7,000,000	6,900,000	6,900,000	6,900,000	6,900,000	41,645,000

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SOLID WASTE AND RECYCLING

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

Projects in the Solid Waste and Recycling 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:

Efficiency

- Optimize use of employees, assets, and resources.

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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96426								
Facility R & R	Solid Waste Revenue	125,000	125,000	125,000	125,000	125,000	125,000	750,000

This project provides for the repair or modification of site and land improvements, buildings, machinery and equipment at the two (2) Solid Waste facilities. The Transfer Station and the Solid Waste Complex frequently require replacement of necessary components to maintain and/or upgrade the current equipment.

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.

96443

Residential Container Acquisition

Solid Waste Revenue	100,000	100,000	125,000	125,000	125,000	125,000	700,000
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This project includes the replacement of approximately 10% of the 26,800 automated containers in the field, and the acquisition of new automated containers of various sizes to meet the anticipated less than 1% annual growth of residential customers. Experience indicates that as many as 2,500 containers are required annually, at a current cost of approximately \$50 each. Also included in this project is the cost of replacement parts, when automated containers can be repaired.

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

2020 THROUGH 2025

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96444

Commercial Container Acquisition

Solid Waste Revenue	250,000	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
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This is an on-going project for the purchase and replacement of roll-off containers, compactors and dumpsters for approximately 3,200 commercial accounts. This project includes the replacement of containers damaged or deteriorated during their normal useful life of five (5) years, the acquisition of additional containers (compactors, roll-offs or dumpsters) to meet system growth, and the acquisition of replacement parts for containers that can be repaired.

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.

96445

Solar Trash and Recycling Kiosks

Solid Waste Revenue	25,000	25,000	25,000	25,000	25,000	25,000	150,000
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This is an on-going project for the purchase of trash and recycling kiosks to be placed in areas within the City that benefit from high foot traffic. Each two-station kiosk includes a recycling container to provide desirable public space recycling and a litter container that compacts the trash to provide a 3 to 1 compaction ratio. The discreet solar panel provides the current to charge an internal battery that powers the compactor and a real-time monitoring system that measures the fullness of the containers. This monitoring system then provides information regarding the equipment's status to any web-enabled device.

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.

96448

Solid Waste CNG Station

Solid Waste Revenue	1,350,000	1,350,000
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This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a new compressed natural gas (CNG) vehicle refueling station. The refueling station would be located at the Solid Waste Complex on Hercules Avenue. The initial budget of \$150,000.00 was approved by City Council during fiscal year 2016/17.

Comprehensive Plan Objective: (D.2.1) Continue to maintain adequate levels of service for existing and future populations through the year 2020. (D.2.2) On an ongoing basis, continue to develop collection and transport strategies which minimize costs and use optimally located waste transfer facilities.

96804

Recycling Container Acquisition

Recycling Revenue	90,000	90,000	90,000	90,000	90,000	100,000	550,000
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This project provides for the purchase, replacement, or repair of the containers used in the City's three Recycling Programs – Residential, Multi-Family and Commercial.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96805

Recycling Expansion R & R & Participation Programs

Recycling Revenue	10,000	10,000	10,000	10,000	10,000	10,000	60,000
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This project provides for the upkeep of the recycling processing center to include facility maintenance, major repairs, equipment refurbishment or replacement, processing enhancements, and to promote recycling participation and marketing.

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.

C1910

Underground Refuse Program

Solid Waste Revenue	125,000	125,000	125,000	125,000	125,000	625,000
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This is an extension of a pilot project planned in fiscal year 2018/2019 which will provide funding for fourteen underground refuse containers and two 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 10 cubic yards) underground container which prevents over-flowing above ground containers, wind blown litter, and nuisance animals. This system has been proven successful in Europe in high water table, densely populated areas.

Annual Operating Costs: Annual operating expenditures in the amount of \$127,100.00 to be funded by Solid Waste revenues.

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

and Recycling:	600,000	2,075,000	750,000	750,000	750,000	760,000	5,685,000
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CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

UTILITIES MISCELLANEOUS

The Utilities Miscellaneous section includes Utilities projects that support more than one utilities operation. These projects are typically funded by one or more of the utilities operations depending on which operation the project supports.

Projects in the Public 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96526								
Public Utilities Administration Building Upgrades/Improvements								
	Sewer Revenue	310,000	50,000	50,000	50,000	50,000	50,000	560,000
	Water Revenue	310,000	50,000	50,000	50,000	50,000	50,000	560,000
This project provides funding for the building and equipment upgrades for the Public Utilities Complex to include the Public Utilities Administration Building, Motor Shop, Meter Shop and Supervisors Building.								
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Total Utilities Miscellaneous:		620,000	100,000	100,000	100,000	100,000	100,000	1,120,000

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SEWER SYSTEM

The Sewer System section includes projects that support the Sewer System operations for the City. All projects, are included either in the current rate study or a future rate study.

Projects in the Sewer System 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96212								
Sanitary Sewer Upgrades/Improvements								
	Sewer Revenue	4,150,000	1,360,000	1,250,000	1,250,000			8,010,000
	Penny IV	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000

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

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

96213

Marshall Street Upgrade/Improvements

Future W & S Bond Issue		9,067,000	6,100,000	3,250,000			18,417,000
Sewer Revenue	550,000	2,200,000	800,000		3,000,000	450,000	7,000,000

This project provides funding for future upgrades and improvements to the Marshall Street 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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SEWER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96214								
East Plant Upgrades/Improvements								
Future W & S Bond Issue			1,387,000	2,750,000				4,137,000
Sewer Revenue		1,200,000	200,000		500,000	500,000	500,000	2,900,000

This project provides funding for future upgrades and improvements to the East 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.

96215

North East Plant Upgrades/Improvements

Sewer Revenue	1,500,000	2,810,580	3,100,000	3,522,220	1,407,400	1,000,000	13,340,200
Other Governmental	2,747,740	343,520	814,570	1,137,240	592,600		5,635,670

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	625,000	900,000	1,550,000	1,850,000	1,550,000	1,500,000	7,975,000
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This project provides funding to repair and replace existing pump stations systems, and their related force mains to current industry and regulatory requirements.

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

96630

Sanitary Sewer Extensions

Sewer Impact	666,670	50,000	50,000	50,000	50,000	50,000	916,670
Sewer Revenue		237,540	237,540	237,540	237,540	237,540	1,187,700

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

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SEWER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96634

Sanitary Utility Relocation Accommodation

Utility R & R	1,210,000	60,000	60,000	60,000	60,000	60,000	1,510,000
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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.

96654

Facilities Upgrade & Improvement

Sewer Revenue	567,000	1,555,000	35,000	250,000	300,000	300,000	3,007,000
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The project provides funding for upgrades at the City's three (3) WET plants and bio-solids facilities.

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

96664

Water Pollution Control R & R

Utility R & R		4,905,000	2,895,000	1,775,000	1,115,000	400,000	11,090,000
Sewer Revenue	7,983,750		2,000,000	2,000,000	2,000,000	2,000,000	15,983,750
Future W & S Bond Issue			500,000	7,500,000	5,000,000		13,000,000

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	1,183,000	1,100,000	1,150,000	1,100,000	1,200,000	2,000,000	7,733,000
Sewer Revenue	8,000,000	7,800,000	5,100,000	4,900,000	4,900,000	2,000,000	32,700,000

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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SEWER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96686								
Pump Station Replacement								
Future W & S Bond Issue		2,100,000	2,852,500	800,000	2,200,000			7,952,500
Sewer Revenue		2,125,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,125,000

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.

L1904, M2008

Additional Vehicles and Equipment - Sewer

L/P - Sewer	311,000	311,000
Sewer Revenue	26,000	26,000

This project provides lease purchase and cash funding for additional vehicles and equipment for the Sewer division of the Public Utilities department. Maintenance personnel use this equipment to repair equipment throughout the water and wastewater systems.

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

M1905

Marshall Street Plant R&R

Utility R & R	1,700,000	730,000	1,400,000	3,300,000	1,500,000	1,000,000	9,630,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such 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	1,630,000	3,445,000	180,000	2,800,000	1,000,000	9,055,000
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Provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.

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

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

SEWER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
M1907								
East Plant R&R	Utility R & R	1,370,000	910,000	525,000	625,000	50,000	500,000	3,980,000
This project provides for the design, repair, rehabilitation & replacement of Water Pollution Control Plant & Biosolids Facility items such pumps, motors, associated plumbing, instruments, & minor facility repair to return or maintain the Water Pollution Control facilities to designed capability.								
<u>Comprehensive Plan Objective:</u> (D.1.1) To maintain adequate Levels of Service for existing and future populations through the year 2020.								
Total Sewer System:		33,765,160	46,135,640	40,724,610	38,287,000	33,712,540	16,997,540	209,622,490

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

WATER SYSTEM

The Water System section includes projects that support the Water System operations for the City. All projects, are included either in the current rate study or a future rate study. All projects are funded by the Water and Sewer Utility Fund.

Projects in the Water System 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	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96721

System R & R - Maintenance

Utility R & R	830,000	2,130,000	1,000,000	1,000,000	1,000,000	1,500,000	7,460,000
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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.

96722

Line Relocation R & R

Utility R & R	1,250,000	600,000	800,000	1,400,000	600,000	1,100,000	5,750,000
Water Revenue	2,000,000	850,000	850,000	750,000	750,000	500,000	5,700,000

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.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

WATER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96739

Reclaimed Water Distribution System

Water Revenue	850,000	950,000	450,000	2,450,000	500,000	5,200,000
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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	200,000	1,000,000
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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	298,070	160,000	160,000	160,000	160,000	160,000	1,098,070
Water Revenue	80,000	76,000	76,000	76,000	76,000	76,000	460,000

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.

Current service level (October 2012) is 41,973 customer accounts (potable, reclaimed and fire). (D.5.5) Continue to develop a potable water system that is compatible with the environment; and seeks to conserve and protect sensitive natural resources.

96764

R.O. Plant Expansion Res # 1

Water Revenue	1,135,000	2,230,000	250,000	250,000	250,000	250,000	4,365,000
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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.

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

2020 THROUGH 2025

WATER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
96767								
Reverse Osmosis Plant at Reservoir #2								

Future W & S Bond Issue	6,600,000	6,400,000	9,000,000	6,400,000			28,400,000
Water Revenue		90,000	75,000		500,000		665,000

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

Comprehensive Plan Objective: (D.5.2) 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

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

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

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

Annual Operating Costs: Annual operating costs beginning in FY 2020/21 will approximately amount to \$1,630,000 which includes ten (10) new FTE's.

96782

Reverse Osmosis Plant at WTP #3

Future W & S Bond Issue	4,000,000	4,425,000			8,425,000
Water Revenue	130,000		500,000	500,000	500,000

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

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

Annual Operating Costs: Annual operating costs beginning in FY 2021/22 will approximately amount to \$1,480,000, which includes eight (8) new FTE's.

CAPITAL IMPROVEMENT PROGRAM

2020 THROUGH 2025

WATER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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96783

Water System Upgrades/Improvements

Future W & S Bond Issue		3,300,000	500,000	500,000	500,000	500,000	5,300,000
Water Revenue	500,000	650,000	650,000	1,090,000	900,000	900,000	4,690,000

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	100,000	500,000	1,100,000	100,000	100,000	1,900,000
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This project provides funding for on-going program relating to repair, and replacements of the City's Reclaimed Water System.

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	1,030,000	450,000	50,000	50,000	50,000	50,000	1,680,000
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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	250,000	325,000	825,000	350,000	1,750,000
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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

2020 THROUGH 2025

WATER SYSTEM

Project # / Project Name	Funding Source	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
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M1908

Reverse Osmosis #1 R&R

Utility R & R	200,000	815,000	500,000	500,000	500,000	2,515,000
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This is an on-going program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, 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.

M1909

Reverse Osmosis #2 R&R

Utility R & R	50,000	25,000	50,000	25,000	25,000	1,025,000	1,200,000
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This is an on-going program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, 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.

M1910

Water Treatment Plant #3 R&R

Utility R & R	450,000	500,000	500,000	500,000	500,000	2,450,000
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This is an on-going program relating to repairs or replacement of potable water pipeline infrastructure relocation to accommodate roadway improvements by Florida Department of Transportation, 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.

Total Water System:	7,553,070	47,454,000	29,091,000	17,626,000	15,311,000	8,861,000	125,896,070
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TOTAL BY CATEGORY

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Police Protection	1,075,000	12,575,000	75,000	75,000	75,000		13,875,000
Fire Protection	2,141,000	1,429,040	1,230,400	1,460,240	1,374,180	1,176,620	8,811,480
Major Street and Sidewalk Maintenance	5,279,260	4,596,470	4,696,810	4,800,160	4,906,610	5,050,170	29,329,480
Intersections	315,400	315,390	315,390	315,390	315,390	315,390	1,892,350
Parking	724,000	684,000	999,000	429,000	11,009,000	419,000	14,264,000
Miscellaneous Engineering	8,091,500	5,191,500	1,541,500	221,500	121,500	69,500	15,237,000
Parks Development	6,484,000	7,385,000	3,815,000	5,745,000	12,195,000	4,755,000	40,379,000
Marine Facilities	1,005,000	865,000	875,000	8,175,000	8,175,000	515,000	19,610,000
Airpark Facilities	25,000	25,000	125,000	6,035,000	3,061,600	25,000	9,296,600
Libraries	193,080	185,000	185,000	85,000	85,000	85,000	818,080
Garage	9,022,300	7,776,870	7,745,330	7,806,750	7,741,190	7,893,710	47,986,150
Maintenance of Buildings	3,225,000	2,590,000	1,940,000	1,840,000	1,815,000	1,790,000	13,200,000
General Public City Building					1,853,570	14,903,500	16,757,070
Miscellaneous	1,785,000	1,720,000	1,520,000	1,620,000	1,570,000	1,580,000	9,795,000
Stormwater Utility	6,179,400	6,063,100	6,500,640	6,958,020	5,590,710	10,078,780	41,370,650
Gas System	7,045,000	7,000,000	6,900,000	6,900,000	6,900,000	6,900,000	41,645,000
Solid Waste & Recycling	600,000	2,075,000	750,000	750,000	750,000	760,000	5,685,000
Utilities Miscellaneous	620,000	100,000	100,000	100,000	100,000	100,000	1,120,000
Sewer System	33,765,160	46,135,640	40,724,610	38,287,000	33,712,540	16,997,540	209,622,490
Water System	7,553,070	47,454,000	29,091,000	17,626,000	15,311,000	8,861,000	125,896,070
TOTAL	95,128,170	154,166,010	109,129,680	109,229,060	116,662,290	82,275,210	666,590,420



SUMMARY OF GENERAL FUND REVENUE

Program	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Police Protection	75,000	75,000	75,000	75,000	75,000		375,000
Fire Protection	551,000	529,040	415,400	500,240	414,180	426,620	2,836,480
Miscellaneous Engineering	4,091,500	1,191,500	1,541,500	221,500	121,500	41,500	7,209,000
Park Development	2,460,000	2,180,000	2,210,000	2,370,000	3,070,000	2,955,000	15,245,000
Marine Facilities	310,000	310,000	310,000	310,000	310,000	150,000	1,700,000
Libraries	193,080	185,000	185,000	85,000	85,000	85,000	818,080
Maintenance of Buildings	2,700,000	2,580,000	1,930,000	1,830,000	1,805,000	1,780,000	12,625,000
Miscellaneous	370,000	70,000	70,000	70,000	70,000	70,000	720,000
Total General Fund	10,750,580	7,120,540	6,736,900	5,461,740	5,950,680	5,508,120	41,528,560

POLICE PROTECTION:	P1802 - Police Equipment	75,000	75,000
FIRE PROTECTION:	91229 - Replace & Upgrade Air Packs	38,240	
	91257 - Auto External Defibrillator Program	21,960	
	91260 - Thermal Imaging Cameras	30,160	
	91261 - Personal Protective Equipment	230,610	
	91263 - Extrication Tools	65,000	
	91264 - Fire Hose Replacement	47,030	
	91271 - Fire Boat	68,000	
	M2005 - Fire Training Tower	50,000	551,000
MISC ENGINEERING:	ENGF180003 - Miscellaneous Engineering	35,000	
	ENGF180004 - Survey Equipment Replacement	6,500	
	ENGF180013 - Imagine Clearwater	3,200,000	
	C2004 - Lift Stations	850,000	4,091,500
PARK DEVELOPMENT:	93203 - Carpenter Field Infrastructure Repairs & Improvements	50,000	
	93205 - Spectrum Field Infrastructure Repairs & Improvements	150,000	
	93247 - Fitness Equipment Replacement	65,000	
	93271 - Swimming Pool Renovations & Repairs	195,000	
	93278 - Long Center Infrastructure Repairs	100,000	
	93286 - Parking Lot/Bicycle Path Resurfacing & Improvements	75,000	
	93604 - Boardwalk & Docks Repair & Replacement	60,000	
	93618 - Miscellaneous Park & Recreation Contract Svcs	30,000	
	93620 - Outdoor Sports Field Lighting	150,000	
	93633 - Pier 60 Park & Beachwalk Repairs and Improvements	200,000	
	93634 - Concrete Sidewalk & Pad Repair & Replacement	60,000	
	93635 - Park Amenity Purchase, Repair & Replacement	225,000	
	93636 - Tennis & Basketball Court Resurfacing	125,000	
	93637 - Playground & Fitness Equip Purchase & Replacement	180,000	
	93638 - Fencing Replacement Program	150,000	
	93654 - Recreation Centers Infrastructure Repairs	120,000	
	93672 - Clearwater Beach Infrastructure Repairs and Improvements	50,000	
	93673 - Jack Russell Stadium Improvements	300,000	
	M2002 - Environmental Park Remediation and Protection	50,000	
	M2006 - Right of Way Tree Management Program	125,000	2,460,000
MARINE FACILITIES:	ENGF180006 - City-wide Docks & Seawall Replacement	50,000	
	93415 - Waterway Maintenance	100,000	
	93422 - Dredging of City Waterways	100,000	
	93499 - Pier 60/Sailing Center Maintenance	60,000	310,000
LIBRARIES:	93532 - Library Maker Space Maintenance and Upgrade	33,080	
	93534 - Library F.F. & E. R&R	60,000	
	94861 - Library Technology	100,000	193,080

SUMMARY OF GENERAL FUND REVENUE

MAINTENANCE OF BUILDINGS:	GSBM180001 - Air Conditioners - City Wide Replacements	50,000
	GSBM180002 - Flooring for Facilities	350,000
	GSBM180003 - Roof Repair and Replacement	200,000
	GSBM180006 - Light Replacement & Repair	100,000
	GSBM180008 - Building Systems	300,000
	GSBM180009 - New A/C System Chiller	1,000,000
	GSBM180011 - Generator Maintenance	100,000
	GSBM180012 - General Facility Building Renovations	600,000
		2,700,000
MISCELLANEOUS:	ENGF180010 - Pollutant Storage Tank Removal/Replacement	20,000
	ENGF180011 - Environmental Assessment & Clean-up	50,000
	C2006 - ADA Transition Plan	300,000
		370,000
	TOTAL GENERAL FUND FY 2019/20:	<u>10,750,580</u>

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
GENERAL SOURCES							
General Revenue							
P1802 - Police Equipment	75,000	75,000	75,000	75,000	75,000		375,000
91229 - Replace & Upgrade Air Packs	38,240	39,390	40,570	41,790	43,040	44,340	247,370
91257 - Automatic External Defib Program	21,960	22,620	23,300	24,000	24,720	25,460	142,060
91260 - Thermal Imaging Cameras	30,160	31,060	31,990	32,950	33,940	34,960	195,060
91261 - Personal Protective Equipment	230,610	237,530	244,650	251,990	259,550	267,340	1,491,670
91263 - Extrication Tools	65,000			73,120			138,120
91264 - Fire Hose Replacement	47,030	48,440	49,890	51,390	52,930	54,520	304,200
91271 - Fire Boat	68,000						68,000
M2005 - Fire Training Tower	50,000	150,000	25,000	25,000			250,000
ENGF180003 - Miscellaneous Engineering	35,000	35,000	35,000	35,000	35,000	35,000	210,000
ENGF180004 - Survey Equipment Rplcmnt	6,500	6,500	6,500	6,500	6,500	6,500	39,000
C2004 - Lift Stations	850,000	1,150,000	1,500,000	180,000	80,000		3,760,000
93203 - Carpenter Fld Infrast Reps & Imprvmts	50,000	60,000	60,000	60,000	160,000	160,000	550,000
93205 - Spectrum Field Infrast Repair/Imprv	150,000	150,000	150,000	200,000	750,000	750,000	2,150,000
93247 - Fitness Equipment Purch & Rplcmnt	65,000	30,000	50,000	50,000	50,000	50,000	295,000
93271 - Swimming Pool Renovations & Repairs	195,000	150,000	150,000	150,000	150,000	150,000	945,000
93278 - Long Center Infrastructure Repairs	100,000	150,000	150,000	200,000	200,000	200,000	1,000,000
93286 - Parking Lot/Bike Path Resurf & Imprvmt	75,000	75,000	75,000	100,000	100,000	100,000	525,000
ENGF180006 - City-wide Docks & Seawall Rplcmnt	50,000	50,000	50,000	50,000	50,000	50,000	300,000
93415 - Waterway Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93422 - Dredging of City Waterways	100,000	100,000	100,000	100,000	100,000		500,000
93499 - Pier 60/Sailing Center Maintenance	60,000	60,000	60,000	60,000	60,000		300,000
93532 - Library Maker Space Maint & Upgrade	33,080	25,000	25,000	25,000	25,000	25,000	158,080
93534 - Library FF&E R&R	60,000	60,000	60,000	60,000	60,000	60,000	360,000
93604 - Boardwalks & Docks Repair & Rplcmnt	60,000	40,000	40,000	50,000	50,000	60,000	300,000
93618 - Miscellaneous Park & Rec Contract Svcs	30,000	30,000	30,000	30,000	30,000	30,000	180,000
93620 - Outdoor Sports Field Lighting	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93633 - Pier 60 Park & Beachwalk Rep and Imprvmt	200,000	160,000	170,000	180,000	180,000	180,000	1,070,000
93634 - Concrete Sidewalk, Pad R & R	60,000	60,000	60,000	75,000	75,000	75,000	405,000
93635 - Park Amenity Purchase & Replacement	225,000	200,000	200,000	200,000	250,000	250,000	1,325,000
93636 - Tennis & Basketball Court Resurf & Replace	125,000	250,000	250,000	250,000	250,000	250,000	1,375,000
93637 - Playground & Fit Equip Purch. & Rplcmnt	180,000	150,000	150,000	150,000	150,000	150,000	930,000
93638 - Fencing Replacement Program	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93654 - Recreation Centers Infrast Repairs	120,000	150,000	150,000	150,000	150,000	150,000	870,000
93672 - Clearwater Beach Infrast Repairs & Improve	50,000	50,000	50,000	50,000	50,000	50,000	300,000
93673 - Jack Russell Stadium Improvements	300,000						300,000
M2002 - Environmental Park Remediate and Protect	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M2006 - Right of Way Tree Management Program	125,000	125,000	125,000	125,000	125,000		625,000
GSBM180001 - Air Conditioners-City Wide Replace	50,000	100,000	100,000	100,000	100,000	100,000	550,000
GSBM180002 - Flooring for Facilities	350,000	200,000	150,000	125,000	100,000	75,000	1,000,000
GSBM180003 - Roof Repair and Replacements	200,000	250,000	300,000	200,000	200,000	200,000	1,350,000
GSBM180004 - Painting of Facilities		75,000	75,000	100,000	100,000	100,000	450,000
GSBM180005 - Fencing of Facilities		15,000	15,000	15,000	15,000	15,000	75,000
GSBM180006 - Light Replacement & Repair	100,000	140,000	140,000	140,000	140,000	140,000	800,000
GSBM180007 - Elevator Refurbish & Modernize		100,000	100,000	100,000	100,000	100,000	500,000
GSBM180008 - Building Systems	300,000	300,000	500,000	500,000	500,000	500,000	2,600,000
GSBM180009 - New A/C System Chiller	1,000,000	1,000,000	350,000	350,000	350,000	350,000	3,400,000
GSBM180011 - Generator Maintenance	100,000	100,000	100,000	100,000	100,000	100,000	600,000
GSBM180012 - General Facility Bldg. Renovations	600,000	300,000	100,000	100,000	100,000	100,000	1,300,000
ENGF180010 - Pollutant Storage Tank Remov & Rplc	20,000	20,000	20,000	20,000	20,000	20,000	120,000
ENGF180011 - Environmental Assessment & Cleanup	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENGF180013 - Imagine Clearwater	3,200,000						3,200,000
94861 - Library Technology	100,000	100,000	100,000				300,000
C2006 - ADA Transition Plan	300,000						300,000
Subtotal General Revenue	10,750,580	7,120,540	6,736,900	5,461,740	5,950,680	5,508,120	41,528,560

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Road Millage							
ENGF200001 - Redesign Fort Harrison	250,000	250,000					500,000
ENRD180004 - Streets & Sidewalks	2,952,290	3,049,720	3,400,060	3,503,410	3,609,860	3,753,420	20,268,760
ENRD180005 - City-Wide Intersection Improve	37,700	37,690	37,690	37,690	37,690	37,690	226,150
ENRD180007 - Traffic Safety Infrastructure	7,300	7,300	7,300	7,300	7,300	7,300	43,800
Subtotal Road Millage	3,247,290	3,344,710	3,445,050	3,548,400	3,654,850	3,798,410	21,038,710
Penny for Pinellas III							
91244 - Ladder Truck Replacement	760,000						760,000
ENRD180002 - Bridge Maint & Improve	137,000						137,000
ENRD180003 - Traffic Calming Program	170,000						170,000
ENRD180004 - Streets & Sidewalks	473,250						473,250
ENGF180006 - City-wide Docks & Seawall Rplcmnt	150,000						150,000
C1904 - Ruth Eckerd Hall	500,000						500,000
C2002 - Ed Wright Park Renovations	750,000						750,000
94238 - Police Vehicles	100,000						100,000
GSBM180009 - New A/C System Chiller	450,000						450,000
PD00180001 - Police District 3 Sub Station	1,000,000						1,000,000
Subtotal Penny for Pinellas III	4,490,250	0	0	0	0	0	4,490,250
Penny for Pinellas IV							
91218 - Fire Engine Replacement		660,000	690,000	720,000	720,000	750,000	3,540,000
91244 - Ladder Truck Replacement	830,000						830,000
93272 - Bicycle Paths-Bridges			1,250,000	1,250,000			2,500,000
94238 - Police Vehicles		100,000	100,000	150,000	200,000	200,000	750,000
96212 - Sanitary Sewer Upgrades/Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
C1905 - Beach Marina Upgrade				7,500,000	7,500,000		15,000,000
C2001 - Athletic Fields & Facilities Reno/Improve	2,500,000	5,000,000	1,000,000	1,500,000	500,000	600,000	11,100,000
C2003 - Neighborhood Park Renovations			400,000	400,000	400,000	400,000	1,600,000
C25xx - New City Hall							6,300,000
ENGF180012 -Public Works Complex							4,600,000
ENGF180013 - Imagine Clearwater	4,000,000	4,000,000					8,000,000
G23xx - Aviation Operations Center				760,000			760,000
M2002 - Environmental Park Remediate and Protect					750,000	750,000	1,500,000
P21xx - Public Safety Vehicle & Equip Fac		1,500,000					1,500,000
Subtotal Penny for Pinellas IV	9,330,000	13,260,000	4,190,000	14,280,000	13,320,000	15,600,000	69,980,000
Multi-Modal Impact Fees							
ENRD180005 - City-Wide Intersection Improve	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENRD180006 - Signal Renovation	40,000	40,000	40,000	40,000	40,000	40,000	240,000
ENRD180007 - Traffic Safety Infrastructure	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							
ENGF200001 - Redesign Fort Harrison	750,000	750,000					1,500,000
ENRD180002 - Bridge Maintenance & Improve	396,720	396,750	1,146,750	1,146,750	1,146,750	1,146,750	5,380,470
ENRD180003 - Traffic Calming Program	150,000	150,000	150,000	150,000	150,000	150,000	900,000
ENRD180005 - City-Wide Intersection Improve	15,200	15,200	15,200	15,200	15,200	15,200	91,200
ENRD180006 - Signal Renovation	100,000	100,000	100,000	100,000	100,000	100,000	600,000
ENRD180007 - Traffic Safety Infrastructure	15,200	15,200	15,200	15,200	15,200	15,200	91,200
Subtotal Local Option Fuel Tax	1,427,120	1,427,150	1,427,150	1,427,150	1,427,150	1,427,150	8,562,870
Special Program Fund							
93602 - Special Events Equip R & R		30,000	30,000	50,000	50,000	50,000	210,000
Subtotal Special Program	0	30,000	30,000	50,000	50,000	50,000	210,000

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Grants - Other Agencies							
G23xx - Aviation Operations Center				5,000,000			5,000,000
G22xx - Security System Upgrade			80,000				80,000
G23xx - Apron Relayment				200,000	2,429,280		2,629,280
Subtotal Grants - Other Agencies	0	0	80,000	5,200,000	2,429,280	0	7,709,280
Other Governmental Revenue							
91236 - Rescue Vehicle (Fire)		240,000	125,000	240,000	240,000		845,000
96215 - North East Plant Upgrades/Improvements	2,747,740	343,520	814,570	1,137,240	592,600		5,635,670
96773 - Groundwater Replenishment Facility		6,358,000	10,000,000				16,358,000
Subtotal Other Governmental	2,747,740	6,941,520	10,939,570	1,377,240	832,600	0	22,838,670
Donations							
M1901 - Countryside Sports Complex Reno	50,000	50,000	50,000	50,000	50,000		250,000
Subtotal Donation Revenue	50,000	50,000	50,000	50,000	50,000	0	250,000
Interfund Loan							
C2001 - Athletic Fields & Facilities Reno/Improve					6,000,000		6,000,000
Subtotal Interfund Loan	0	0	0	0	6,000,000	0	6,000,000
Subtotal General Sources	32,182,980	32,313,920	27,038,670	31,534,530	33,854,560	26,523,680	183,448,340
SELF-SUPPORTING FUNDS							
Marina Revenue							
93418 - Utilities Service Replacement	35,000	35,000	35,000	35,000	35,000	35,000	210,000
93420 - Fuel System R & R	20,000	20,000	20,000	20,000	20,000	20,000	120,000
C1905 - Beach Marina Upgrade	200,000	200,000	200,000				600,000
M1902 - Marine Fac Maint & Dock R & R	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Marina Revenue	355,000	355,000	355,000	155,000	155,000	155,000	1,530,000
Clearwater Harbor Marina Fund							
93410 - Clearwater Harbor Marina Maint	40,000	40,000	50,000	50,000	50,000	50,000	280,000
C1906 - Clearwater Harbor Marina Replace & Upgrd	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Subtotal Clw Harbor Revenue	140,000	140,000	150,000	150,000	150,000	150,000	880,000
Airpark Revenue							
94817 - Airpark Maintenance & Repair	25,000	25,000	25,000	25,000	25,000	25,000	150,000
G22xx - Security System Upgrade			20,000				20,000
G23xx - Apron Relayment				50,000	607,320		657,320
Subtotal Airpark Revenue	25,000	25,000	45,000	75,000	632,320	25,000	827,320
Parking Revenue							
ENGF200002 - Beach Guard Administration Building	30,000		40,000	45,000	15,000		130,000
ENGF190002 - Beach Guard Towers	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180001 - Parking Lot Resurfacing	50,000	50,000	50,000	50,000	50,000	50,000	300,000
ENPK180002 - Parking Lot Improvements	450,000	450,000	450,000	150,000	150,000	150,000	1,800,000
ENPK180003 - Parking Facilities	194,000	184,000	459,000	184,000	294,000	219,000	1,534,000
ENPK180004 - Downtown Parking Garage					10,500,000		10,500,000
M21xx - Seminole Boat Launch Maintenance		10,000	10,000	10,000	10,000	10,000	50,000
Subtotal Parking Revenue	774,000	744,000	1,059,000	489,000	11,069,000	479,000	14,614,000

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Water Revenue							
96526 - Public Utilities Admin Bldg. Upgrd/Improve	310,000	50,000	50,000	50,000	50,000	50,000	560,000
96722 - Line Relocation Maintenance	2,000,000	850,000	850,000	750,000	750,000	500,000	5,700,000
96739 - Reclaimed Water Distribution System		850,000	950,000	450,000	2,450,000	500,000	5,200,000
96742 - Line Relocations - Improvements		200,000	200,000	200,000	200,000	200,000	1,000,000
96744 - System Expansion	80,000	76,000	76,000	76,000	76,000	76,000	460,000
96764 - R.O. Plant Expansion Res #1	1,135,000	2,230,000	250,000	250,000	250,000	250,000	4,365,000
96767 - Reverse Osmosis Plant @ Res #2			90,000	75,000		500,000	665,000
96773 - Groundwater Replenishment Facility		17,900,000					17,900,000
96782 - R.O. Plant at WTP #3	130,000			500,000	500,000	500,000	1,630,000
96783 - Water System Upgrades/Improvements	500,000	650,000	650,000	1,090,000	900,000	900,000	4,690,000
96786 - Devices/Equipment's - Water System	250,000	325,000	825,000		350,000		1,750,000
ENGF180012 - Public Works Complex						2,000,000	2,000,000
Subtotal Water Revenue	4,405,000	23,131,000	3,941,000	3,441,000	5,526,000	5,476,000	45,920,000
Sewer Revenue							
96212 - Sanitary Sewer Upgrades/Improvements		4,150,000	1,360,000	1,250,000	1,250,000		8,010,000
96213 - Marshall Street Upgrade/Improvements	550,000	2,200,000	800,000		3,000,000	450,000	7,000,000
96214 - East Plant Upgrades/Improvements	1,200,000	200,000		500,000	500,000	500,000	2,900,000
96215 - North East Plant Upgrade/Improvements	1,500,000	2,810,580	3,100,000	3,522,220	1,407,400	1,000,000	13,340,200
96526 - Pub Utilities Admin Bldg Upgrd/Improvements	310,000	50,000	50,000	50,000	50,000	50,000	560,000
96630 - Sanitary Sewer Extensions		237,540	237,540	237,540	237,540	237,540	1,187,700
96654 - Facilities Upgrade & Improvements	567,000	1,555,000	35,000	250,000	300,000	300,000	3,007,000
96664 - Water Pollution Control R & R	7,983,750		2,000,000	2,000,000	2,000,000	2,000,000	15,983,750
96665 - Sanitary Sewer R & R	8,000,000	7,800,000	5,100,000	4,900,000	4,900,000	2,000,000	32,700,000
96686 - Pump Station Replacement	2,125,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,125,000
ENGF180012 - Public Works Complex						2,000,000	2,000,000
M2008 - Additional Vehicles and Equipment - Sewer	26,000						26,000
Subtotal Sewer Revenue	22,261,750	21,003,120	14,682,540	14,709,760	15,644,940	10,537,540	98,839,650
Water Impact Fees							
96744 - System Expansion	298,070	160,000	160,000	160,000	160,000	160,000	1,098,070
Subtotal Water Impact Fees	298,070	160,000	160,000	160,000	160,000	160,000	1,098,070
Sewer Impact Fees							
96630 - Sanitary Sewer Extensions	666,670	50,000	50,000	50,000	50,000	50,000	916,670
Subtotal Sewer Impact Fees	666,670	50,000	50,000	50,000	50,000	50,000	916,670
Utility R&R							
96217 - Pump Station R & R	625,000	900,000	1,550,000	1,850,000	1,550,000	1,500,000	7,975,000
96634 - Sanitary Utility Relocation Accommodation	1,210,000	60,000	60,000	60,000	60,000	60,000	1,510,000
96664 - Water Pollution Control R & R		4,905,000	2,895,000	1,775,000	1,115,000	400,000	11,090,000
96665 - Sanitary Sewer R & R	1,183,000	1,100,000	1,150,000	1,100,000	1,200,000	2,000,000	7,733,000
96721 - System R&R - Maintenance	830,000	2,130,000	1,000,000	1,000,000	1,000,000	1,500,000	7,460,000
96722 - Line Relocation Maintenance	1,250,000	600,000	800,000	1,400,000	600,000	1,100,000	5,750,000
96784 - Reclaimed Water Distribution System R&R		100,000	500,000	1,100,000	100,000	100,000	1,900,000
96785 - Feasibility Studies - Water	1,030,000	450,000	50,000	50,000	50,000	50,000	1,680,000
M1905 - Marshall Street Plant R&R	1,700,000	730,000	1,400,000	3,300,000	1,500,000	1,000,000	9,630,000
M1906 - Northeast Plant R&R		1,630,000	3,445,000	180,000	2,800,000	1,000,000	9,055,000
M1907 - East Plant R&R	1,370,000	910,000	525,000	625,000	50,000	500,000	3,980,000
M1908 - Reverse Osmosis #1 R&R		200,000	815,000	500,000	500,000	500,000	2,515,000
M1909 - Reverse Osmosis #2 R&R	50,000	25,000	50,000	25,000	25,000	1,025,000	1,200,000
M1910 - Water Treatment Plant #3 R&R		450,000	500,000	500,000	500,000	500,000	2,450,000
Subtotal Utility R&R	9,248,000	14,190,000	14,740,000	13,465,000	11,050,000	11,235,000	73,928,000

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Stormwater Utility Revenue							
C1908 - Stormwater Vehicles & Equipment	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
ENGF180004 - Survey Equipment Replacement					28,000	28,000	28,000
ENGF180012 - Public Works Complex					1,853,570	3,500	1,857,070
ENST180001 - Storm Pipe System Improvements	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
ENST180003 - Stormwater System Expansion	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
ENST180004 - Stevenson Creek	923,050	887,200	1,002,530	1,191,590	572,320	2,262,090	6,838,780
ENST180005 - Coastal Basins Projects	633,300	588,700	795,580	874,840	746,070	1,776,100	5,414,590
ENST180006 - Alligator Creek Watershed Projects	923,050	887,200	1,002,530	1,191,590	572,320	2,340,590	6,917,280
Subtotal Stormwater Utility Revenue	6,179,400	6,063,100	6,500,640	6,958,020	7,444,280	10,110,280	43,255,720
Gas Revenue							
96365 - Line Relocation Pinellas-Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96367 - Gas Meter Change-Out - Pinellas	150,000	150,000	150,000	150,000	150,000	150,000	900,000
96374 - Line Relocation - Pinellas - Capitalized	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96376 - Line Relocation - Pasco - Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96377 - Pinellas New Mains & Service Lines	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
96378 - Pasco New Mains & Service Lines	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	15,000,000
96379 - Gas Meter Change-Out - Pasco	100,000	100,000	100,000	100,000	100,000	100,000	600,000
96381 - Line Relocation - Pasco - Capitalized	150,000	150,000	50,000	50,000	50,000	50,000	500,000
96386 - Expanded Energy Conservation	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	12,000,000
96387 - Natural Gas Vehicle	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
96389 - Future IMS Software and Hardware	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96391 - Gas System - Pasco Building	50,000	50,000	50,000	50,000	50,000	50,000	300,000
M1904 - Pinellas Building: Equip R & R	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
Subtotal Gas Revenue	7,000,000	7,000,000	6,900,000	6,900,000	6,900,000	6,900,000	41,600,000
Solid Waste Revenue							
96426 - Facility R & R	125,000	125,000	125,000	125,000	125,000	125,000	750,000
96443 - Residential Container Acquisition	100,000	100,000	125,000	125,000	125,000	125,000	700,000
96444 - Commercial Container Acquisition	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96445 - Solar Trash and Recycling Kiosks	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96448 - Solar Waste CNG Station		1,350,000					1,350,000
C1910 - Underground Refuse Program		125,000	125,000	125,000	125,000	125,000	625,000
Subtotal Solid Waste Revenue	500,000	1,975,000	650,000	650,000	650,000	650,000	5,075,000
Recycling Revenue							
96804 - Recycling Container Acquisition	90,000	90,000	90,000	90,000	90,000	100,000	550,000
96805 - Recycl Expan R&R & Participation Program	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Subtotal Recycling Revenue	100,000	100,000	100,000	100,000	100,000	110,000	610,000
Subtotal Self-Supporting Funds	51,952,890	74,936,220	49,333,180	47,302,780	59,531,540	46,037,820	329,094,430
INTERNAL SERVICE FUNDS							
General Services Fund Revenue							
GSBM180010 - General Services R&R	75,000	10,000	10,000	10,000	10,000	10,000	125,000
Subtotal General Services Revenue	75,000	10,000	10,000	10,000	10,000	10,000	125,000
Garage Fund Revenue							
94233 - Motorized Equipment Rplcmnt - Cash	284,300	292,830	301,610	310,660	319,980	329,580	1,838,960
GSFL180001 - Fleet Facility R & R	175,000	250,000	75,000	40,000	75,000	75,000	690,000
GSFL180002 - P25 Radio Equipment & Infrast	100,000	100,000	100,000				300,000
Subtotal Garage Revenue	559,300	642,830	476,610	350,660	394,980	404,580	2,828,960

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
Administrative Services Revenue							
94729 - Citywide Connectivity Infrastructure	200,000	100,000	100,000	200,000	200,000	200,000	1,000,000
94736 - Geographic Information System	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94828 - Financial System Upgrades	125,000	250,000	200,000	200,000	200,000	200,000	1,175,000
94829 - CIS Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94830 - MS/Licensing Upgrades	75,000	100,000	100,000	100,000	100,000	100,000	575,000
94833 - Computer Monitors	10,000	10,000	10,000	10,000	10,000	10,000	60,000
94857 - Accela Permit & Code Enforce Upgrade	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Cameras System	25,000	25,000	25,000	25,000	25,000	25,000	150,000
94874 - City Enterprise Time Keeping System	25,000	25,000	25,000	25,000	25,000	25,000	150,000
94880 - Granicus Agenda Management System	25,000	25,000	25,000	25,000	25,000	40,000	165,000
94883 - Business Process Review & Improve Project	50,000	150,000	150,000	150,000	150,000	150,000	800,000
M1911 - IT Disaster Recovery Equipment	40,000	40,000	40,000	40,000	40,000	50,000	250,000
M1912 - Network Infrastructure & Server R&R	50,000	75,000	75,000	75,000	100,000	100,000	450,000
M2007 - City EOC Maintenance	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal Administrative Services Revenue	825,000	1,000,000	950,000	1,050,000	1,050,000	1,100,000	5,975,000
Central Insurance Fund Revenue							
M2006 - Right of Way Tree Management Program	125,000	125,000	125,000	125,000	125,000		625,000
PD00180001 - Police District 3 Sub Station		11,000,000					11,000,000
Subtotal Central Insurance Revenue	125,000	11,125,000	125,000	125,000	125,000	0	11,625,000
Subtotal Internal Service Funds	1,584,300	12,777,830	1,561,610	1,535,660	1,579,980	1,514,580	20,553,960
BORROWING							
GENERAL SOURCES							
Lease Purchase - General Fund							
94627 -Miscellaneous Vehicle Additions	42,000						42,000
L1901 - Parks and Recreation Vehicles & Equip	99,000						99,000
Subtotal Lease Purchase - General Fund	141,000	0	0	0	0	0	141,000
Subtotal Borrowing/General Sources	141,000	0	0	0	0	0	141,000
SELF-SUPPORTING FUNDS							
Future Bond Issue - Water & Sewer							
96213 - Marshall Street Upgrade/Improvements	9,067,000	6,100,000	3,250,000				18,417,000
96214 - East Plant Upgrades/Improvements	1,387,000	2,750,000					4,137,000
96664 - Water Pollution Control R&R		500,000	7,500,000	5,000,000			13,000,000
96686 - Pump Station Replacement	2,100,000	2,852,500	800,000	2,200,000			7,952,500
96767 - Reverse Osmosis Plant @ Res #2	6,600,000	6,400,000	9,000,000	6,400,000			28,400,000
96782 - Reverse Osmosis Plant @ WTP #3	4,000,000	4,425,000					8,425,000
96783 - Water System Upgrades/Improve	3,300,000	500,000	500,000	500,000	500,000	5,300,000	
Subtotal Water & Sewer Future Bond Issue	0	26,454,000	23,527,500	21,050,000	14,100,000	500,000	85,631,500
L/P - Water & Sewer Fund							
L1904 - Additional Vehicles and Equip - Sewer	311,000						311,000
Subtotal Water & Sewer Lease Purchase	311,000	0	0	0	0	0	311,000
L/P - Gas Fund							
96390 - Gas Vehicle Additions	45,000						45,000
Subtotal Gas Lease Purchase	45,000	0	0	0	0	0	45,000
Subtotal Borrowing/Self Supporting Funds	356,000	26,454,000	23,527,500	21,050,000	14,100,000	500,000	85,987,500

Summary of Funding Sources

	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	Total
<u>INTERNAL SERVICE FUNDS</u>							
Lease Purchase - Garage							
L1910 - Motorized Equipment Replace-L/P	6,621,000	6,734,040	6,868,720	7,006,090	7,146,210	7,289,130	41,665,190
GSFL180002 - P25 Radio Equipment & Infrast	1,700,000	300,000	300,000	300,000			2,600,000
Subtotal Lease Purchase - Garage	8,321,000	7,034,040	7,168,720	7,306,090	7,146,210	7,289,130	44,265,190
Lease Purchase - Administrative Services							
L1906 - Telecommunications Upgrades	250,000	250,000	100,000	100,000	50,000	50,000	800,000
L1907 - IT Disaster Recovery Equipment	40,000	50,000	50,000	50,000	50,000	60,000	300,000
L1908 - Network Infrastructure & Server R&R	300,000	350,000	350,000	350,000	350,000	300,000	2,000,000
Subtotal Lease Purchase - Admin. Services	590,000	650,000	500,000	500,000	450,000	410,000	3,100,000
Subtotal Borrowing/Internal Service Funds	8,911,000	7,684,040	7,668,720	7,806,090	7,596,210	7,699,130	47,365,190
TOTAL: ALL FUNDING SOURCES	95,128,170	154,166,010	109,129,680	109,229,060	116,662,290	82,275,210	666,590,420



Accrual Basis	The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.
Ad Valorem Tax	Meaning “according to value”, an ad valorem tax is levied in proportion to the assessed value of real property (taxable land and improvements thereon). This tax is also known as property tax.
Adopted Budget	The financial plan for the fiscal year beginning October 1. Required to be approved by the City Council at the second of two public hearings in September.
Amendment 1	Legislation adopted by the citizens of Florida in January 2009 providing:
	<ul style="list-style-type: none">• An additional \$25,000 homestead exemption for homeowners with assessed values between \$50,000 and \$75,000,• The ability for homesteaded property owners to transfer up to \$500,000 of the Save Our Homes benefit to a new homestead upon certain conditions,• A \$25,000 exemption for each tangible personal property return,• A 10% assessment cap for non-homestead properties, which will take effect with the 2009 tax roll.
Annual Financial Report	Financial compendium published subsequent to the close of each fiscal year, encompassing all funds and financial activities of the City during the previous year, including balance sheets, comparative listing of revenues and expenditures and statements of bonded indebtedness.
Appropriation	Legal authorization granted by a legislative body (City Council) to make expenditures and incur financial obligations for specific purposes.
Assessed Value	Dollar value given to real estate, utilities and personal property, on which taxes are levied.
Assets	Resources owned or held which have monetary value.
Attrition	A method of achieving a reduction in personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the fiscal year.
Balanced Budget	A budget in which estimated revenues equal estimated expenditures.
Bond (Debt Instrument)	A written promise to pay (debt) a specified sum of money (called principal or face value) at a specified future date (called the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to pay for specific capital expenditures.
Bonded Indebtedness	That portion of a governmental unit's indebtedness that is represented by outstanding bonds.
Brownfields Program	Brownfields are sites that are generally abandoned, idled, or underused industrial or commercial properties where expansion or redevelopment is complicated by actual or perceived environmental contamination. The Clearwater Brownfields program seeks to turn these sites into productive Economic Development or Community Development Projects.
Budget	Financial plan consisting of estimated revenues and expenditures (and purposes) for a specified time. The operating budget provides for direct services and support functions of the City (e.g. Police, Fire, Public Services, etc.). The capital budget (Capital Improvement Program) provides for improvements to the City's infrastructure and facilities and utilizes long-term financing instruments as well as operating revenues.

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

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

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

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

Intergovernmental Revenues	A major revenue category that includes all revenues received from federal, state, and other local government sources in the form of grants, shared revenues, and payment in lieu of taxes.
Internal Service Funds	Funds established to finance and account for services and commodities furnished by a designated department to other departments within the City or to other governmental entities on a cost basis. Internal Service Funds include: Garage Fund, Administrative Service Fund, General Service Fund, and Central Insurance Fund.
IT	Acronym for “Information Technology”.
Levy	To impose taxes for the support of government activities.
Long-Term Debt	Debt with a maturity of more than one year including General Obligation Bonds, revenue bonds, special assessment bonds, notes, leases and contracts.
Mandate	A requirement imposed by a legal act of the federal, state, or local government.
MGD	Acronym for “Million Gallons per Day”.
Millage Rate	The tax rate on real property, which generates ad valorem revenue. The millage rate is established annually and is based on \$1 per \$1,000 of taxable value. See also “Taxing Authorities”.
Modified Accrual Accounting	Accounting method where expenditures are recognized in the accounting period when the liability is incurred, if measurable, but revenues and other resources are recognized in the accounting period when they become available and measurable.
MPO	Acronym for “Metropolitan Planning Organization”.
MSB	Acronym for “Municipal Services Building”.
Net Budget	The legally adopted budget less all interfund transfers and inter-departmental charges.
Operating Budget	Plan of current expenditures and the proposed means of financing them. Operating expenditures include salaries, supplies, employee travel, postage, current debt service and transfers. (See Expenditure Categories)
Ordinance	A formal legislative enactment by the governing board of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies. The difference between an ordinance and a resolution is that the latter requires less legal formality and has a lower legal status.
	Ordinarily, the statutes or charter will specify or imply those legislative actions which must be by ordinance and those which may be by resolution.
Overlapping Debt	The proportionate share of the debts of local governmental units located wholly or in part within the limits of the City (such as the County and School Board) that must be borne by the property owners within the City.
Payment in Lieu of Taxes	Charges to an Enterprise Fund which are intended to replace General Fund revenues that the City would receive if the Enterprise were a private sector operation. The rate is 5.5% of prior year gross revenues. These charges are a result of Council policy and details are addressed in Budget and Financial Policies section of this document under City Council Policy “I”.
Penny	Short name for “Penny for Pinellas” local option infrastructure sales tax.

Penny for Pinellas	Florida State Sales Tax was increased from 6% to 7% in Pinellas County effective in February 1990 due to voter approval of a 1% local option infrastructure sales tax. Initially approved for a ten-year period, the tax has been extended by the voters for three additional ten-year periods ending in 2030. The Penny tax only applies to the first \$5,000 of a single purchase. This revenue is also known as "Infrastructure Tax" or "Penny" and may be used only for capital infrastructure and specific public safety vehicle expenditures.
Per Capita	Cost per unit of population to provide a particular service in the community.
Performance Measure	Data collected to measure how effective or efficient a program is in achieving its objectives (performance indicators).
PILOT	Acronym for "Payment in Lieu of Taxes".
Prior Year Encumbrances	Obligations from previous fiscal years in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.
Program	A distinct function of city government provided to the public or a function providing support to the direct services of other city departments.
Program Based Budget	A budget which accounts for revenues and expenditures by specific program (activity or service) rather than by department or division.
Property Tax	A tax levied in proportion to the assessed value of real property (taxable land and improvements thereon). Also known as ad valorem tax.
Property Tax Levy	The total amount of taxes authorized by local government. (Total taxable property value x millage rate = total tax levy) Local government cannot budget less than 95% of the proposed levy.
Proprietary Funds	Used to account for the City's ongoing organizations and activities which are similar to those often found in the private sector operating on a "for profit" basis. These include the Enterprise and Internal Service Funds.
PSTA	Acronym for "Pinellas Suncoast Transit Authority".
REH	Acronym for "Ruth Eckerd Hall".
Revenue	Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g. sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g. federal and state grants). The four main types of local revenue are taxes, user fees, licenses and permits, and intergovernmental revenue.
Revised Budget	A department's authorized budget as modified by Council action, through appropriation transfers from contingency, or transfers from or to another department or fund.
Road Millage	Per City Council policy, a portion of the total millage is set aside to provide funding for City road maintenance projects.
Rolled-Back Millage Rate	The millage rate which when applied to the tax base, exclusive of new construction, would provide the same tax revenue to the City as was levied in the prior year.
R&R	Acronym for "Repair and Replacement".
Ruth Eckerd Hall	A performing arts venue which is part of the Richard B. Baumgardner Center for the Performing Arts. The concert hall seats 2,180 for concerts, recitals, plays and special events and the Marcia P. Hoffman Performing Arts Institute accommodates the center's on-site educational programs.
SAMP	Supervisory, Administrative, Management, and Professional employees. These are all positions outside of the City union contracts.

Save Our Homes (SOH)	State constitutional amendment that limits annual growth in homesteaded residential property value for tax purposes by a maximum of 3% or the annual change in the Consumer Price Index, whichever is less.
SCBA	Acronym for "Self - Contained Breathing Apparatus".
Second Century Clearwater	Capital Improvement projects derived from strategies and actions identified in the East Gateway District Vision Plan, the North Marina Area Master Plan, the Clearwater Comprehensive Boating Plan and the Waterfront/Buff Master Plan.
Special Assessment	A special tax on property owners benefited by specific public improvements (paving, drainage, etc.) to defray costs of such improvements. Costs are apportioned according to the presumed relative benefits to the property.
Special Development Fund	A special revenue fund established to account for: all types of impact fees; proceeds from the sale and leasing of land (except land accounted for in the Proprietary Funds); property taxes restricted by City policy to be used for road maintenance and improvements; infrastructure sales tax; local option tax; and any revenue resources that are restricted legally, or by Council policy, to be used only for certain Capital Improvement Projects.
SHIP	Acronym for "State Housing Initiatives Partnership".
Strategic Direction	A description of what strategy is needed to fulfill the Strategic Vision. The two strategies are 1) Facilitate development of the economy and 2) Provide cost effective municipal services and infrastructure.
Strategic Vision	A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful.
Surplus	An excess of the assets of a fund over its liabilities and reserved equity.
Tax	Compulsory charge levied by a government to finance services performed for the common benefit.
Tax Roll	The master list of the assessed value of all taxable property within the government's jurisdiction. The list is certified to all local taxing authorities by the property appraiser by July 1 of each year.
Taxable Value	The assessed value of property minus the homestead exemption and any other exemptions which may be applicable.
Tax Collection Ratio	Ratio of ad valorem taxes collected to total ad valorem taxes levied.
TIF	Acronym for "Tax Increment Financing".
Trend	A systematic, measurable drift in a series of data, either positively or negatively, over a sustained period of time.
TRIM Act	The "Truth in Millage" Act, incorporated in Florida Statutes 200.065, requires that property owners be notified by mail of the proposed property taxes for the next fiscal year based on "tentative" budgets approved by the City, County, School Board, and other taxing districts. The TRIM Act also includes specific requirements for newspaper advertisements of budget public hearings, and the content and order of business of the hearings.
Trust and Agency Funds	These funds are used to account for assets held by the City in a trustee capacity or as an agent for individuals, private organizations, other governmental units and/or other funds. Use of these funds facilitates the discharge of responsibilities placed upon the governmental unit by virtue of law or other similar authority.
UCS	Acronym for "Utility Customer Service".

ULI	Acronym for “Urban Land Institute.” The Urban Land Institute is an independent global nonprofit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
Unassigned Fund Balance	The funds remaining from prior years that are available for appropriation and expenditure in the current year in Governmental Funds.
Unrestricted Net Assets	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
User Fee	Charges for specific services provided only to those using such services. Examples would be sewer service charges and dock fees.
Utility Funds	The grouping of the City’s Water & Sewer fund, Gas fund, Solid Waste & Recycling fund and the Stormwater fund.
Utility Tax	A tax levied on the consumers on various utilities such as electricity, gas, water, etc.
User Fees	The payment of a fee for a direct receipt of a public service by the party benefiting from the service. Also known as Charges for Service.
WPC	Acronym for “Water Pollution Control”.
WWTP	Acronym for “Waste Water Treatment Plant”.



MILLAGE ORDINANCE

ORDINANCE NO. 9322-19

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.9550 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.9550 MILLS CONSTITUTES A 6.01% INCREASE FROM THE ROLLED BACK RATE OF 5.6176 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2019, and ending September 30, 2020, from ad valorem taxes is \$68,158,710; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.9550 mills are necessary to generate \$68,158,710; now, therefore,

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

Section 1. It is hereby determined that a tax of 5.9550 mills against the non-exempt real and personal property within the City is necessary to raise the sums to be appropriated for operation purposes, including pensions, debt service, and road capital improvement projects, for the fiscal year beginning October 1, 2019.

Section 2. The levy of 5.9550 mills constitutes a 6.01% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2019.

PASSED ON FIRST READING

SEP 05 2019

PASSED ON SECOND AND FINAL
READING AND ADOPTED

SEP 19 2019

- George N. Cretekos

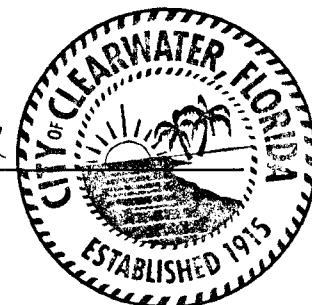
George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk



Ordinance No. 9322-19

OPERATING BUDGET ORDINANCE

ORDINANCE NO. 9323-19

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE SERVICE PROGRAMS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONIES AND PROGRAMS AMONG THE DEPARTMENTS AND ACTIVITIES WITHIN ANY FUND AS PROVIDED BY CHAPTER 2 OF THE CLEARWATER CODE OF ORDINANCES; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager has submitted an estimate of the expenditures necessary to carry on the City government for the fiscal year beginning October 1, 2019, and ending September 30, 2020; and

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

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

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

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in City Hall on September 5, 2019, upon said budget and tax levy; now, therefore,

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

Section 1. Pursuant to the City Manager's Annual Budget Report for the fiscal year beginning October 1, 2019, and ending September 30, 2020, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the operation of the City, a copy of which is attached as Exhibit A, and a summary of which is attached as Exhibit B.

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

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

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

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

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

Section 7. This ordinance shall take effect October 1, 2019.

PASSED ON FIRST READING

SEP 05 2019

PASSED ON SECOND AND FINAL
READING AND ADOPTED

Sept. 19, 2019

-george cretekos

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk



EXHIBIT A
CITY OF CLEARWATER
2019-20 BUDGET

GOVERNMENTAL FUNDS	General Fund	Special Development Fund	Special Program Fund	Other Housing Assistance Trust Funds	Total Governmental Funds
Balances Brought Forward	25,747,732	6,756,191	14,945,269	3,210,531	50,659,723
Budgeted Revenues					
Ad Valorem Taxes	64,911,420	3,247,290			68,158,710
Utility Taxes	15,575,000				15,575,000
Local Option, Fuel & Other Taxes	6,614,400	13,279,230			19,893,630
Franchise Fees	10,010,000				10,010,000
Other Permits and Fees	2,739,000				2,739,000
Intergovernmental Revenue	23,499,780		764,040	645,980	24,909,800
Charges for Services	15,569,430	150,000			15,719,430
Judgments, Fines and Forfeits	1,264,000				1,264,000
Miscellaneous Revenues	2,748,000	550,000	100,000		3,398,000
Transfers In	11,330,850		431,840		11,762,690
Other Financing Sources					
TOTAL BUDGETED REVENUES	154,261,880	17,226,520	1,295,880	645,980	173,430,260
TOTAL REVENUES, TRANSFERS, AND BALANCES	180,009,612	23,982,711	16,241,149	3,856,511	224,089,983
Budgeted Expenditures					
City Council	391,040				391,040
City Manager's Office	1,212,580				1,212,580
City Attorney's Office	1,770,760				1,770,760
City Audit	226,000				226,000
CRA Administration	459,530				459,530
Economic Development and Housing	1,907,560				1,907,560
Engineering	8,330,520				8,330,520
Finance	2,747,190				2,747,190
Fire	28,532,540				28,532,540
Human Resources	1,575,860				1,575,860
Library	7,871,950				7,871,950
Non-Departmental	10,948,640				10,948,640
Official Records and Legislative Services	1,224,070				1,224,070
Parks and Recreation	31,807,990				31,807,990
Planning and Development	6,571,820				6,571,820
Police	44,832,880	30,000			44,862,880
Public Communications	1,192,620				1,192,620
Public Utilities	389,650				389,650
General Government Services		37,380			37,380
Economic Environment		516,960	551,380		1,068,340
Human Services		1,500			1,500
Culture and Recreation		349,730			349,730
Transfers Out	18,634,660	260,310	94,600		18,989,570
TOTAL BUDGETED EXPENDITURES	151,993,200	18,634,660	1,195,880	645,980	172,469,720
Fund Balances/Reserves/Net Assets	28,016,412	5,348,051	15,045,269	3,210,531	51,620,263
TOTAL EXPENDITURES AND BALANCES	180,009,612	23,982,711	16,241,149	3,856,511	224,089,983

EXHIBIT A
CITY OF CLEARWATER
2019-20 BUDGET

UTILITY FUNDS	Water & Sewer Fund	Stormwater Utility Fund	Solid Waste & Recycling Fund	Gas Fund	Total Utility Funds
Balances Brought Forward	52,787,576	36,783,576	33,069,849	39,229,748	161,870,749
<u>Budgeted Revenues</u>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,400		1,400
Intergovernmental Revenue					
Charges for Services	90,630,120	16,928,900	26,009,000	47,045,630	180,613,650
Judgments, Fines and Forfeits	271,000	73,000	98,000	132,000	574,000
Miscellaneous Revenues	1,740,000	760,000	812,000	584,500	3,896,500
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	92,641,120	17,761,900	26,920,400	47,762,130	185,085,550
TOTAL REVENUES, TRANSFERS, AND BALANCES					
	145,428,696	54,545,476	59,990,249	86,991,878	346,956,299
<u>Budgeted Expenditures</u>					
<u>Water & Sewer Fund</u>					
Public Utilities Administration	1,665,960				1,665,960
Wastewater Collection	16,189,040				16,189,040
Public Utilities Maintenance	9,116,670				9,116,670
WPC Plant Operations	30,107,300				30,107,300
WPC Laboratory Operations	1,642,830				1,642,830
WPC Industrial Pretreatment	939,740				939,740
Water Distribution	22,064,270				22,064,270
Water Supply	16,402,580				16,402,580
Reclaimed Water	2,778,750				2,778,750
<u>Stormwater Fund</u>					
Stormwater Management	16,642,460				16,642,460
Stormwater Maintenance	6,178,880				6,178,880
<u>Solid Waste & Recycling Fund</u>					
Administration	1,121,860				1,121,860
Solid Waste Collection	18,254,990				18,254,990
Solid Waste Transfer	2,278,360				2,278,360
Solid Waste Container Maintenance	941,510				941,510
Recycling Residential	1,426,960				1,426,960
Recycling Multi Family	496,640				496,640
Recycling Commercial	1,918,760				1,918,760
<u>Gas Fund</u>					
Administration and Supply			23,945,000		23,945,000
Pinellas Gas Operations			9,029,470		9,029,470
Pasco Gas Operations			6,681,510		6,681,510
Gas Marketing and Sales			7,266,580		7,266,580
TOTAL BUDGETED EXPENDITURES	100,907,140	22,821,340	26,439,080	46,922,560	197,090,120
Fund Balances/Reserves/Net Assets	44,521,556	31,724,136	33,551,169	40,069,318	149,866,179
TOTAL EXPENDITURES AND BALANCES	145,428,696	54,545,476	59,990,249	86,991,878	346,956,299

EXHIBIT A
CITY OF CLEARWATER
2019-20 BUDGET

OTHER ENTERPRISE FUNDS	Airpark Fund	Marine Fund	Clearwater Harbor	Parking Fund	Total Other Enterprise Funds
			Marine Fund		
Balances Brought Forward	602,859	1,778,010	1,648,624	15,809,597	19,839,090
<u>Budgeted Revenues</u>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue		4,500			4,500
Charges for Services	20,000	5,037,600	843,670	5,911,050	11,812,320
Judgments, Fines and Forfeits		3,000	800	700,090	703,890
Miscellaneous Revenues	322,680	119,300	41,350	325,000	808,330
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	342,680	5,164,400	885,820	6,936,140	13,329,040
<u>TOTAL REVENUES, TRANSFERS, AND BALANCES</u>					
	945,539	6,942,410	2,534,444	22,745,737	33,168,130
<u>Budgeted Expenditures</u>					
<u>Airpark Fund</u>					
Airpark Operations		280,690			280,690
<u>Marine Fund</u>					
Marina Operations			5,058,860		5,058,860
<u>Clearwater Harbor Marine Fund</u>					
Clearwater Harbor Marina Operations				821,500	821,500
<u>Parking Fund</u>					
Parking System				4,287,810	4,287,810
Parking Enforcement				700,090	700,090
Beach Guard Operations				980,200	980,200
Seminole Street Boat Ramp				76,520	76,520
TOTAL BUDGETED EXPENDITURES	280,690	5,058,860	821,500	6,044,620	12,205,670
Fund Balances/Reserves/Net Assets	664,849	1,883,550	1,712,944	16,701,117	20,962,460
TOTAL EXPENDITURES AND BALANCES	945,539	6,942,410	2,534,444	22,745,737	33,168,130

EXHIBIT A
CITY OF CLEARWATER
2019-20 BUDGET

INTERNAL SERVICE FUNDS	Administrative Service Fund	General Service Fund	Garage Fund	Central Insurance Fund	Total
Balances Brought Forward	6,919,223	6,213,864	9,621,392	36,898,213	59,652,692
<u>Budgeted Revenues</u>					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	12,816,930	6,060,250	19,558,770	25,409,300	63,845,250
Judgments, Fines and Forfeits					
Miscellaneous Revenues	180,000	175,000	1,106,000	800,000	2,261,000
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	12,996,930	6,235,250	20,664,770	26,209,300	66,106,250
<u>TOTAL REVENUES, TRANSFERS, AND BALANCES</u>					
	19,916,153	12,449,114	30,286,162	63,107,513	125,758,942
<u>Budgeted Expenditures</u>					
<u>Administrative Services Fund</u>					
Information Technology/Administration	413,090				413,090
Network Services	4,184,050				4,184,050
Software Applications	3,274,240				3,274,240
Telecommunications	915,440				915,440
Courier	193,160				193,160
Utility Customer Service	3,785,780				3,785,780
<u>General Services Fund</u>					
Administration		405,590			405,590
Building and Maintenance		5,750,360			5,750,360
<u>Garage Fund</u>					
Fleet Maintenance			18,490,280		18,490,280
Radio Communications			2,298,520		2,298,520
<u>Central Insurance Fund</u>					
Risk Management				432,850	432,850
Employee Benefits				401,490	401,490
Employee Health Center				1,703,020	1,703,020
Non-Departmental				23,052,740	23,052,740
TOTAL BUDGETED EXPENDITURES	12,765,760	6,155,950	20,788,800	25,590,100	65,300,610
Fund Balances/Reserves/Net Assets	7,150,393	6,293,164	9,497,362	37,517,413	60,458,332
TOTAL EXPENDITURES AND BALANCES	19,916,153	12,449,114	30,286,162	63,107,513	125,758,942

EXHIBIT B
CITY OF CLEARWATER
2019-20 BUDGET

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Balances Brought Forward	50,659,723	161,870,749	19,839,090	59,652,692	292,022,254
<u>Budgeted Revenues</u>					
Ad Valorem Taxes	68,158,710				68,158,710
Utility Taxes	15,575,000				15,575,000
Local Option, Fuel & Other Taxes	19,893,630				19,893,630
Franchise Fees	10,010,000				10,010,000
Other Permits and Fees	2,739,000	1,400			2,740,400
Intergovernmental Revenue	24,909,800		4,500		24,914,300
Charges for Services	15,719,430	180,613,650	11,812,320	63,845,250	271,990,650
Judgments, Fines and Forfeits	1,264,000	574,000	703,890		2,541,890
Miscellaneous Revenues	3,398,000	3,896,500	808,330	2,261,000	10,363,830
Transfers In	11,762,690				11,762,690
Other Financing Sources					
TOTAL BUDGETED REVENUES	173,430,260	185,085,550	13,329,040	66,106,250	437,951,100
<u>TOTAL REVENUES, TRANSFERS, AND BALANCES</u>					
	224,089,983	346,956,299	33,168,130	125,758,942	729,973,354
<u>Budgeted Expenditures</u>					
City Council	391,040				391,040
City Manager's Office	1,212,580				1,212,580
City Attorney's Office	1,770,760				1,770,760
City Audit	226,000				226,000
CRA Administration	459,530				459,530
Economic Development and Housing	1,907,560				1,907,560
Engineering	8,330,520				8,330,520
Finance	2,747,190				2,747,190
Fire	28,532,540				28,532,540
Human Resources	1,575,860				1,575,860
Library	7,871,950				7,871,950
Non-Departmental	10,948,640				10,948,640
Official Records and Legislative Services	1,224,070				1,224,070
Parks and Recreation	31,807,990				31,807,990
Planning and Development	6,571,820				6,571,820
Police	44,862,880				44,862,880
Public Communications	1,192,620				1,192,620
Public Services	389,650				389,650
General Government Services	37,380				37,380
Economic Environment	1,068,340				1,068,340
Human Services	1,500				1,500
Culture and Recreation	349,730				349,730
Transfers Out	18,989,570				18,989,570
<u>Water & Sewer Fund Expenditures</u>					
Public Utilities Administration	1,665,960				1,665,960
Wastewater Collection	16,189,040				16,189,040
Public Utilities Maintenance	9,116,670				9,116,670
WPC Plant Operations	30,107,300				30,107,300
WPC Laboratory Operations	1,642,830				1,642,830
WPC Industrial Pretreatment	939,740				939,740
Water Distribution	22,064,270				22,064,270
Water Supply	16,402,580				16,402,580
Reclaimed Water	2,778,750				2,778,750
<u>Stormwater Fund</u>					
Stormwater Management	16,642,460				16,642,460
Stormwater Maintenance	6,178,880				6,178,880

EXHIBIT B
CITY OF CLEARWATER
2019-20 BUDGET

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Budgeted Expenditures					
Solid Waste & Recycling Fund					
Administration	1,121,860				1,121,860
Solid Waste Collection	18,254,990				18,254,990
Solid Waste Transfer	2,278,360				2,278,360
Solid Waste Container Maintenance	941,510				941,510
Recycling Residential	1,426,960				1,426,960
Recycling Multi Family	496,640				496,640
Recycling Commercial	1,918,760				1,918,760
Gas Fund					
Administration and Supply	23,945,000				23,945,000
Pinellas Gas Operations	9,029,470				9,029,470
Pasco Gas Operations	6,681,510				6,681,510
Gas Marketing and Sales	7,266,580				7,266,580
Recycling Fund					
Airpark Fund					
Airpark Operations		280,690			280,690
Marine Fund					
Marina Operations		5,058,860			5,058,860
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations		821,500			821,500
Parking Fund					
Parking System	4,287,810				4,287,810
Parking Enforcement	700,090				700,090
Beach Guard Operations	980,200				980,200
Seminole Street Boat Ramp	76,520				76,520
Administrative Services Fund					
Information Technology/Administration		413,090			413,090
Network Services		4,184,050			4,184,050
Software Applications		3,274,240			3,274,240
Telecommunications		915,440			915,440
Courier		193,160			193,160
Clearwater Customer Service		3,785,780			3,785,780
General Services Fund					
Administration		405,590			405,590
Building and Maintenance		5,750,360			5,750,360
Garage Fund					
Fleet Maintenance		18,490,280			18,490,280
Radio Communications		2,298,520			2,298,520
Central Insurance Fund					
Risk Management		432,850			432,850
Employee Benefits		401,490			401,490
Employee Health Center		1,703,020			1,703,020
Non-Departmental		23,052,740			23,052,740
TOTAL BUDGETED EXPENDITURES	172,469,720	197,090,120	12,205,670	65,300,610	447,066,120
Fund Balances/Reserves/Net Assets	51,620,263	149,866,179	20,962,460	60,458,332	282,907,234
TOTAL EXPENDITURES AND BALANCES	224,089,983	346,956,299	33,168,130	125,758,942	729,973,354

CAPITAL IMPROVEMENT ORDINANCE

ORDINANCE NO. 9324-19

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019, AND ENDING SEPTEMBER 30, 2020; APPROVING THE SIX-YEAR CAPITAL IMPROVEMENT PROGRAM WHICH SHALL BE REEVALUATED AT THE BEGINNING OF EACH FISCAL YEAR; AUTHORIZING THE CITY MANAGER TO ISSUE SUCH INSTRUCTIONS THAT ARE NECESSARY TO ACHIEVE AND ACCOMPLISH THE CAPITAL IMPROVEMENTS SO AUTHORIZED; AUTHORIZING THE CITY MANAGER TO TRANSFER MONEY BETWEEN PROJECTS IN THE CAPITAL IMPROVEMENT PROGRAM; APPROPRIATING AVAILABLE AND ANTICIPATED RESOURCES FOR THE PROJECTS IDENTIFIED; PROVIDING AN EFFECTIVE DATE.

WHEREAS, the City Manager has submitted a proposed Six-Year Capital Improvement Program, and has submitted an estimate of the amount of money necessary to carry on said Capital Improvement Program for the fiscal year beginning October 1, 2019, and ending September 30, 2020; and

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

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

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

WHEREAS, in accordance with Chapter 2 of the Clearwater Code of Ordinances, the City Council conducted a public hearing in the City Hall upon said proposed budget on September 5, 2019; now, therefore,

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

Section 1. Pursuant to the Capital Improvement Program Report and Estimated Budget for the fiscal year beginning October 1, 2019, and ending September 30, 2020, a copy of which is on file with the City Clerk, the City Council hereby adopts a budget for the

capital improvement fund for the City of Clearwater, a copy of which is attached hereto as Exhibit A.

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

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

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

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

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

Section 7. This ordinance shall take effect October 1, 2019.

PASSED ON FIRST READING AS AMENDED

SEP 05 2019

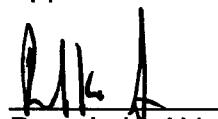
PASSED ON SECOND READING
AND ADOPTED

SEP 19 2019

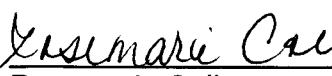
- george cretekos

George N. Cretekos
Mayor

Approved as to form:


Pamela K. Akin
City Attorney

Attest:


Rosemarie Call
City Clerk

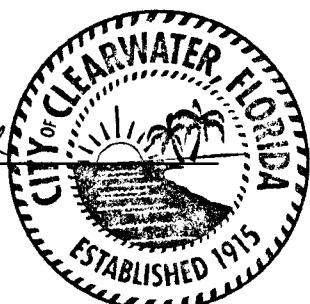


Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2019/20

	Budgeted Revenues 2019/20
GENERAL SOURCES:	
General Operating Revenue	10,750,580
Penny for Pinellas	13,820,250
Road Millage	3,247,290
Local Option Fuel Tax	1,427,120
Other Governmental Revenue	2,747,740
Multi-Modal Impact Fees	140,000
Donations	50,000
SELF SUPPORTING FUNDS:	
Parking Revenue	774,000
Marine Revenue	355,000
Clearwater Harbor Marina Fund	140,000
Airpark Revenue	25,000
Utility System:	
Water Revenue	4,405,000
Sewer Revenue	22,261,750
Utility R & R	9,248,000
Water Impact Fees	298,070
Sewer Impact Fees	666,670
Stormwater Utility Revenue	6,179,400
Gas Revenue	7,000,000
Solid Waste Revenue	500,000
Recycling Revenue	100,000
INTERNAL SERVICE FUNDS:	
Garage Revenue	559,300
Administrative Services Revenue	825,000
General Services Fund	75,000
Central Insurance Fund	125,000
BORROWING - GENERAL SOURCES:	
Lease Purchase - General Fund	141,000
BORROWING - SELF SUPPORTING FUNDS:	
Lease Purchase - Water & Sewer	311,000
Lease Purchase - Gas	45,000
BORROWING - INTERNAL SERVICE FUNDS:	
Lease Purchase - Garage	8,321,000
Lease Purchase - Administrative Services	590,000
TOTAL ALL FUNDING SOURCES:	\$95,128,170

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2019/20

FUNCTION:	Budgeted Expenditures 2019/20
Police Protection	1,075,000
Fire Protection	2,141,000
Major Street and Sidewalk Maintenance	5,279,260
Intersections	315,400
Parking	724,000
Miscellaneous Engineering	8,091,500
Parks Development	6,484,000
Marine Facilities	1,005,000
Airpark Facilities	25,000
Libraries	193,080
Garage	9,022,300
Maintenance of Buildings	3,225,000
Miscellaneous	1,785,000
Stormwater Utility	6,179,400
Gas System	7,045,000
Solid Waste & Recycling	600,000
Utilities Miscellaneous	620,000
Sewer System	33,765,160
Water System	7,553,070
TOTAL PROJECT EXPENDITURES	<u>\$95,128,170</u>

Exhibit B

**CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION
FY 2019-2020 THROUGH FY 2024-2025 CAPITAL IMPROVEMENT FUND
CITY OF CLEARWATER**

Function	Schedule of Planned Expenditures						Total
	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	
Police Protection	1,075,000	12,575,000	75,000	75,000	75,000		13,875,000
Fire Protection	2,141,000	1,429,040	1,230,400	1,460,240	1,374,180	1,176,620	8,811,480
Major Street and Sidewalk Maintenance	5,279,260	4,596,470	4,696,810	4,800,160	4,906,610	5,050,170	29,329,480
Intersections	315,400	315,390	315,390	315,390	315,390	315,390	1,892,350
Parking	724,000	684,000	999,000	429,000	11,009,000	419,000	14,264,000
Miscellaneous Engineering	8,091,500	5,191,500	1,541,500	221,500	121,500	69,500	15,237,000
Parks Development	6,484,000	7,385,000	3,815,000	5,745,000	12,195,000	4,755,000	40,379,000
Marine Facilities	1,005,000	865,000	875,000	8,175,000	8,175,000	515,000	19,610,000
Airpark Facilities	25,000	25,000	125,000	6,035,000	3,061,600	25,000	9,296,600
Libraries	193,080	185,000	185,000	85,000	85,000	85,000	818,080
Garage	9,022,300	7,776,870	7,745,330	7,806,750	7,741,190	7,893,710	47,986,150
Maintenance of Buildings	3,225,000	2,590,000	1,940,000	1,840,000	1,815,000	1,790,000	13,200,000
General Public City Building					1,853,570	14,903,500	16,757,070
Miscellaneous	1,785,000	1,720,000	1,520,000	1,620,000	1,570,000	1,580,000	9,795,000
Stormwater Utility	6,179,400	6,063,100	6,500,640	6,958,020	5,590,710	10,078,780	41,370,650
Gas System	7,045,000	7,000,000	6,900,000	6,900,000	6,900,000	6,900,000	41,645,000
Solid Waste & Recycling	600,000	2,075,000	750,000	750,000	750,000	760,000	5,685,000
Utilities Miscellaneous	620,000	100,000	100,000	100,000	100,000	100,000	1,120,000
Sewer System	33,765,160	46,135,640	40,724,610	38,287,000	33,712,540	16,997,540	209,622,490
Water System	7,553,070	47,454,000	29,091,000	17,626,000	15,311,000	8,861,000	125,896,070
	95,128,170	154,166,010	109,129,680	109,229,060	116,662,290	82,275,210	666,590,420

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