2015/2016

ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET
CITY OF CLEARWATER, FLORIDA

CLEARWATER FLORIDA
Centennial
1915 - 2015

100

CLEARWATER FLORIDA

Centennial

1915 - 2015

ON THE COVER

The city of clearwater celebrated its centennial in 2015. This cover artwork showcases some of the city's milestones, memories and moments throughout the past 100 years as a municipality. The city celebrated the special year with concerts, events, a parade, art displays, and a pictorial history book.

CITY OF CLEARWATER, FLORIDA

2015 – 2016 Annual Operating and Capital Improvement Budget

GEORGE N. CRETEKOS
Mayor

JAY POLGLAZE
Vice-Mayor

HOYT HAMILTON
Councilmember

BILL JONSON
Councilmember

DOREEN HOCK-DIPOLITO
Councilmember

WILLIAM B. HORNE, II
City Manager

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CITY OF CLEARWATER

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CITY MANAGER

October 13, 2015

Honorable Mayor and Members of the City Council
City of Clearwater, Florida

I am pleased to present the approved annual operating and capital improvement budget for the City of Clearwater for fiscal year 2015/16. The 2015/16 budget is $440,864,700 for citywide services, an increase of $49.2 million across all city operations. The General Fund budget reflects expenditures of $124,479,870, an increase of 6% from the 2014/15 budget of $117,008,550. The City's approved millage rate of 5.1550 mills remains the same for the seventh consecutive fiscal year.

The budget reflects continued attention to financial responsibility so that benefits from the previous pension reform as well as property value growth are allocated responsibly. Balancing revenue gains is further necessary to ensure we manage increased costs for health care and wages along with declining general revenues (Communications Services Tax) or flat growth (Utility Taxes). Therefore, we are working to allocate limited resources selectively for the benefit of the overall community.

In developing the budget, staff has strategically reviewed service operations to carefully balance adjustments in staffing and resources with financial stability in the future. Our approach is not to restore pre-recession levels, but rather to consider resources needed for new initiatives, including the Urban Land Institute (ULI) priorities, among others, that were not previously reflected in the budget. As the City looks toward the future, we need to do so strategically, carefully weighing citizen expectations as well as financial impacts, both positive and negative, on City operations. This budget seeks to establish a responsible expenditure plan that supports City Council's strategic priorities which includes a number of increases in several funds and programs. Others increases included in this budget are due to bringing new facilities on line, such as RO #2 and Countryside Library; demands related to a recovering economy, such as Clearwater Gas System; and finally, responding to our successes, such as the Downtown Boat Slips and Beachwalk.

Strategic Vision

The City Council adopted a new Strategic Vision for the City of Clearwater in July 2013. Beginning in fiscal year 2014/15, we began using the various icons shown below throughout the budget to recognize programs and projects that support the City Council's Strategic Direction.

Facilitate Development of the Economy:

Diversify the Economic Base

Increase Economic Opportunity

Develop and Promote our Brand

Foster Community Engagement

Provide Cost Effective Municipal Services and Infrastructure:

Efficiency

Quality

Financial Responsibility

Safety

For purposes of the fiscal year 2015/16 budget, we have added an icon for the Urban Land Institute (ULI) to identify the projects and initiative related to the many priorities the ULI Work Program involves across a variety of the strategic objectives and multiple departments.

Urban Land Institute

National and State Economic News

The national economy continues to show slow, incremental improvement, but with a presidential election in 2016, there is little expectation for federal funding or policy support of local government priorities. The U.S. Supreme Court is expected to hear a number of cases that may directly impact local governments, including public sector collective bargaining "fair share" and opt-out provisions, local law enforcement asset forfeitures and redistricting. Congressional priorities to protect municipal bonds, ensure continued transportation funding and close sales tax loop holes remain important to local governments throughout the country. The National League of Cities released its ***City Fiscal Conditions 2015*** Report on October 1, 2015, noting that cities continue to be challenged with rising costs for employee wages, public safety, infrastructure, and health and pension benefits.

According to the Florida League of Cities' newest ***State of the Cities*** report (2014), Florida cities showed incremental growth in 2014 with modest increases in population and revenues as the post-recession recovery continued to improve property values and job opportunities. As with the national level, employee benefits such as wages and benefits, in particular pensions, remain challenges for Florida cities. Fortunately, Clearwater's pension reform several years ago has positioned us better than many communities elsewhere in Florida. Sales tax revenues have seen moderate growth that has provided the State with opportunities to restore funding, but other than transportation, local governments in general and Clearwater, in particular, have not experienced significant benefit.

Future Plans and Priorities

As Clearwater enters its second century, the city is preparing for a number of future initiatives and challenges. As discussed within the Strategic Direction section of the budget, the City will soon be undertaking evaluation of priorities for a fourth renewal of the Penny for Pinellas local option sales tax. Based upon a schedule provided by Pinellas County, the extension is planned for referendum in November 2017. Clearwater was selected as a pilot community for a Florida Department of Economic Opportunity evaluation for resiliency planning that will define actions the City may take to mitigate sea level rise and manage the rising costs of coastal development in Florida. That work will be integral to balancing on-going insurance and regulatory changes expected from FEMA. Additionally, City Council will determine priority(ies) for allocation of the BP Settlement Funds in the coming year. We expect to continue to be challenged by an aging housing stock and business development as well as socio-economic issues within our community. In light of these, sustaining our quality of life facilities and programming will remain a priority. Enterprise funds have excellent 5-year projections and staff is working to secure a revenue analysis for the General Fund that will provide us with alternative projections for funding future priorities.

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 29 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 preliminary budget was formally presented to the City Council at the regular City Council work session of July 13, 2015. At the July 16th City Council meeting, the City Council set the tentative millage rate of 5.1550 mills. In order to fully discuss the budget and the increased levels of staffing and new programs proposed, Council also held a special meeting on the budget on August 17, 2015.

The first public hearing on the tentative millage rate, operating and capital budgets was held September 3, 2015 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 17, 2015 at 6:00 p.m. All citizens and property owners were encouraged to attend and participate in all of the above meetings. The budget agenda and all pertinent documents are available to citizens on the City's website approximately one week prior to all public budget meetings.

Again, this 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 for health care and insurance, wages and benefits continues to rise. In the past year, staff has sought to fulfill many of City Council's strategic priorities within existing resources, during a time of increased activity and rising expectations. The adopted budget offers several ways 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 2015-2016.

Respectfully submitted,

William B. Horne II

William B. Horne, II
City Manager

Executive Summary

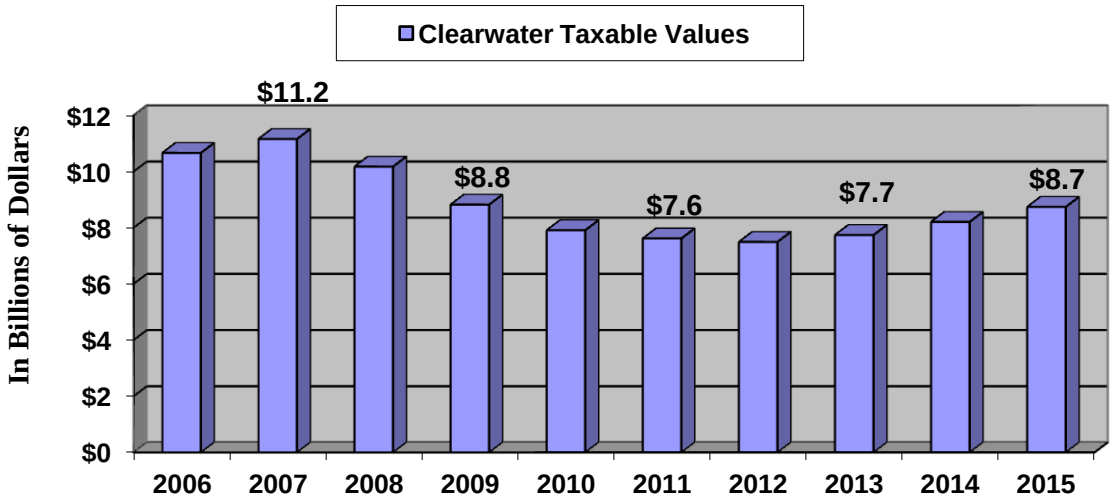
The following provides a summary of some of the other major components of the budget, including information on each of the City's enterprise and internal service operations, as well as the Capital Improvement budget.

Taxable Values

2015 taxable property values have increased by approximately 6.5%, from $8.2 billion to $8.7 billion, including new construction. The value of new construction and annexations totals $71 million. This is the third increase in valuations that the City has recognized in seven years. As seen in the table below, City taxable values are still approximately 22% below peak values of 2007.

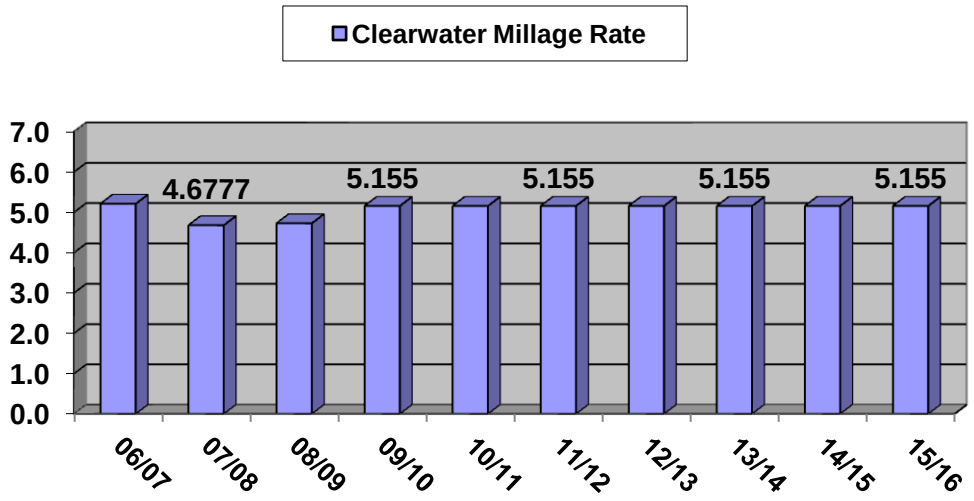
City of Clearwater
Taxable Values

2015 Taxable Value	$ 8,737,505,845	
2014 Taxable Value	8,204,459,949	
Net Increase	**$ 533,045,896**	**6.5%**
Analysis of Taxable Value Increase:		
Increase in Current Values	$ 461,651,699	
New Construction and Annexations	71,394,197	
Total Increase in Taxable Value	$ 533,045,896	



City Millage Rate

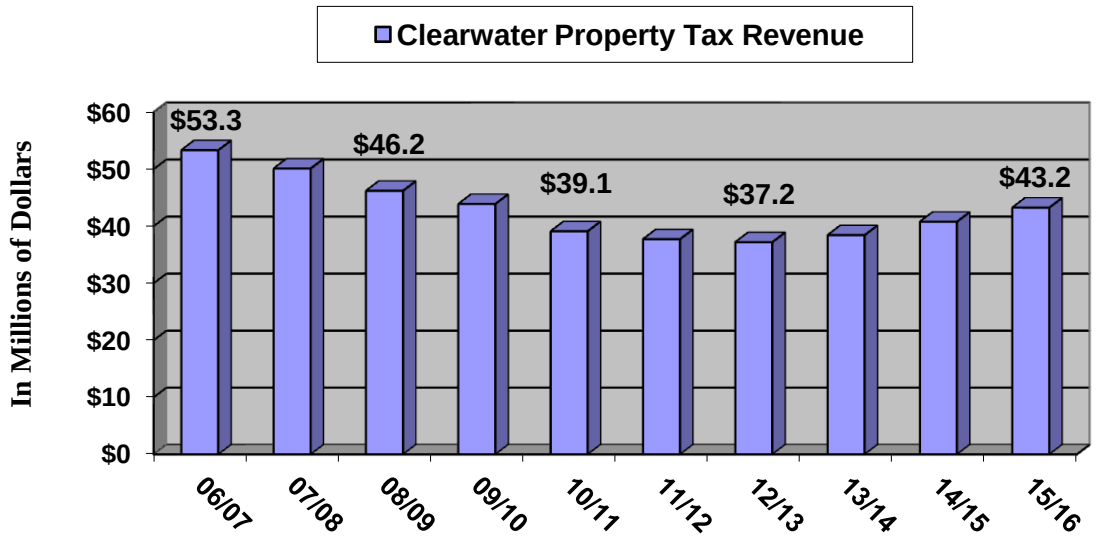
The following table provides a ten year history of the City's millage rate. The rate was at the highest point in fiscal year 2006 at 5.753 mills (not shown) and at the lowest point in fiscal year 2007/08 at 4.6777 mills after the passage of Amendment 1.



The approved millage rate of 5.1550 mills for 2015/16 is the same millage rate the City's had for the last seven fiscal years.

Property Tax Revenue

The property tax millage rate of 5.155 mills will generate approximately $41.2 million to support General Fund operations in fiscal year 2015/16, a 6% increase of approximately $2.4 million from the 2014/15 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 just over $2.0 million in 2015/16, an increase of approximately $118,000.



Total property tax revenues of $43.2 million still remain approximately 19% less than peak revenue levels of $53.3 million experienced in fiscal year 2006/07.

Change in Full-time Equivalents

- Total full-time equivalent positions for 2015/16 are reflected at 1,746.9 FTEs for all City operations, an increase of 37.3 FTE positions over the amended 2014/15 budget. The overall increase in staffing is discussed more fully at the end of this section.

Employee Merit and Step Increases

- The contracts for the FOP and FOP Supervisors bargaining units will expire on September 30, 2018. The budget in the Police Department reflects a 4% general wage increases effective October 1, 2015 for all Police union employees as outlined in the current collective bargaining agreement. No general step increases are budgeted for the fiscal year.

- The contract for the IAFF union will expire on September 30, 2015. The budget does not provide for contractual salary increases. These will be funded from Fund reserves, or other salary savings, once contract negotiations are complete.

- The current contract for the CWA union expires on September 30, 2017. The budget reflects a 3% general wage increase effective October 1, 2015 for all CWA union employees as outlined in the current collective bargaining agreement.

City Pension Costs

The actuary report for the Employees' Pension Plan as of January 1, 2015, indicates that a minimum required City contribution of $8.8 million, which is 11.66% of covered payroll, is required for fiscal year 2015/16. This is a decrease of $2.0 million from the City's fiscal year 2014/15 required contribution of $10.8 million, or 14.53% of covered payroll.

During the recent period of the economic decline, the City has relied on the pension credit balance to meet the required contribution in each of the last five budget years, bringing the credit balance down from more than $15 million in January 2009 to the present estimate of $10.4 million in January 2015.

The approved budget plans for a contribution rate of 17% of covered payroll in fiscal year 2015/16. This will not only provide enough funding to meet the City's required contribution rate of 11.66%, but will also restore approximately $5 million to the credit balance to prepare us for future economic challenges.

Medical Benefit Costs

In fiscal year 2015/16, the cost of medical care for employees is budgeted at $16.2 million across all City operations, an increase of $2.2 million. Approximately $1.4 million of this increase is budgeted to fund an estimated 10% increase to insurance costs in January 2015 based upon preliminary estimates. Included in the budget is $1.4 million to offset the cost of the health clinic. Savings in claim costs will also continue to offset the cost of the health clinic. The budgeted cost for medical care to the General Fund is estimated at $9.9 million, approximately $1.3 million more than the current budget.

The City continues efforts to control medical insurance costs with the operation of the Employee Health Center, which will recognize the fifth anniversary in July 2015. The clinic provides primary and acute health care and prescription medications free to those enrolled in the City's medical insurance at a lower cost than claims for similar services that would be submitted through our current health care provider, resulting in savings to employees and ultimately the City with reduced claims. The City of Dunedin continues to share the facility under a cost sharing arrangement.

Property and Liability Insurance

The City's budget for property and liability risks for fiscal year 2015/16 is approximately $4.16 million, a slight decrease from the 2014/15 budget of $4.19 million. The cost to the General Fund is estimated at $2.44 million, down from $2.53 million in 2014/15, a decrease of approximately 4%. The insurance provides coverage for all City properties, automobile liability and damage policies, general liability, and specific polices for Marina, Fire/EMS, and Gas operations, and provides for insured wind limit of $60 million.

Worker's Compensation

The City's cost for worker's compensation is expected to decrease by approximately 7.5% in the new fiscal year. In fiscal year 2015/16, worker's compensation costs across all City operations will decrease by $210,700 citywide, from $2.81 million in fiscal year 2014/15 to approximately $2.6 million in this budget. These costs affect the various funds in different ways since the costs are allocated based upon the number of employees, job classification and worker's compensation claims experience. The cost to the General Fund decreased by $144,050.

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 is no general obligation debt outstanding as of September 30, 2014, 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 2014, the City's outstanding debt of approximately $208 million represents about 2.1% of the assessed $9.8 billion valuation of non-exempt real estate, 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.

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 will maintain an additional General Fund reserve equal to ½% of the subsequent year's budgeted expenditures to fund retirements of General Fund long-term employees during the given fiscal year.

For the second time in several years, the approved budget does not use General Fund reserves to balance the budget, instead a small surplus of $251,060 is projected.

Based upon the General Fund budget and allowing the surplus noted above, the City will maintain a General Fund unassigned fund balance (reserve) of approximately $21.7 million, or 17.5% of the fiscal year 2015/16 preliminary operating budget. This maintains the City's General Fund reserve at a level of approximately $11.2 million over the required minimum reserve policy. Given the uncertain future for shared tax levies, primarily the Penny for Pinellas – Discretionary Sales Surtax, but also the Juvenile Welfare Board and Local Option Gas Tax levy renewals, staff is recommending the unassigned fund balance remain available in the event these special levies are not renewed in the next 3 years.

General Fund Expenditures

General Fund expenditures for the 2015/16 budget at $124,479,870 are 6% more than the previous budget.

Personnel costs reflect a net increase of 6% across all operations. These reflect the union contractual negotiated increases for fiscal year 2015/16 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary. The personnel increase from the 2014/15 budget includes raises that were approved for both the CWA union and SAMP employees in October 2015 that were not included in the adopted 2014/15 budget (effectively a two year increase for 2015/16). Also included for the first time in the fiscal year 2015/16 is an estimated budget of $2,205,000 for Police and Fire Supplemental Pension expenditures based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded as expenditures for City employer contributions in the General Fund. In past years this item, which is entirely offset by the associated revenue, was added through the budget amendment process. Excluding the Supplemental Pension increase and the impact of no CWA and SAMP increases in the 2014/15 budget, personnel costs reflect only a 2% increase from prior year.

Operating costs reflect an increase of 5%, or approximately $976,890. 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.

Internal service costs are up 7% in this budget. The primary increases in the internal service operations are related to radio upgrades for Police communications that began in fiscal year 2015, with the next phases outlined in the Capital Improvement Fund section later in this summary; building and maintenance costs; and technology improvements in various operations.

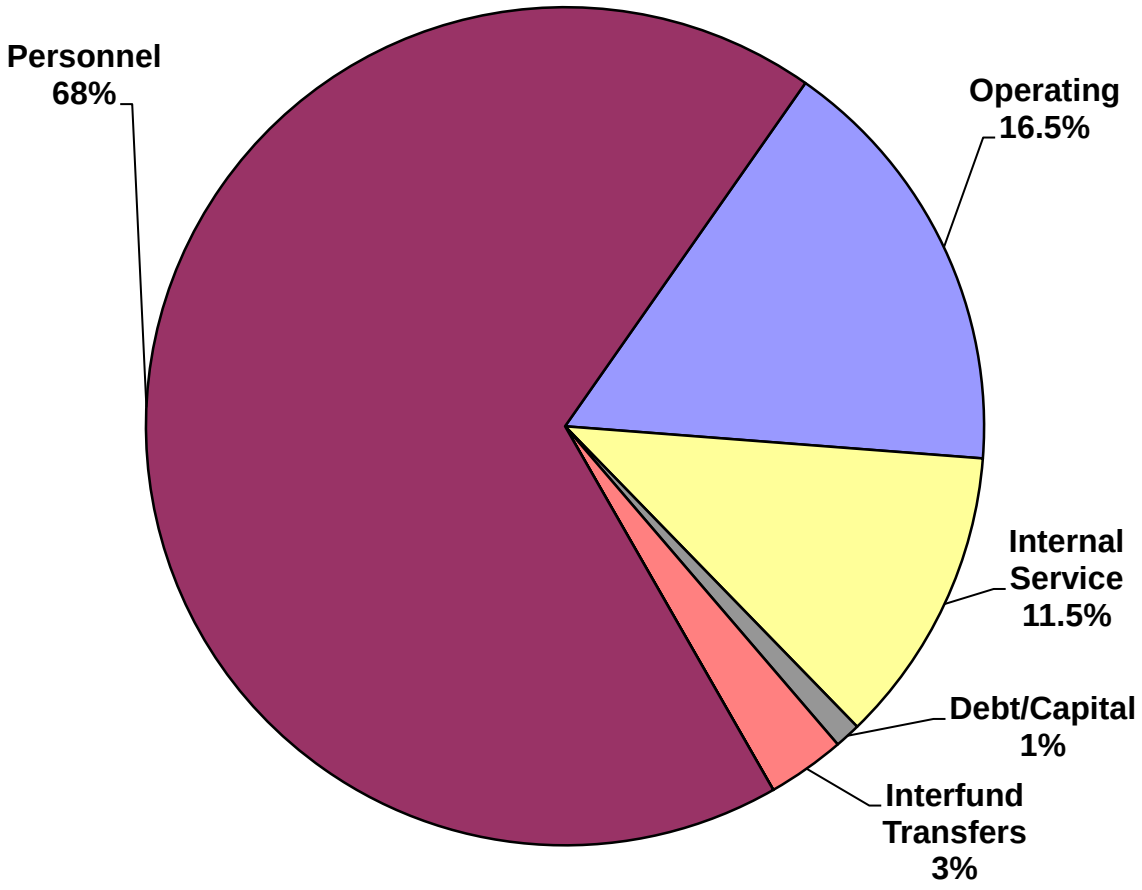
Capital costs are budgeted at $740,900 for fiscal year 2015/16. This is an increase of $673,690 from the prior year primarily due to the Library book funding of $669,000 that is included in capital costs for the first time in fiscal year 2015/16. In prior years this was included in transfers to the Capital Improvement Fund.

Interfund transfers in the General Fund are approximately $3.9 million, a decrease of $173,710, or 4% from the current year budget. This decrease is directly related to changes in one-time funding to the Capital Improvement Fund, including the Library book funding that is now budgeted as a capital cost.

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

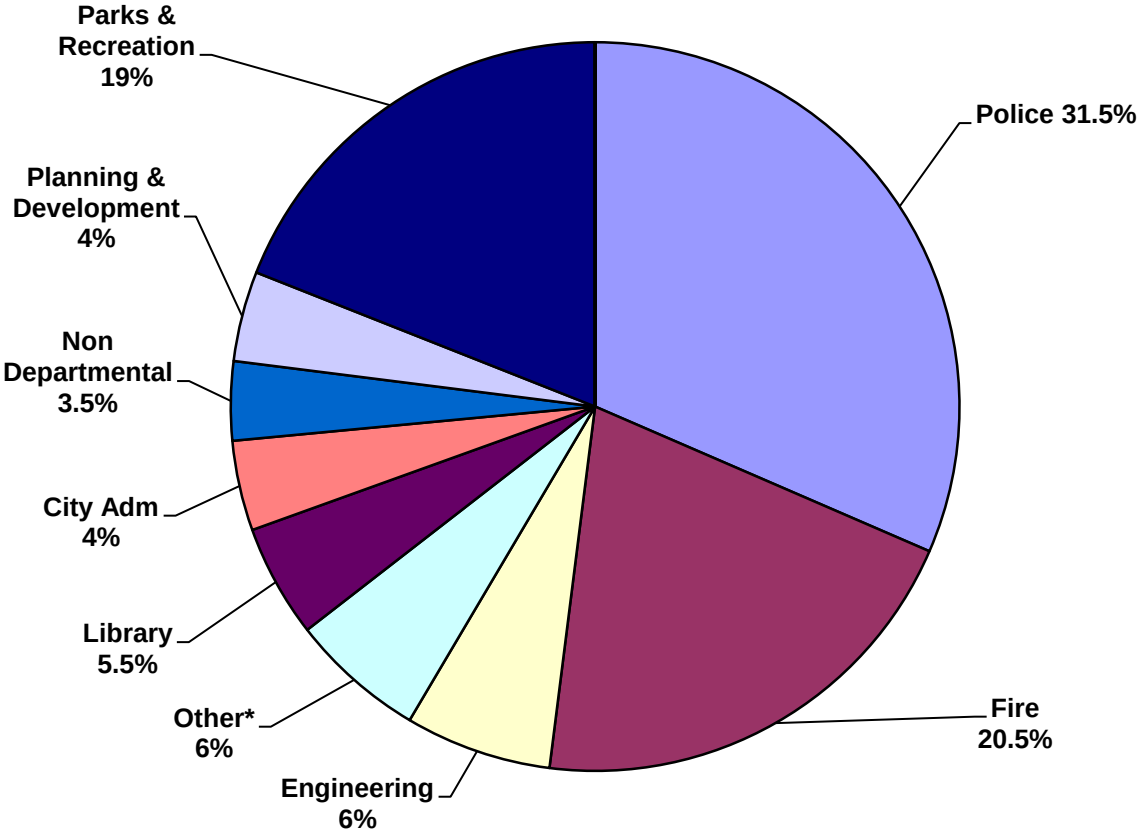
Fiscal Year 2015/16
$ 124,479,870



Category	2012/13	2013/14	2014/15	2015/16	% Change
Personnel	$ 77,728,900	$ 79,081,710	$79,298,390	$84,046,400	6%
Operating	18,496,950	19,166,500	19,655,920	20,644,810	5%
Internal Service	11,962,820	12,864,610	13,561,960	14,559,990	7%
Interfund Transfers	4,597,150	3,321,990	4,031,800	3,858,090	(4%)
Debt Service	556,100	443,520	393,270	629,680	60%
Capital	49,550	45,550	67,210	740,900	1,002%
Total Operating Budget	**$ 113,391,470**	**$ 114,923,880**	**$117,008,550**	**$124,479,870**	**6%**

GENERAL FUND EXPENDITURES BY DEPARTMENT

Fiscal Year 2015/16
$ 124,479,870



Department	2012/13	2013/14	2014/15	2015/16	% Change
Police	$ 35,700,770	$ 36,329,010	$36,849,710	$39,139,980	6%
Fire	24,430,700	23,891,470	23,944,250	25,528,490	7%
Parks and Recreation	20,958,910	21,135,600	22,360,110	23,590,520	6%
Non-Departmental	3,330,390	3,970,100	3,941,910	4,274,420	8%
Engineering	7,663,600	7,588,090	7,569,460	7,857,040	4%
Library	5,818,160	5,959,470	6,070,250	6,759,060	11%
City Administration (1)	4,560,060	4,767,900	4,512,940	4,382,190	(3%)
Planning & Development Services	4,754,150	4,838,370	4,887,680	5,400,550	10%
Public Utilities Facility Maint*	238,930	244,010	275,480	275,450	0%
Finance *	2,162,430	2,190,560	2,073,730	2,405,570	16%
Economic Development *	1,246,560	1,362,310	1,583,830	1,735,030	10%
Pier 60/Sailing Ctr *	593,640	693,570	870,720	967,980	11%
Human Resources *	1,029,330	1,026,540	1,056,010	1,173,410	11%
Public Communications *	903,840	926,880	1,012,470	990,180	(2%)
Total Operating Budget	**$113,391,470**	**$114,923,880**	**$117,008,550**	**$124,479,870**	**6%**

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

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

GENERAL FUND REVENUES

Ad Valorem tax revenues represent 33% of the total General Fund revenues, down from a high of 41% in fiscal year 2006/07. Property tax revenues for General Fund purposes provide an additional $2.4 million to the General Fund, reflecting a 6.2% increase to a total of $41.2 million, up from $38.8 million in the 2014/15 budget.

Utility tax revenues continue to provide steady growth and represent approximately 11.5% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be $14.4 million reflecting an increase of 1% from the 2014/15 budget.

Franchise Fee revenue has been fluctuating the last few years, due to weather patterns. Budgeted revenues for fiscal year 2015/16 are projected at $10.2 million, a slight increase from fiscal year 2014/15. This revenue source represents approximately 8.2% of General Fund revenue.

The category of Local Option, Fuel and Other Tax revenues include business tax revenues which remain fairly flat, and communication tax revenues which have steadily declined over the last few years. Budgeted revenues reflect a decrease of 5% for fiscal year 2015/16.

The Other Permits and Fees category reflects an increase of 7% for fiscal year 2015/16. This category includes building permit revenues which continue to show improvement as the economy improves, and is the major reason for an estimated increase in revenues in this category.

Intergovernmental revenue or revenues received from federal, state, or local governments, account for $22.5 million, or 18% of General Fund revenue. Primary receipts in this category include Sales tax revenue, State Revenue Sharing, Fire and EMS revenues received from Pinellas County and the Pinellas County Library Cooperative funds. Sales tax revenue continues to reflect a positive trend with an increase of 2% and revenues of approximately $6.6 million in fiscal 2015/16. Projected Fire and EMS revenues are estimated at $7.8 million, up 2% from fiscal year 2014/15, while Pinellas Library Cooperative funds are estimated to increase by 15% from the 2014/15 budget. Also included for the first time in fiscal year 2015/16 is estimated State tax revenue of $2,205,000 for Public Safety Pensions based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded in the General Fund. In past years this item was added through the budget amendment process.

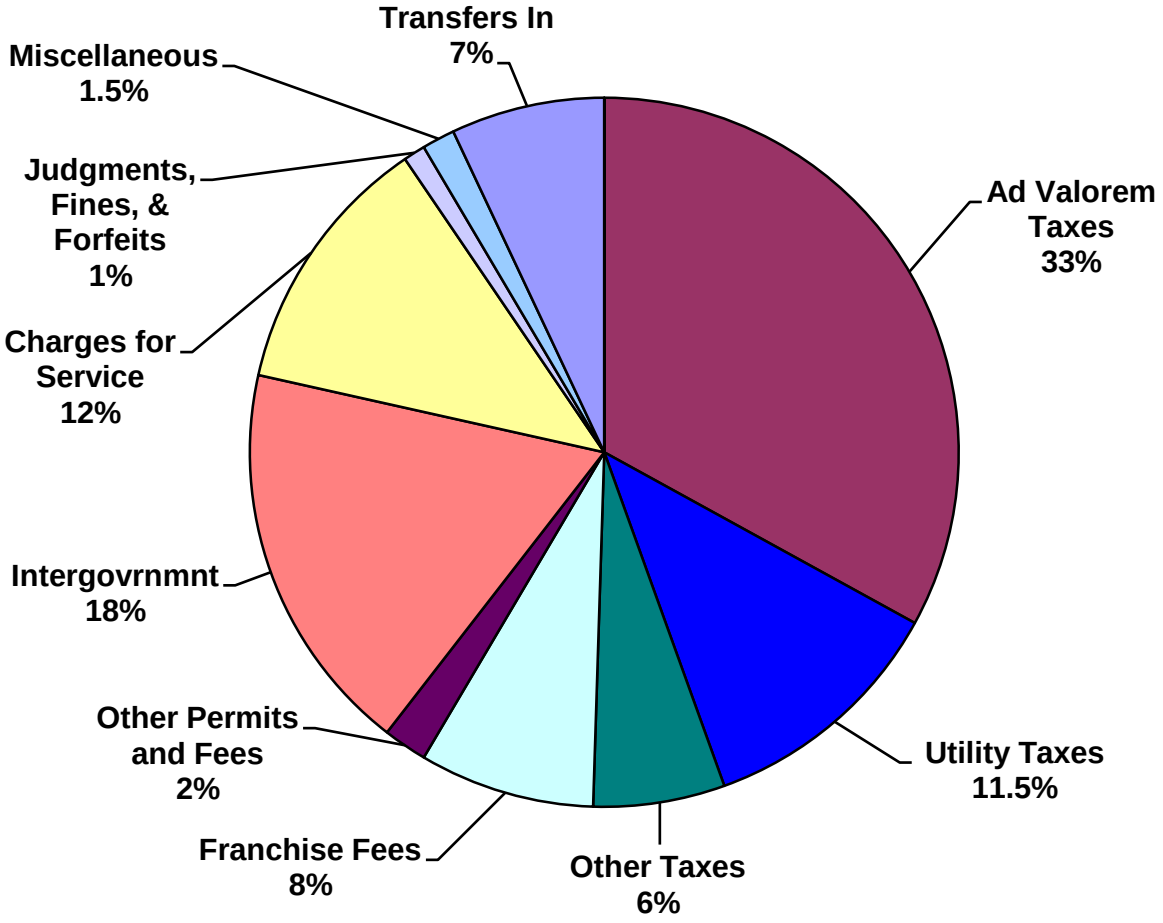
The category of revenue recognizing Charges for City Services accounts for approximately $15 million and represents 12% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60, as well as some specific planning and public 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 by approximately 6%.

And finally, most of the Enterprise operations pay the General Fund a "payment in lieu of taxes" (PILOT) by City Council policy. This category of revenue is depicted on the following graph and chart as Transfers In. The combined receipts provided by transfers in to the General Fund from enterprise funds are approximately $9.2 million, representing 7% of total General Fund revenues. These revenue sources reflect a 15% increase primarily due to budgeting the Gas System dividend at the estimated contribution instead of the minimum contribution which has been budgeted in prior years.

Other smaller General Fund revenue sources include the revenue categories of Judgments, Fines and Forfeits and Miscellaneous revenues. Together, these sources represent approximately 2.2% of General Fund revenues.

GENERAL FUND REVENUES

Fiscal Year 2015/16
$ 124,730,930



Revenue Source	2012/13	2013/14	2014/15	2015/16	% Change
Ad Valorem Taxes	$ 35,468,760	$36,453,700	$38,779,620	$41,180,080	6%
Utility Taxes	13,614,180	13,588,250	14,182,400	14,385,000	1%
Local Opt, Fuel & Other Taxes	8,247,380	8,260,650	7,604,780	7,201,700	(5%)
Franchise Fees	10,562,930	10,163,930	10,090,000	10,184,600	1%
Other Permits & Fees	1,607,600	1,985,700	2,220,500	2,372,250	7%
Intergovernmental	18,247,510	19,068,590	19,578,310	22,484,470	15%
Charges for Service	13,080,800	13,663,630	14,227,040	15,023,090	6%
Judgments, Fines, & Forfeits	616,650	996,150	1,034,000	908,000	(12%)
Miscellaneous	1,356,000	1,521,370	1,647,500	1,795,250	9%
Transfers In	7,671,860	7,798,490	8,008,410	9,196,490	15%
Total Annual Revenue	$ 110,473,670	$ 113,500,460	$ 117,372,560	$ 124,730,930	6%
Transfer (to) from surplus	2,917,800	1,423,420	(364,010)	(251,060)	(28%)
Total Revenues	**$ 113,391,470**	**$114,923,880**	**$ 117,008,550**	**$ 124,479,870**	**6%**

UTILITY FUNDS

Fund	2012/13	2013/14	2014/15	2015/16	% Change
Water & Sewer	$ 64,138,060	$ 67,727,960	$ 70,406,600	$ 81,955,210	16%
Gas	34,595,830	36,089,850	37,515,660	41,623,430	11%
Solid Waste & Recycling	21,500,740	21,965,190	22,721,790	23,924,230	5%
Stormwater	18,444,180	16,156,510	17,207,410	17,211,700	0%
Total	**$ 138,678,810**	**$ 141,939,510**	**$ 147,851,460**	**$ 164,714,570**	**11%**

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of $82 million in fiscal year 2015/16, a 16% increase from the 2014/15 budget. Annual revenues are budgeted at $76.1 million. In order to balance the fiscal year 2015/16 budget, the use of $5.8 million of Water and Sewer Fund reserves is planned to offset expenditures related to increased transfers to fund capital projects. The staffing level of 187 full-time equivalent positions reflects an increase of three FTE's primarily to support the new reverse osmosis facility (RO #2).

A water and wastewater rate study was completed by the outside consultant agency, Burton and Associates, in August 2011. The rates adopted under this study include a 4.5% rate increase effective October 1, 2015.

Gas

Budgeted revenues for fiscal year 2015/16 are approximately $45.2 million, which includes the use of $2.7 million of previous years' retained earnings for the estimated Gas dividend payment to the General Fund. Estimated Gas Fund expenditures are $41.6 million for fiscal year 2015/16, which reflects an increase of 11% over the current budget. The staffing level of 92 full-time equivalent positions in 2015/16 reflects an increase of five FTE's over the current year. There are no planned rate increases for gas in fiscal year 2015/16.

Solid Waste and Recycling

The Solid Waste operating budget reflects expenditures of $20.88 million in fiscal 2015/16 offset by operating revenues of approximately $20.93 million. Budgeted expenditures reflect a 6% increase over the 2014/15 adopted budget and a staffing level of 111.5 full-time equivalent positions, the same as the current fiscal year.

Recycling operating expenditures are anticipated to be approximately $3.05 million in fiscal year 2015/16, offset by operating revenues of approximately $2.64 million. Budgeted expenditures reflect a 1% decrease from the 2014/15 adopted budget and a staffing level of 22 full-time equivalent positions, the same as the current fiscal year.

In order to balance the fiscal year 2015/16 budget, the use of $361,780 of Solid Waste and Recycling Fund reserves is planned to offset annual expenditures.

A solid waste and recycling rate study was completed by the outside consultant agency, Burton and Associates, in October 2014. Based upon this rate study, 3.75% increases are planned effective October 1, 2015. This new rate structure was approved by the City Council in August 2015.

Stormwater

Stormwater expenditures are budgeted at $17.2 million in fiscal year 2015/16, a minor increase from the 2014/15 budget. Annual revenues are budgeted at $17.9 million. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions in 2015/16, an increase of three FTE's from the current fiscal year.

A stormwater rate study was completed by the outside consultant agency, Burton and Associates, in August 2015. This budget includes the planned rate increase of 1.25% from $14.15 to $14.33 per residential unit effective October 1, 2015. Additional 1.25% increases have been approved through fiscal year 2020. This new rate structure was approved by the City Council in September 2015.

OTHER ENTERPRISE FUNDS

Fund	2012/13	2013/14	2014/15	2015/16	% Change
Marine Fund	$ 4,510,610	$ 4,488,090	$ 4,526,360	$ 4,589,840	1%
Airpark Fund	155,290	183,100	207,810	274,870	32%
Harbor Marina Fund	394,830	503,230	554,280	604,340	9%
Parking Fund	4,007,790	4,137,250	4,246,040	6,440,970	52%
Harborview	41,350	38,280	0	0	n/a
Total	**$ 9,109,870**	**$ 9,349,950**	**$ 9,534,490**	**$ 11,910,020**	**25%**

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately $4.6 million in fiscal 2015/16 offset by operating revenues of approximately $4.8 million. Budgeted expenditures are only 1% higher than the adopted 2014/15 budget.

The Marina operations are supported by a staffing level of 17.9 full-time equivalent positions, an increase of 0.8 FTE's from fiscal year 2014/15. Capital projects for the Marine Fund continue to support the needed infrastructure maintenance of the docks, fuel system, and other marina facilities, keeping them safe and functional for all users.

Airpark Fund

The operations of the Airpark reflect an expenditure budget of $274,870 in fiscal year 2015/16, a 32% increase from the 2014/15 budget. The expenditure increase in the Airpark Fund is primarily due to increased cost for ground maintenance, administrative charges and increased transfers to fund a new capital project. Operating revenues are budgeted at $281,000. The fund is supported by 1.4 full-time equivalent positions, the same as fiscal year 2014/15.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is $604,340 in fiscal year 2015/16, with operating revenues anticipated at $719,270, reflecting a positive cash flow for the new budget year. The fund is supported by 6.7 full-time equivalent positions, an increase of 1.1 FTE's from the 2014/15 budget.

Parking

The Parking Fund operating budget for fiscal 2015/16 reflects anticipated expenditures of $6.44 million and offset by operating revenues of $5.50 million. Expenditures reflect an increase of 52% from the 2014/15 adopted budget. In order to balance the fiscal year 2015/16 budget, the use of $939,430 of Parking Fund reserves is planned to offset expenditures related to increased transfers to fund capital projects. Staffing levels in the Parking Fund reflect 35.8 full-time equivalents for fiscal year 2015/16, an increase of 2.1 FTE's from the 2014/15 budget.

The Parking Fund continues to fund the Jolley Trolley beach service in the amount of $166,990 annually, which is the same level of funding as the 2014/15 budget.

Harborview

Starting in fiscal year 2014/15, the operations of the Harborview Center have been incorporated into the General Fund based upon the recommendation of the City's Audit Committee.

INTERNAL SERVICE FUNDS

Fund	2012/13	2013/14	2014/15	2015/16	% Change
Administrative Services	$ 9,109,930	$ 10,101,630	$10,254,800	$11,768,500	15%
General Services	4,579,400	4,612,240	4,386,430	4,553,390	4%
Garage Fund	13,012,810	13,540,500	14,848,020	15,858,140	7%
Central Insurance Fund	19,975,660	22,158,160	22,838,200	24,828,600	9%
Total	**$ 46,677,800**	**$ 50,412,530**	**$ 52,327,450**	**$ 57,008,630**	**9%**

Internal Service Funds

The Administrative Services Fund budget is approximately $11.8 million in fiscal year 2015/16, an increase of 15% from the 2014/15 budget. In order to balance the fiscal year 2015/16 budget, the use of $1,250,000 of Administrative Services Fund reserves is planned to fund increased transfers to capital projects. The fund, which supports the Information Technology, Utility Customer Service departments and the City's courier, is staffed by 74.8 full-time equivalent positions, a decrease of 1.5 FTE's from the 2014/15 budget.

The General Services fund budget is approximately $4.56 million in fiscal year 2015/16, an increase of 4% from the 2014/15 budget. The fund, which provides building and maintenance operations, is supported by 33.3 full-time equivalent positions, an increase of one FTE from the 2014/15 budget.

The Garage Fund budget is approximately $15.8 million in fiscal year 2015/16, an increase of 7% from the 2014/15 budget. The fund, which includes fleet maintenance and radio communications operations, is supported by 34 full-time equivalent positions, an increase of two FTE's from the 2014/15 budget.

The Central Insurance operating budget includes the programs supporting risk and employee benefit functions, the Health Clinic, and all city insurance programs. The Central Insurance Fund budget is approximately $24.8 million in fiscal year 2015/16, an increase of 9% from the 2014/15 budget. The fund is supported by 7.5 full-time equivalent positions, a decrease of one FTE from the 2014/15 budget.

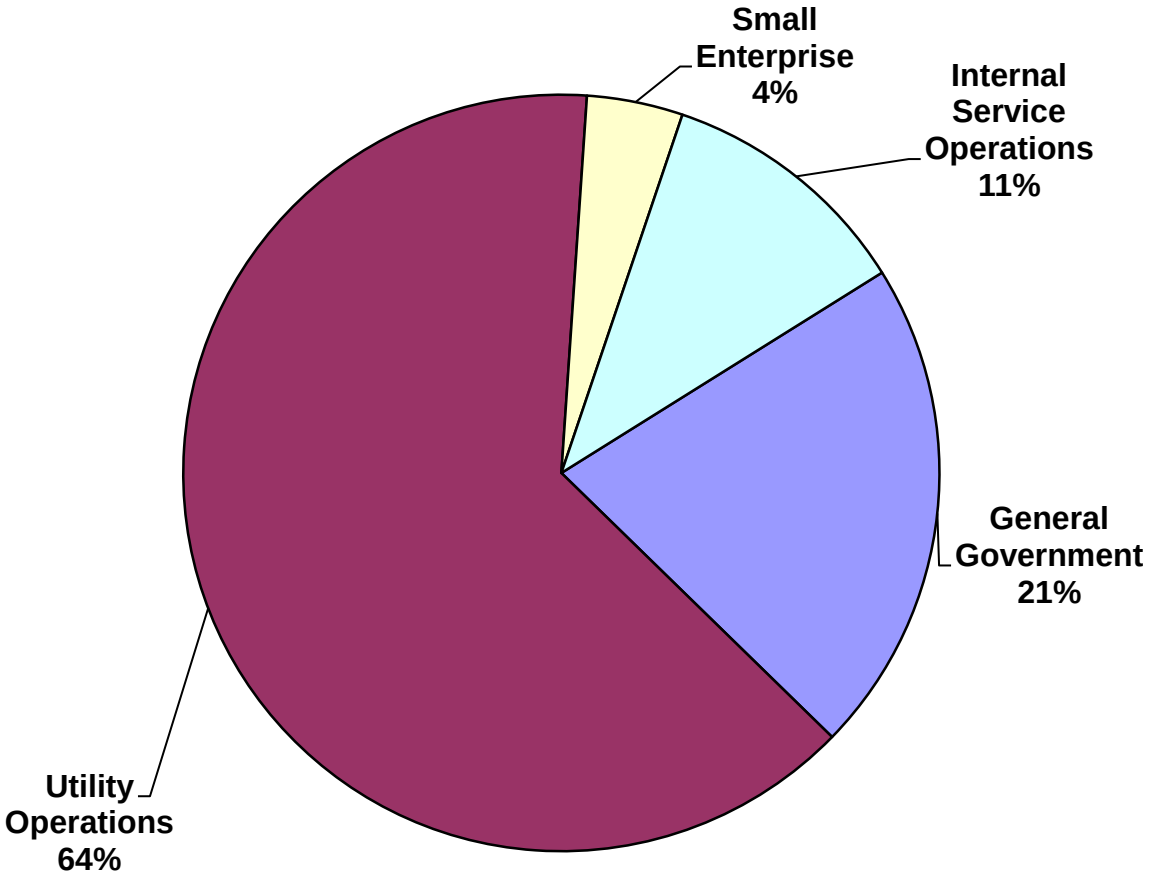
CAPITAL IMPROVEMENT FUND

The capital improvement fund project budget is $70 million for fiscal year 2015/16 and the six-year plan totals $406 million. Of the total projects planned for 2015/16, approximately 64% of the projects, or $44 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 $15 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 $7.6 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 are those projects that support the City's parking, airpark, and marine operations.

CAPITAL IMPROVEMENT FUND EXPENDITURES

Fiscal Year 2015/16
$ 69,963,350



CAPITAL IMPROVEMENT PROGRAM

Category	2012/13	2013/14	2014/15	2015/16	% Change
Utility Operations	$ 37,320,910	$ 22,078,570	$ 24,732,230	$44,463,550	80%
General Government	18,998,100	15,136,240	14,636,810	15,312,400	5%
Internal Service Operations	5,491,000	6,811,100	8,607,000	7,633,400	(11%)
Small Enterprise	395,000	400,000	507,500	2,554,000	403%
Total	**$62,205,010**	**$ 44,425,910**	**$ 48,483,540**	**$ 69,963,350**	**44%**

The approved capital improvement budget for fiscal year 2015/16 is $69,963,350. This represents a 44% increase over the 2014/15 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. New or significant projects that are planned for implementation in the 2015/16 fiscal year are as follows:

Utility Operations

- City utility operations have increased the funding on planned projects from the current year six-year plan. Sewer infrastructure projects reflect an increase of $16,851,620, and Water infrastructure projects reflect an increase of $680,000 in comparison to the fiscal year 2014/15. New projects for fiscal year 2015/16 include the new Gas System office building in Pasco County in the amount of $2,000,000.

General Government

- New this year, the Joe DiMaggio Sports Complex Multipurpose Fields project is approved for $1.75 million funded with Penny for Pinellas revenue. The project will provide for the construction of three multipurpose fields.

- New this year, the construction of an observation tower, supporting trails and specific access points to Cooper's Point Park is approved. This project will be funded with $150,000 in Penny for Pinellas revenue and $450,000 in grant revenue.

- New this year, a project the Crest Lake Park Improvements project is approved with $250,000 in funding from Penny for Pinellas revenue to provide funds for the conceptual design and permitting necessary for the future construction project.

- Three new Library projects which total $115,580 are funded with General Fund revenue. The funding will provide for the construction of a Children's Discovery Area at the North Greenwood Library and a Maker Space area and upgrades to support alternative usages at the Main library.

Internal Service Operations

- Three new projects are approved for the Information Technology Department; this includes $75,000 to provide funding for citywide camera systems, $25,000 to provide funding for City enterprise time keeping systems, and $50,000 for computer monitors. Also included in the fiscal year 2015/16 budget are increases of $300,000 to the Citywide Connectivity Infrastructure project and $600,000 to the Financial System Upgrade project over 2014/15 funding.

CAPITAL IMPROVEMENT PROGRAM (continued)

Small Enterprise

- New this year, $2 million in Parking Fund revenue is approved to fund the partial cost of construction of the $11.3 million Pelican Walk Parking Garage. This project will provide funding for 450 public parking spaces inside of Pelican Walk Parking Garage on Clearwater Beach.

ANALYSIS OF FTE CHANGES FOR FY 2015/16

As reflected earlier in the Executive Summary, total full-time equivalent positions for 2015/16 are reflected at 1,746.9 FTEs, an increase of 37.3 FTE positions over the amended 2014/15 budget. The following analysis is divided by fund for purposes of explanation and justification.

GENERAL FUND

The budget proposes 19.8 FTE additions within the General Fund, as identified on the following worksheet.

Human Resources - 1 new FTE in support of Equity Services and programming related to workplace diversity, inclusion and related work pertaining to EEOC or equity issues.

Library - 2 FTEs, comprised of 1 Librarian and 0.4 Page and 0.6 Library Assistant for the new Countryside Library. The remaining 5 FTEs approved within the Library budget are related to the ULI recommendation for greater activity levels at the Main Library. These positions are necessary for providing additional hours of operation and to staff the Maker Space initiatives.

Parks and Recreation - 3.5 FTEs, comprised of a Recreation Program Coordinator to support the growth in sports tourism and special events; 2 Parks Service Technicians to support the take back programming and maintenance at Jack Russell Stadium and additional tournament play at Sid Lickton Complex; and 0.5 Recreation Leader due primarily to a longer summer break for camps given Pinellas County School's decision for 11 weeks rather than the 10 we previously programmed.

Planning & Development - 2 FTEs, comprised of reinstating a Code Compliance Inspector and a new FTE for Neighborhoods. The later is approved to establish a new, proactive model for neighborhoods' planning and engagement as discussed with City Council in February. The Neighborhoods Coordinator position will continue the historical Neighborhoods' Day event and provide some level of liaison with associations, but is intended to reset our limited resources in more meaningful ways with neighborhoods and projects that bring value. The first such project is intended for the Festival Core in the East Gateway.

Police - 5 additional FTEs, comprised of 2 Police Officers, 2 Police Communication Operators and 1 Police Services Technician. These positions are justified based upon increased staffing needs and attention throughout the City, but especially our Beach and the need for greater visibility.

Public Communications - 1 additional FTE for a Graphic Designer related in part to the Branding work and growing work order demand internally from several of the City's enterprise operations as new initiatives are implemented, such a once-a-week residential garbage collection this fall.

UTILITY AND ENTERPRISE FUNDS

The budget proposes 15 FTE additions within the Utility and Enterprise Funds, as identified on the following worksheet.

Public Utilities - 3 FTEs, primarily as a result of the new RO#2 Plant. These positions were anticipated within the latest rate analysis and planned for the purpose of running a new water treatment plant. The position titles are outlined in the following worksheet.

Gas System - 5 FTEs, primarily related to system growth in Pasco County and future plans to construct a new facility for the northern system service areas. The position titles are outlined in the following worksheet.

Stormwater - 3 FTEs related to management of the drainage systems and maintenance of installations and improvements that have been completed since initiation of the Stormwater Management Plan. Of the three, 1 FTE is for a Street Sweeper as the efficiency and routing for street sweeping becomes more effectively programmed and documented for regulatory compliance. The 2 Stormwater Technicians will be used for operations as previously noted.

Parking - 0.7 FTE for a Parking Assistant related to a significant increase in customer calls and payments due to bringing collections in-house last year when they were previously managed by an outside contractor.

Marine and Aviation - 2.2 FTEs, across three different costs centers in support of the Pier 60 (0.3 FTE in General Fund) operations, the Marine Fund (0.8 FTE) for Tradesworker hours at the Beach Marina and 1.1 FTE for Custodian hours for the Clearwater Harbor Marina.

INTERNAL SERVICES FUNDS AND SPECIAL PROGRAM FUNDS

As reflected in the following worksheet, a net of 1.5 FTEs was approved within the Internal Services Funds, but encompasses a net add of 3 FTEs in the **General Services/Garage** Costs Centers. The positions include a fleet mechanic in the **Garage** fund to work primarily on Solid Waste vehicles, and an Electrician and Tradesworker in **Building & Maintenance** needed to maintain our aging facilities and buildings and the addition of new ones to our inventory. The Special Program Fund reflects the addition of 1 FTE related to **Special Events** that will be funded by special event revenues.

A list of changes to FTE positions across all City operations, including the transfer of FTE positions between departments, is included on the next page.

ANALYSIS OF FTE CHANGES FOR FY 2015/16
Approved 2015/16 Budget

	Additions and (Deletions)	Transfers Within Depts.	Position Title
General Fund			
City Manager		(1.0)	Downtown Manager
Economic Development & Housing		1.0	Downtown Manager
Finance		1.0	Buyer
Human Resources	1.0		Human Resources Analyst
Library	2.0		Recreation Program Specialist
	4.0		Librarian
	0.6		Library Assistant
	0.4		Library Page
Marine Operations (Pier 60)	0.3		Marine Facility Operator
Parks and Recreation	1.0		Recreation Program Coordinator
	2.0		Park Service Technician
	0.5		Recreation Leader
Planning & Development	1.0		Neighborhoods Coordinator
	1.0		Code Enforcement Inspector
Police		2.7	Police Report Reviewer
	2.0		Police Officer
	2.0		Police Communication Operator
	1.0		Police Service Technician
Public Communications	1.0		Graphic Designer
Total General Fund	**19.8**	**3.7**	
Utility Funds			
Public Utilities	1.0		Utilities Mechanic
	1.0		Electronics Technician
	1.0		Utilities Chemist
Gas System	4.0		Gas Technician
	1.0		Gas Program Specialist

ANALYSIS OF FTE CHANGES FOR FY 2015/16
Approved 2015/16 Budget

	Additions and (Deletions)	Transfers Within Depts.	Position Title
Storm Water Fund	1.0		Street Sweeper
	2.0		Stormwater Technician
Total Utility Funds	**11.0**	**0.0**	
Other Enterprise Funds			
Parking Fund	1.4		Beach Guard
	0.7		Parking Assistant
Marine Fund	0.8		Tradesworker
Clearwater Harbor Marina	1.1		Custodian
Total Other Enterprise Funds	**4.0**	**0.0**	
Internal Services Funds			
Utility Customer Service	(1.0)		Meter Reader
General Services/Garage	1.0		Electrician
	1.0		Tradesworker / Plumber
	1.0		Fleet Mechanic
Information Technology	(0.5)		Telecommunications Analyst
Finance - Risk Management		(1.0)	Risk Management Specialist
Total Internal Services Funds	**1.5**	**(1.0)**	
Special Program Funds			
Special Program Fund		(2.7)	Police Report Reviewer
	1.0		Recreation Supervisor (Special Events)
Total Special Program Funds	**1.0**	**(2.7)**	
Total All Funds	**37.3**	**0.0**	

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Clearwater

Florida

For the Fiscal Year Beginning

October 1, 2014

Executive Director

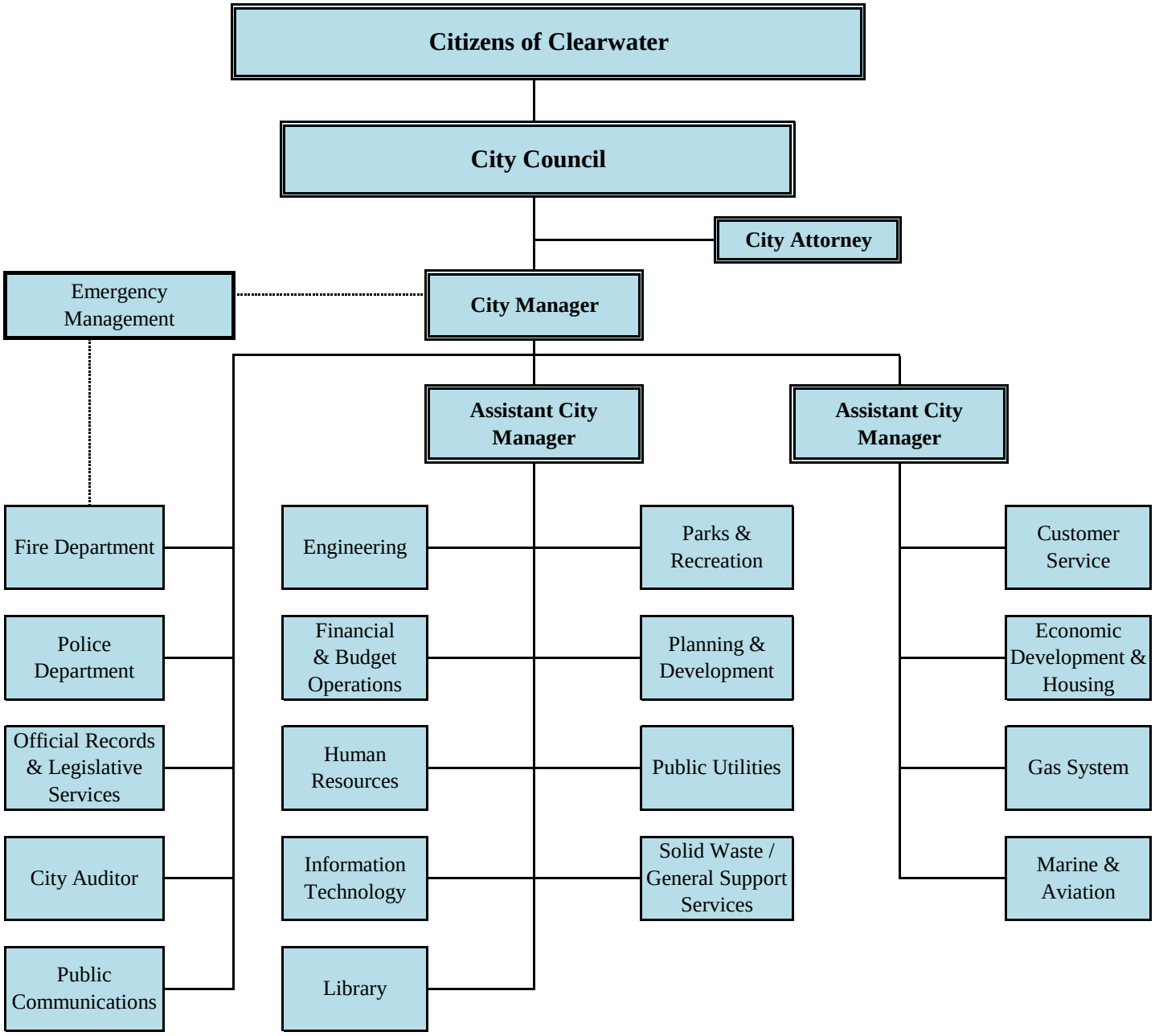
The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Clearwater, Florida for its annual budget for the fiscal year beginning October 1, 2014.

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

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

The GFOA is the leading association for government finance professionals in North America. This is our twenty-ninth year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2014/2015. GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting. The City also holds GFOA's Certificate of Achievement for Excellence in Financial Reporting for our Comprehensive Annual Financial Report.

City of Clearwater Organizational Chart



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 white men 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, and then called Clear Water Harbor, the present site of Clearwater. The fort was named for General William Henry Harrison, who became the 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 new 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. 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 which is available for order at www.clearwatercentennial.com. 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 depicts historical elements from downtown Clearwater, this monument is a beacon for the city.

Source: Clearwater Historical Society.

CITY OVERVIEW

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

Situated in a semitropical zone, Clearwater enjoys nearly ideal weather the 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 will help the Airpark remain competitive in the market place is the installation of an automated weather observation system. This improvement will make it safer for planes that already are allowed to 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, two express routes which cross Tampa Bay for service to downtown Tampa 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. This route operates only on Friday thru Sunday. 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. This new route will connect through the city of Dunedin.

The Tampa Bay area has a great variety of resources for quality health care including over fifteen 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, is made to recognize the outstanding support the community provides to Coast Guard personnel and their families.

In July 2013, the Clearwater Police Department was awarded the prestigious Excelsior status by the Commission for Florida Law Enforcement Accreditation, Inc. The Clearwater Police Department is one of fewer than two dozen law enforcement agencies in Florida to have been awarded. The Excelsior status means that the department has been reaccredited five times in a row at three-year interims.

To commemorate its' hundred year birthday of its' charter as a municipality, the City constructed a 48 foot tall entryway Centennial Monument on the east end of Gulf to Bay, at the Courtney Campbell Causeway. It's inscribed with "Welcome to Clearwater" and features an illuminated centennial logo near the base and a four foot sun globe at the top with up-lighting.

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 203-slip facility on the intercoastal waterway of Clearwater Harbor. The Marina serves nearly 600 transient boaters each year, provides fuel for thousands more and is home to about 50 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, seafood restaurant and oyster bar, 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, 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, the Marina manages 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" every night from two hours before until two hours after sunset. Between February 1st and Labor Day, 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 during the 2012 Republican National Convention. 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, Bright House 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. New lifeguard towers each with a creative and distinct Florida design are now in use 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 allowed Winter to swim and survive for years to come.

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 amount of votes – more than twenty five percent of the total votes casted for the ten nominees. In addition, Geologist Dr. Stephen Leatherman, known as Dr. Beach, has designated other local beaches as "America's best beach" including, Caladesi Island in 2008, and Fort DeSoto Park's north beach area in 2005. Sand Key County Park beach has also been named among the "Top 20" best beaches. Clearwater Beach has won the 2014 USA TODAY/10Best Readers' Choice Awards for the title of "Best Place to Watch a Sunset". 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. 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 new 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 will become a venue at which Ruth Eckerd Hall will present 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 anticipated.

In November 2013, the Clearwater voters approved a ballot referendum to allow the City to negotiate a sixty year lease with the Clearwater Marine Aquarium for a $160 million, 200,000 square foot aquarium complex on the city hall waterfront property in downtown Clearwater.

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. 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 30 public and semi-private courses in the area. Also visitors can enjoy playing tennis, jogging, cycling and walking through numerous beautiful parks.

Every year, hundreds of youth, collegiate and adult sports teams convene in Clearwater for national tournament play and training activities at City facilities. Most notable of these are the city's five decades of partnership with major league baseball's 2008 World Series Champion Philadelphia Phillies, who host spring training at Bright House Networks 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 Bright House Networks 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.

With five regional recreation centers**,** a nature center, and five libraries, residents have a multitude of options for keeping their hearts, minds and bodies healthy and happy. Each library branch focuses on the specific needs of the community it serves, providing a rich and varied experience. To connect all of 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.

In June 2010, the City's Aging Well Center Opened at the Long Center. The new Aging Well Center promotes health and wellness, education, recreation, socialization, creative expression and access to resources for residents age 55 and older. With a mission to serve as a resource that facilitates services and activities promoting a high quality of life for our community's older adults; the City has a multi-year comprehensive plan to provide Clearwater with a roadmap to further enhance the quality of life for current and future older adults.

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), 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 Lowry Park Zoo, which was named "No. 1 Zoo in the United States for Kids" by Parents magazine in 2009. In 2012, Lowry Park Zoo 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. 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 and Ruth Eckerd Hall, The St. Petersburg Times, 9/25/11.

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:	
2008	110,251
2009	109,907
2010	107,685
2011	107,805
2012	107,906
2013	109,065
2014	109,340
2015	110,679
Pinellas County (2014):	933,258
Median Age (2014):	47.0
Percentage of Households:	
Single Family/Duplex	56%
Multi-Family	44%
Per Capita Personal Income:	
2014	$40,425
Personal Income (thousands):	
2014	$4,420,070
Racial Composition:	
White	71%
Hispanic or Latino	14%
Black or African American	11%
Other Race	4%

Climate:

Average Annual Rain Fall: (inches):	54.7
Six month avg. high/low temperatures:	
January	79.7/62.0
July	84.2/68.8
Days of sunshine	361 days

Economics:

Job Base by Industry Sector: (2012)	thousand
Admin Support Services	18.8
Healthcare/Education	10.1
Retail/Wholesale Trade	7.7
Hotels, Restaurant, Bars	5.2
Manufacturing	3.3
Construction	3.2

Principal Employers: (2014 Pinellas County Data)	
Pinellas County School District	15,928
Bay Pines VA Medical Center	4,406
City of St. Petersburg	3,112
All Children's Hospital	2,950
St. Petersburg College	2,744
Pinellas County Sheriff	2,693

Principal Taxpayers: (2014 Tax Data)	% of Total Assessed Value
Bellweather Prop. LP Ltd.	1.91%
301 South Gulfview LLC	0.77%
John Taylor Properties LLC	0.63%
Standard Grand Reserve	0.56%
Sand Key Assoc LTD	0.53%
Centro NP Clearwater Mall	0.52%

2015 Taxable Value:	$8,737,505,845
FY15/16 Property Tax Millage Rate:	5.1550
Assessed Property Value Distribution:	
Residential	63%
Commercial	19%
Govt & Institutional	10%
Other	8%
FY2015/16 Adopted Budget:	
Operating (expenditure)	$370,901,350
Capital Improvement	$69,963,350

CLEARWATER AT A GLANCE (continued)

Land Use:

Incorporated Land Mass: (square miles)	26.4
Land Use:	
Residential	55%
Commercial	17%
Recreation/Open Space	9%
Industrial	2%
Other	17%

Education:

Number of Public Schools:
(For School Year 2014 - 2015)

Elementary	13
Middle	2
High School	2
Other	9
2015/2016 Enrollment	16,231
Public/Private Colleges	3

SERVICE STATISTICS

Public Safety

Police	
Sworn Officers	234
Police Stations	6
Fire	
Certified Firefighters	193
Fire Stations	8

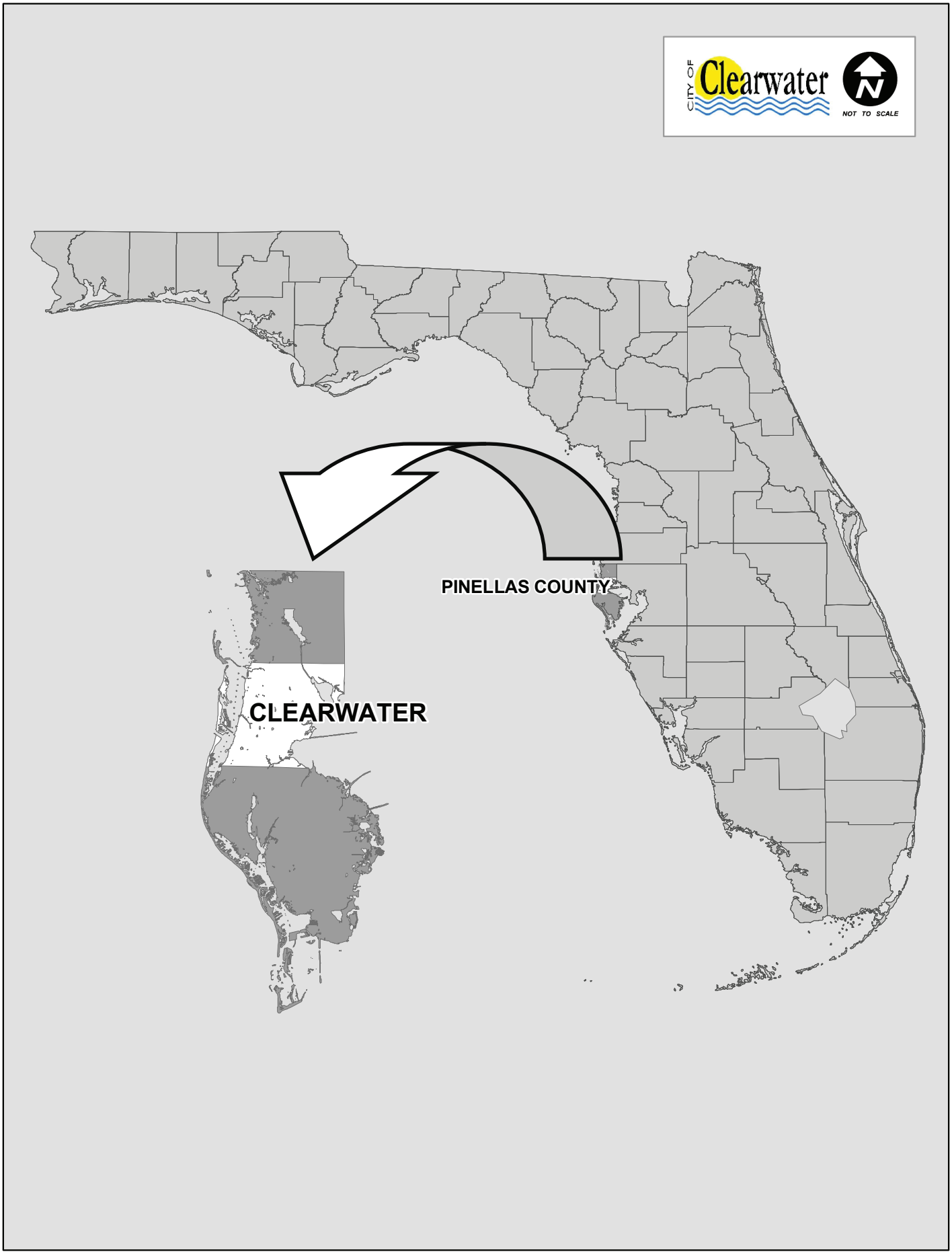
Culture & Recreation

Number of Parks/Facilities	110
Parks Acreage	1,708
Trees:	
Hardwoods	30,000
Palms	10,000
Recreational Paths (miles)	18
Tennis Courts	49
Baseball/Softball Fields	32
Playgrounds	27
Basketball Courts	22
Soccer/Football Fields	20
Recreation Centers	7
Swimming Pools	5
Dog Parks	3
Golf Courses	3
Performing Arts Venues	3
Nature Center	1
Libraries	5
Volumes in collection (thousands)	582
Marine - Boat Slips	315
Aviation - Airpark Spaces	177
Parking Spaces:	
Downtown	2,416
Clearwater Beach	1,406

Utilities

Water and Sewer Utility	
Water Wells	41
Water Treatment Plants	3
Water Storage Tanks	6
Water Mains (miles)	616
Water Customers	39,077
Water Pumped (million gallons/day)	12.1
Sanitary Sewer Mains (miles)	402
Sewer Customers	33,585
Lift Stations	75
Wastewater Treatment Plants	3
Daily Treatment Capacity (million gallons/day)	29
Reclaimed Water Mains (miles)	137
Reclaimed Water Storage Tanks	3
Pump Stations	6
Reclaimed Customers	7,150
NELAP Certified Lab Tests	52,930
Stormwater Utility	
Stormwater Mains (miles)	152
Stormwater Underdrains (miles)	113
Equivalent Residential Units	101,663
Gas Utility	
Gas Mains (miles)	884
Gas Customers	21,049
Natural Gas Vehicle Fueling Station	1
Solid Waste Utility	
Solid Waste Customers	29,105
Recycling Utility	
Recycling Customers	27,972

Sources: University of Florida, Bureau of Economic and Business Research: April 1, 2009 estimate for current year and Florida Statistical Abstract for prior years; US Census Bureau: 2008 American Community Survey; Pinellas County School District; Pinellas County Finance Department; Pinellas County Property Appraiser; various City departments ; Florida Agency for Workforce Innovation.


CITY OF
Clearwater
NOT TO SCALE
PINELLAS COUNTY
CLEARWATER

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

City of Clearwater – Strategic Direction

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:
- 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

- Develop downtown and US 19 N
- Encourage housing that matches community needs – across a range of values
- Expand tax base to reduce reliance on residential taxes
- Fulfill Beach By Design
- Maintain tourism commitment, including sports tourism

Increase Economic Opportunity

- Foster industry sectors identified in the Economic Development Plan:
  - Technology District
  - Medical District
- 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 development identity
  - Communicate that identity effectively
- Ensure that our residents and visitors are familiar with the whole offering of community amenities

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 Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

Efficiency

- Optimize use of employees, assets, and resources
- Encourage teamwork across departments to ensure focus on Strategic Direction
- Access public-private organizations and resources when appropriate

Quality

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

Financial Responsibility

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

Safety

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

The strategic vision, found as the first page of this section, focuses on specific goals to facilitate the development of the City's economy. The four outlined objectives include: 1) diversify the economic base; 2) increase economic opportunity; 3) develop and promote our brand; and 4) foster community engagement.

Implementation of the Strategic Direction 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. In that regard, there is no beginning or end for Strategic Direction implementation. The on-going nature of implementation is particularly evident within the scope of a 20 year vision, and the enduring quality of the objectives defined within the mission. As such, Strategic Direction implementation is focused upon the relationships between many incremental actions that have discrete beginnings and ends, but cumulatively define a broader scope.

A. *On-Going Strategic Actions*

In terms of consistency for on-going actions, we will ensure the Strategic Direction Action Plan is aligned with other efforts. These include, but are not limited to:

- Annual Operating and Capital Improvement Budget
- Comprehensive Annual Financial Report
- Economic Development Strategic Plan
- East Gateway Vision Plan
- Clearwater Comprehensive Plan
- Beach by Design
- Clearwater Greenprint
- Downtown Clearwater Redevelopment Plan
- US 19 Corridor Redevelopment Plan
- Post Disaster Redevelopment Plan
- Comprehensive Emergency Management Plan
- Parks and Recreation Master Plan
- Library Strategic Plan
- Public Utilities Master Plan

These existing processes, plans and initiatives reinforce the City Council's identification of objectives for "*Facilitating Development of the Economy*," and "*Providing Cost Effective Municipal Services and Infrastructure*." Each of the plans listed above already has existing goals, objectives and a timeline for implementation.

Each goal within the Mission Statement was broken into four objectives with specific priorities listed for each. In 2014, staff provided Council with icons for each objective that are used within the budget and related materials, as follows:

Facilitate Development of the Economy:

Diversify the Economic Base

Increase Economic Opportunity

Develop and Promote our Brand

Foster Community Engagement

Provide Cost Effective Municipal Services and Infrastructure:

Efficiency

Quality

Financial Responsibility

Safety

B. *Strategic Actions- 2014-15*

Staff provided City Council with a recommended Strategic Action Plan in February 2014 with four initial priorities, comprised of the Urban Land Institute Study, Branding, Citizens' Survey and Performance Measurement. In addition to that initial report, updates were provided in June and October 2014.

1. **Urban Land Institute (ULI) -** Of the initial priorities, the ULI Study has grown into a multi-faceted project comprised of 13 initial priorities being managed across the organization and with various Consultants. The priority ULI projects collectively represent significant resources for the coming two years. That effort continues with a series of quarterly progress reports being provided to City Council.

2. **Community Branding** – The Community Branding project has been resourced through budget approvals and will be a significant work item in the coming year. A final logo is expected in October 2015, which will be added to the community tag line in support of the strategic goal to *Facilitate Development of the Economy – Develop and Promote Our Brand.* Local branding firm, Sparxoo, has been retained to assist with rollout during the 2015-2016 fiscal year.

3. **Citizens' Survey –** The Citizen's Survey will be conducted again in 2016 and funding has been provided in the Fy2015-16 budget to accomplish that effort.

4. **Performance Measurement –** Staff presented City Council a work plan in November 2013 tied to the strategic goal to *Provide Cost Effective Municipal Services and Infrastructure*, particularly noted within the *Quality* objective that we will continuously measure and improve our performance.

Staff has provided on-going annual reports on progress of the Performance Measurement Project. We created and implemented a dashboard platform with measures for 7 of the City's 19 departments, with remaining departments in development. We subscribed to Opengov, which provides a Budget transparency platform on the City's website and ICMA *Insights*, a new, national forum for benchmarking for which we have loaded five years of historical data for 6 of the City's 19 departments thus far.

C. *Strategic Actions Schedule – 5 Year Plan (2016-2021)*

Collectively, staff understands these many initiatives and projects to comprise City Council's Five-Year Strategic Plan. In addition, there are projects or items within the five-year planning period that are not reflected in the previously listed items, such as Penny IV and new Collective Bargaining Agreements, to name two.

In Order to best highlight on-going, and identify new strategic actions, staff has prepared the following version of the Strategic Direction for 2015-2020, which was presented to the City Council on October 12, 2015.

City of Clearwater – Strategic Direction (2016-2021)

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

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

Priorities

- US 19 Corridor Plan
- **ULI** *
- Joe DiMaggio Multipurpose Fields
- Brighthouse Complex

Increase Economic Opportunity

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

Priorities

- ED Strategic Plan *
- Pelican Walk Garage
- Airpark Master Plan and Terminal Building *
- Beach Marina Replacement
- PSTA – Times Property Plan
- Downtown Parking Garage

Develop and Promote our Brand

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

Priorities

- Branding Rollout - Sparxoo
- New Website
- My Clearwater Magazine *

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

Priorities

- East Gateway Vision Plan *
- Neighborhoods Engagement Public Spaces Strategy *
- Bicycle Paths & Trails *

Provide Cost Effective Municipal Services and Infrastructure:

Efficiency

- Optimize use of employees, assets and resources
- Encourage teamwork across departments
- Access public-private organizations and resources

Priorities

- IT Strategic Plan *
- Gas – Pasco Office
- Joint Use Library
- Groundwater Replenishment

Quality

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

Priorities

- Performance Measurement
- Morningside Rec Center
- Moccasin Lake Master Plan
- Island Estates Bridges
- New City Hall

Financial Responsibility

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

Priorities

- Budget and CAFR *
- Penny IV CIP *
- BP Funding
- ERP/Financial System Replacement
- Rate Studies *

Safety

- Reinforce standing as a safe community
- Continue community policing
- Ensure timely emergency preparation, response and recovery

Priorities

- New Fire Stations – Penny III
- Police Firing Range – Penny III
- P25 Radio Program
- DEO Grant – Resiliency Pilot
- Comprehensive Emergency Management Plan Update
- PD District 3 Substation

NOTE: The priorities listed are in addition to the on-going repair, maintenance and replacement of equipment, facilities and properties that support day-to-day operations and infrastructure. The priorities listed are in addition to day-to-day operations, services and programming throughout the City. Projects listed are identified because of the resources required 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 OF CLEARWATER, FLORIDA

ESTABLISHED 1915

A. **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.

B. **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.

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

D. **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.

E. **General Fund Unappropriated Retained Earnings.** It is a policy of the City Council to 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. 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 City 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.

F. **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.

G. **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.

H. **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.

I. **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 the City Council 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 a minimum of $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. When the Gas System Net Income less Bond Interest Earnings exceeds $3.4 million for any fiscal year, the Gas Dividend payment for the next fiscal year will be one half of that amount.

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 Aviation Fund. In FY 2009, the Parking Fund began paying the PILOT.

J. **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 the estimated cost of salary increase index (fiscal year 2001/02 – 5%).

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

K. **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.

L. **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.

M. **Special Event Fees**. 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 Fun 'N Sun, 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.

N. **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.

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

P. **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.

Q. **Investment Policy**.

(1) Scope

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

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

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

(2) Investment Objectives

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

B. The City's investment strategy will provide sufficient liquidity to meet the City's operating, payroll and capital requirements. To accomplish this, the portfolio will be "laddered" with monthly maturities except for those months in which significant Ad Valorem taxes are received. To the extent possible, the City will match its investments with anticipated cash flow requirements. Unless matched to a specific cash flow requirement, the City will not directly invest in securities maturing more than 15 years from the date of purchase. Also, unless specifically matched against a debt or obligation not more than 15% of the portfolio will have a maturity greater than 10 years.

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

(3) Performance Measurement

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

Average Treasury Rates	Percentage Distribution
Overnight rate	15%
3 month Treasury Bill rate	15%
6 month Treasury Bill rate	15%
1 year Treasury Bill rate	15%
3 year Treasury Note rate	15%
5 year Treasury Note rate	15%
10 year Treasury Note rate	10%
Total	100%

Weighted average maturity of benchmark 2.46 years

(4) Prudence and Ethical Standards

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

(5) Authorized Investments

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

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

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

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

d. Interest-bearing time deposits or savings accounts, in a qualified Public Depository as defined in s. 280.02 Florida Statutes.

e. Debt issued by the State of Florida or any political subdivision thereof including pools.

f. Securities of, or other interests in, any open-end or closed-end management-type investment company or investment trust registered under the Investment Company Act of 1940, 15 U.S.C. ss. 80a-1 et seq., as amended from time to time, provided that the portfolio of such investment company or investment trust is limited to obligations of the United States Government or any agency or instrumentality thereof and to repurchase agreements fully collateralized by such United States Government obligations, and provided that such investment company or investment trust takes delivery of such collateral either directly or through an authorized custodian.

g. Repurchase Agreements and reverse repurchase agreements collateralized by securities otherwise authorized in this policy.

h. The Local Government Surplus Funds Trust Fund or any intergovernmental investing pool authorized pursuant to the Florida Interlocal Cooperation Act as provided in s.163.01 Florida Statutes.

i. Commercial paper of prime quality of the highest letter and numerical rating as provided for by at least one nationally recognized rating service.

(6) Maturity and Liquidity Requirements

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

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

(7) Portfolio Composition, Risk and Diversification

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

Maturity date	10%	Specific instrument	8%
Specific issuer	40%	Specific dealer/broker	33%
Commercial paper	25%	CMOs and REMIC	33%

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

(8) Authorized Investment Institutions and Dealers

A. Banks - Certificates of deposit purchased under the authority of this policy will be purchased only from Qualified Public Depositories of the State of Florida as identified by the State Treasurer, in accordance with Chapter 280 of the State Statutes.

B. Broker/Dealer Approvals and Limitations - Time, practicality, and general business constraints limit the number of investment relationships, which can be managed on a regular basis. In most cases, normal investment activity will be limited to no more than ten dealer relationships. A broker/dealer list will be established by the Finance Director or designee. This list will be presented to the Investment Committee for approval. This list will be updated as needed and approved by the Investment Committee.

(9) Third-Party Custodial Agreements

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

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

(11) Bid Requirements
After the Finance Director or designee has determined the appropriate maturity based on cash flow needs and market conditions and has selected one or more optimal types 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:

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

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

The Finance Director shall establish an Investment Committee that meets on a regular basis for the purpose of reviewing investment transactions, approving brokers/dealer changes and other investment activities. The Investment Committee members will be the Finance Director, Assistant Finance Director, Cash & Investment 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.

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

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

1. General:

A. The City shall seek to maintain their high bond ratings so borrowing costs are minimized and access to credit is preserved.

B. The City may utilize debt obligations to refinance current debt or for acquisition, construction or remodeling of capital Improvement projects that cannot be funded from current revenue sources or in such cases wherein it is more equitable to the users of the project to finance the project over its useful life.

C. The useful life of the asset or project generally must exceed the payout schedule of any debt the City assumes.

D. The City will analyze funding alternatives to minimize the cost impact of debt structures on the taxpayers or ratepayers.

E. The outstanding debt will be reexamined periodically to determine whether an economical advantage exits for refinancing the outstanding debt given changes in the interest rate and bond market. As a general rule, the present value savings of a particular refunding should exceed 5% while maintaining a similar maturity schedule to the original debt.

2. Types and Structure of Debt:

A. Any legally allowable debt may be used for financing capital improvements; this includes, but is not limited to, short-term and long-term debt, general obligation and revenue debt, fixed and variable rate debt, lease-backed debt, conduit issues, and taxable debt. The use of zero coupon bonds, capital appreciation bonds, deep discount bonds, and premium bonds may be considered.

B. The City may consider the use of credit enhancements (letters of credit, bond insurance, surety bonds, etc) when such credit enhancements proves cost-effective.

C. When fiscally advisable and when consistent with contractual obligations, the City shall lease purchase capital equipment. Generally, equipment will have a monetary value $25,000 or more and a minimum life expectancy of three years. The debt service on the lease purchase items shall be paid by the user department.

3. Issuance of Obligations

A. Selecting Service Providers:

1) The City may retain an independent financial advisor for advice on debt structuring, the rating review process, marketing debt issuances, sale and post-sale services and to prepare and/or review the official statement.

2) The City may also retain independent bond counsel and disclosure counsel for legal and procedural advice on all debt issuances.

3) As necessary, the City may retain other service advisors, such as trustees, underwriters, and pricing advisors.

4) Any process utilized to select professional service providers in connection with the City's debt program shall be in conformance with City purchasing policies, procedures and requirements.

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

B. Method of Sale

1) Competitive Sale - The City will generally seek to issue its bond obligations in a competitive sale. Other methods may be used if it is determined that such a sale method will not produce the best results for the City.

2) Negotiated Sale - The City may elect to sell its bond obligations through a negotiated sale. This method will usually be considered when the bond issue is refunding a prior issue or there is a unique or unusual component to the bond issue.

3) Private Placement - When determined appropriate, the City may elect to sell its debt obligations through a private placement or limited public offering.

C. Maturity of the debt

1) Bonds will generally not have more than a thirty-year duration.

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

4. Post-Issuance Compliance

A. In order to comply with federal tax laws and maintain the tax-exempt status of certain municipal debt issues, Post-Issuance Compliance monitoring is required at regular intervals as follows:

1) Identification of debt-financed facilities and ongoing tax requirements – at time of issue, including a review of tax certificate executed at closing
2) Qualified use of bond proceeds – ongoing
3) Qualified use of facilities financed with debt proceeds – ongoing by monitoring discussions at staff meetings
4) Arbitrage yield restriction and rebate – annually as soon as bank statements containing the last day of the bond year are available
5) Maintenance of bona fide debt service fund – recalculate sinking fund deposit requirements semi-annually after each interest payment date
6) Continuing Disclosure documents other than Significant Events and Notices to Bondholders – annually by due dates through EMMA Dataport
7) Significant Events – upon occurrence through EMMA Dataport
8) Notices to Bondholders – upon occurrence of an event requiring notice

B. Procedures for Ensuring Timely Compliance

1) The Finance Director (or designee) will review project invoices presented for payment from bond proceeds and authorize payment if use of proceeds is proper
2) The Finance Director (or designee) will participate in staff meetings where discussions are held regarding use of debt-financed facilities

3) The Finance Director (or designee) will calendar all bond year-ends and coordinate transmission of bank statements and other arbitrage-related documents with the outside arbitrage consultant within one month of the bond year-end
4) The Finance Director (or designee) will re-calculate monthly sinking fund deposit requirements semi-annually after each interest payment, and annually after each principal payment
5) The Finance Director (or designee) will consult with the City's Disclosure Counsel, as needed, regarding disclosure of Significant Events

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

D. Procedures for Ensuring Timely Correction of Noncompliance
1) When noncompliance has been identified, the Finance Director will promptly provide required documents or consult with Disclosure Counsel, Bond Counsel or other outside specialists as needed. If a possible violation of the tax rules is identified, the Finance Director will consult with counsel to determine if a "remedial action" should be taken under the Treasury Regulations or if a closing agreement request should be submitted to the Internal Revenue Service under the Voluntary Closing Agreement Program. The city Manager and Council will be notified to take additional steps, if necessary, to timely correct the noncompliance.
2) Upon receipt of any correspondence form, 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. Recording 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 a debt which refunds the original new money issue, including debt issued to refund debt in a series of refunding. 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 application for payment
   d) Trustee requisitions and payment records
   e) Documents related to costs reimbursed with debt proceeds, including related issuer resolutions
   f) Records identifying the assets or portion of assets financed or refinanced with the debt proceeds
   g) A final schedule of property financed by the debt and final allocation of debt proceeds

3) Documentation evidencing the use of debt-financed property, including records of lease or sale of debt-financed property for public or private purposes, and any change in use of debt-financed property from its original intended purpose.
4) Documentation evidencing all sources of payment or security for the debt.

5) Documentation pertaining to investment of debt proceeds, including but not limited to:
   a) Purchase and sale of securities
   b) 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

S. **Central Insurance Fund Reserve.** 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.

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

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

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

In the event if any inconsistency between the terms of this Policy and any existing agreement between FGU and CGS, including, without limitation, the All Requirements Gas Services Agreement, dated as of February 15, 2002 and as amended from time to time, between FGU and CGS and entered into pursuant to Resolution No. 02-02 the City of Clearwater, Florida, the terms of such agreement shall prevail.

1. City Representative – 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 – 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 – 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 – Swaps, options, caps, collars, floors, forwards, futures contracts, and any other Hedging transactions, and any combination of the foregoing, whether executed "over-the-counter" pursuant to private agreement of "exchange-traded" on one or more regulated contract markets.

5. Hedge – 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 – Using Financial Products in a manner not reasonably expected to reduce the risk associated with CGS business activities.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

FISCAL YEAR 2015/16 BUDGET PROCESS CALENDAR

OCTOBER 2014

S	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
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NOVEMBER 2014

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DECEMBER 2014

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JANUARY 2015

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FEBRUARY 2015

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MARCH 2015

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February–April

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

March–April

Departments prepare operating budgets

May

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

June 1

Receipt of *early* "Estimate of Taxable Values" from Pinellas County

June 30

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

July 1

Receipt of Preliminary Taxable Values from Pinellas County (figures used in budget)

July 13

Work Session with Council to review budget proposal

July 1

City Council sets Tentative Millage Rate

August 4

City must provide Pinellas County with Tentative Millage Rate

August 17

Special Council Meeeting to discuss Preliminary Budget

September 3

First Public hearing to approve millage rate and Annual Operating and Capital Improvement Budgets

Public Hearing on Penny for Pinellas projects

September 17

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

APRIL 20115

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JUNE 2015

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JULY 2015

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AUGUST 2015

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SEPTEMBER 2015

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CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

GOVERNMENTAL ORGANIZATION

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

This budget document includes all funds that are appropriated budgets for the fiscal year beginning October 1, 2015. 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 sessions 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 3 and 17, 2015, for the final adoption of the 2015/16 budget ordinances. These mandated public hearings for ordinance adoption in September completed the process of citizen participation in the 2015/16 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.

- **Local Housing Assistance Trust Fund -** The Local Housing Assistance Trust Fund is used to account for grant proceeds and program expenditures for the State Housing Initiatives Partnerships (SHIP) Program.

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

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

The City of Clearwater operates eight Enterprise funds:

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

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

The City of Clearwater operates four Internal Service Funds:

- General Services
- Administrative Services
- Garage
- 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			
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 and Selection	X			
Compensation and Classification	X			
Employee Relations	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

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

City of Clearwater
DEPARTMENT/FUND STRUCTURE

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

COMPARATIVE STATEMENT OF
TAXABLE PROPERTY VALUE AND TAX LEVY

	2011-12	2012-13	2013-14	2014-15	2015-16
ASSESSED PROPERTY VALUE:					
Taxable Valuation of Existing Structures	7,518,184,897	7,472,735,818	7,727,536,786	8,208,348,939	8,670,575,748
Taxable Valuation of New Construction	100,619,196	40,639,751	36,187,498	28,591,027	66,930,097
Total, Taxable Valuation:	**7,618,804,093**	**7,513,375,569**	**7,763,724,284**	**8,236,939,966**	**8,737,505,845**
Value of a Mill	7,618,804	7,513,376	7,763,724	8,236,940	8,737,506.00
Less Estimated Discount	(304,752)	(300,535)	(310,549)	(329,478)	(349,500)
NET VALUE OF ONE MILL:	**7,314,052**	**7,212,841**	**7,453,175**	**7,907,462**	**8,388,006**

	2011-12		2012-13		2013-14		2014-15		2015-16	
	Mills	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**
TAX LEVY:										
Operating:										
Employees' Pension	1.6448	12,030,210	1.8559	13,386,440	1.6922	12,612,520	1.3022	10,296,980	1.0822	9,077,630
General Operating	3.1046	22,707,123	2.8951	20,882,048	3.0614	22,816,928	3.4485	27,268,946	3.6699	30,783,509
PACT (Ruth Eckerd Hall)	0.0547	400,000	0.0555	400,000	0.0537	400,000	0.0506	400,000	0.0477	400,000
Community Redevelopment	0.1053	770,270	0.1029	742,230	0.1021	761,170	0.1081	854,970	0.1096	918,936
Total Operating:	**4.9094**	**35,907,603**	**4.9094**	**35,410,718**	**4.9094**	**36,590,618**	**4.9094**	**38,820,896**	**4.9094**	**41,180,075**
Capital Improvements:										
Road Maint. & Improvements	0.2456	1,796,331	0.2456	1,771,474	0.2456	1,830,500	0.2456	1,942,073	0.2456	2,060,094
GRAND TOTAL:	**5.1550**	**37,703,934**	**5.1550**	**37,182,192**	**5.1550**	**38,421,117**	**5.1550**	**40,762,969**	**5.1550**	**43,240,170**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

BUDGET SUMMARY
CITY OF CLEARWATER - FISCAL YEAR 2015-16

THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 12.6% MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

General Fund **5.1550**

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	**5.1550**	**41,180,080**	**2,060,100**					**43,240,180**
Utility Taxes		14,385,000						**14,385,000**
Local Option, Fuel & Other Taxes		7,201,700	11,162,000					**18,363,700**
Franchise Fees		10,184,600						**10,184,600**
Other Permits and Fees		2,372,250		1,300				**2,373,550**
Intergovernmental Revenue		22,484,470	1,340,780		54,080		540,000	**24,419,330**
Charges For Services		15,023,090	195,000	155,504,110	10,004,370	55,567,910	8,667,170	**244,961,650**
Fines & Forfeitures		908,000		566,800	653,200			**2,128,000**
Miscellaneous Revenues		1,795,250	755,000	3,468,560	638,370	1,111,000	1,045,000	**8,813,180**
Other Financing Sources							18,609,870	**18,609,870**
TOTAL SOURCES		**115,534,440**	**15,512,880**	**159,540,770**	**11,350,020**	**56,678,910**	**28,862,040**	**387,479,060**
Transfers In		9,196,490	103,000	350,000			41,101,310	**50,750,800**
Fund Balances/Reserves/Net Assets		21,482,338	7,119,802	129,893,417	11,043,596	35,581,221		**205,120,374**
TOTAL REVENUES, TRANSFERS & BALANCES		**146,213,268**	**22,735,682**	**289,784,187**	**22,393,616**	**92,260,131**	**69,963,350**	**643,350,234**
EXPENDITURES:								
General Government Services		13,219,710	702,230			47,184,250	8,496,400	**69,602,590**
Public Safety		67,112,760	30,000		677,050		1,796,390	**69,616,200**
Physical Environment				131,065,650			44,752,550	**175,818,200**
Transportation		9,476,570			3,198,710		7,952,430	**20,627,710**
Economic Environment		2,679,970	1,340,780					**4,020,750**
Human Services						1,854,960		**1,854,960**
Culture & Recreation		28,422,030	70,000		4,795,690		6,965,580	**40,253,300**
Debt Service		629,680		1,508,490		6,182,020		**8,320,190**
Total Expenditures		**121,540,720**	**2,143,010**	**132,574,140**	**8,671,450**	**55,221,230**	**69,963,350**	**390,113,900**
Transfers Out		2,939,150	10,645,250	32,140,430	3,238,570	1,787,400		**50,750,800**
Fund Balances/Reserves/Net Assets		21,733,398	9,947,422	125,069,617	10,483,596	35,251,501		**202,485,534**
TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES		**146,213,268**	**22,735,682**	**289,784,187**	**22,393,616**	**92,260,131**	**69,963,350**	**643,350,234**

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

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

GENERAL FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
UNASSIGNED FUND BALANCE				21,482,338
REVENUES:				
Ad Valorem Taxes	36,756,233	38,779,620	38,944,350	41,180,080
Utility Taxes	14,309,065	14,182,400	14,182,400	14,385,000
Local Option, Fuel & Other Taxes	7,172,300	7,604,780	7,054,780	7,201,700
Franchise Fees	9,876,620	10,090,000	10,090,000	10,184,600
Other Permits and Fees	2,793,131	2,220,500	2,880,500	2,372,250
Intergovernmental Revenues	21,949,208	19,578,310	21,935,589	22,484,470
Charges for Services	14,140,848	14,227,040	14,372,540	15,023,090
Judgments, Fines & Forfeits	1,029,659	1,034,000	984,000	908,000
Miscellaneous Revenues	2,180,700	1,647,500	8,397,852	1,795,250
Transfers In	10,095,003	8,008,410	10,178,977	9,196,490
Other Financing Sources	-	-	-	-
TOTAL BUDGETED REVENUES	**120,302,767**	**117,372,560**	**129,020,988**	**124,730,930**
Transfer (to) from Surplus		(364,010)	(4,430,257)	(251,060)
TOTAL REVENUES	**120,302,767**	**117,008,550**	**124,590,731**	**124,479,870**
EXPENDITURES:				
City Council	260,040	278,880	280,040	316,430
City Manager's Office	1,062,540	1,091,940	1,128,437	1,075,590
City Attorney's Office	1,627,643	1,629,360	1,653,821	1,652,360
City Audit	202,717	196,560	200,060	207,370
Economic Development & Housing	1,287,952	1,583,830	1,649,545	1,735,030
Engineering	7,331,740	7,569,460	7,665,735	7,857,040
Finance	2,089,302	2,073,730	2,183,290	2,405,570
Fire	25,100,750	23,944,250	25,140,225	25,528,490
Human Resources	1,077,588	1,056,010	1,068,780	1,173,410
Library	5,815,090	6,070,250	6,180,640	6,759,060
Marine & Aviation	825,142	870,720	912,970	967,980
Non-Departmental	5,784,218	3,941,910	8,259,244	4,274,420
Office of Management & Budget	410,940	313,570	313,570	-
Official Records & Legislative Services	1,100,249	1,002,630	1,025,675	1,130,440
Parks & Recreation	20,896,143	22,360,110	22,660,240	23,590,520
Planning & Development	4,804,742	4,887,680	5,035,445	5,400,550
Police	36,875,538	36,849,710	37,931,984	39,139,980
Public Communications	910,815	1,012,470	1,025,550	990,180
Public Utilities	239,170	275,480	275,480	275,450
TOTAL EXPENDITURES	**117,702,319**	**117,008,550**	**124,590,731**	**124,479,870**
ENDING FUND BALANCE				**21,733,398**

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				35,280,611
REVENUES:				
Charges for Service	78,151,635	70,472,170	70,472,170	74,103,970
Judgments, Fines & Forfeits	273,877	271,000	271,000	271,000
Miscellaneous Revenues	1,577,758	1,246,240	1,246,240	1,749,010
Transfers In	88,070	-	-	-
TOTAL BUDGETED REVENUES	**80,091,340**	**71,989,410**	**71,989,410**	**76,123,980**
Fund Reserves			304,310	5,831,230
TOTAL REVENUES	**80,091,340**	**71,989,410**	**72,293,720**	**81,955,210**
EXPENDITURES:				
Public Utilities Administration	958,841	1,056,980	1,067,385	1,122,590
Wastewater Collection	5,734,448	7,362,400	7,404,490	13,730,220
Public Utilities Maintenance	4,085,171	3,929,730	3,973,290	5,769,310
WPC Plant Operations	10,640,252	16,349,420	16,418,945	16,525,090
WPC Laboratory Operations	1,443,786	1,304,530	1,315,395	1,502,590
WPC Industrial Pretreatment	707,539	844,440	853,520	914,050
Water Distribution	13,607,460	12,565,920	12,629,960	11,638,370
Water Supply	15,529,905	10,714,310	10,743,535	14,492,130
Reclaimed Water	2,352,747	2,365,340	2,390,860	2,490,510
Non-Departmental	13,870,711	13,913,530	13,913,530	13,770,350
TOTAL EXPENDITURES	**68,930,860**	**70,406,600**	**70,710,910**	**81,955,210**
Source (Use) of Fund Equity				(5,831,230)
ENDING FUND EQUITY (Unrestricted Net Assets)				29,449,381

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				27,148,196
REVENUES:				
Charges for Service	18,738,260	16,942,940	16,942,940	17,465,870
Judgments, Fines & Forfeits	71,105	50,000	50,000	50,000
Miscellaneous Revenues	495,463	231,700	231,700	231,700
Transfers In	68,302	-	539,173	-
TOTAL BUDGETED REVENUES	**19,373,130**	**17,224,640**	**17,763,813**	**17,747,570**
Fund Reserves			86,510	
TOTAL REVENUES	**19,373,130**	**17,224,640**	**17,850,323**	**17,747,570**
EXPENDITURES:				
Eng/Stormwater Management	8,548,196	10,682,600	11,000,253	10,411,190
PS/Stormwater Maintenance	5,929,695	6,524,810	6,594,970	6,800,510
TOTAL EXPENDITURES	**14,477,891**	**17,207,410**	**17,595,223**	**17,211,700**
ENDING FUND EQUITY (Unrestricted Net Assets)				27,684,066

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				39,691,934
REVENUES:				
Intergovernmental Revenues				
Charges for Service	41,068,044	39,699,020	42,492,020	41,819,270
Judgments, Fines & Forfeits	135,750	150,000	150,000	153,000
Miscellaneous Revenues	763,122	954,400	684,000	484,500
Transfers In	333,210	-	40,000	-
TOTAL BUDGETED REVENUES	**42,300,126**	**40,803,420**	**43,366,020**	**42,456,770**
Fund Reserves		1,700,000	4,103,893	2,700,000
TOTAL REVENUES	**42,300,126**	**42,503,420**	**47,469,913**	**45,156,770**
EXPENDITURES:				
Gas Administration & Supply	22,397,765	23,547,790	24,151,249	23,893,060
Pinellas Gas Operations	4,822,738	7,387,730	7,808,725	7,561,590
Pasco Gas Operations	1,912,923	2,765,000	2,938,180	3,636,840
Gas System Marketing & Sales	3,061,537	3,815,140	4,293,354	6,531,940
TOTAL EXPENDITURES	**32,194,963**	**37,515,660**	**39,191,508**	**41,623,430**
ENDING FUND EQUITY (Unrestricted Net Assets)				40,525,274

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				27,772,676
REVENUES:				
Other Permits and Fees	1,245	1,000	1,000	1,000
Charges for Service	19,445,930	19,071,000	19,629,500	20,210,000
Judgments, Fines & Forfeits	81,764	85,100	85,100	85,100
Miscellaneous Revenues	913,597	564,000	664,000	629,000
Transfers In	50,510	-	-	-
Subtotal Solid Waste Revenues	20,493,046	19,721,100	20,379,600	20,925,100
Other Permits and Fees	575	300	300	300
Intergovernmental Revenues	83,167	-	-	-
Charges for Service	1,800,328	1,780,080	2,112,080	1,905,000
Judgments, Fines & Forfeits	7,453	7,700	7,700	7,700
Miscellaneous Revenues	623,140	386,750	363,750	374,350
Transfers In	224,780	300,000	-	350,000
Subtotal Recycling Revenues	2,739,443	2,474,830	2,483,830	2,637,350
TOTAL BUDGETED REVENUES	**23,232,489**	**22,195,930**	**22,863,430**	**23,562,450**
Fund Reserves		599,970	2,837,665	361,780
TOTAL REVENUES	**23,232,489**	**22,795,900**	**25,701,095**	**23,924,230**
EXPENDITURES:				
Solid Waste Administration	987,353	1,066,530	1,079,840	1,116,070
Solid Waste Collection	14,961,503	16,113,370	16,429,615	17,260,030
Solid Waste Transfer	1,482,460	1,621,590	2,641,720	1,608,160
Container Maintenance	815,048	845,500	863,800	889,870
Subtotal Solid Waste Expenditures	18,246,364	19,646,990	21,014,975	20,874,130
Recycling-Residential	1,314,143	1,206,750	2,207,050	1,266,850
Recycling-Multi Family	370,760	421,840	427,330	445,360
Recycling-Commercial	1,395,799	1,446,210	1,467,330	1,337,890
Subtotal Recycling Expenditures	3,080,702	3,074,800	4,101,710	3,050,100
TOTAL EXPENDITURES	**21,327,066**	**22,721,790**	**25,116,685**	**23,924,230**
ENDING FUND EQUITY (Unrestricted Net Assets)				27,410,896

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				414,988
REVENUES:				
Intergovernmental Revenues	14,458	-	-	4,080
Charges for Service	4,601,738	4,666,840	4,666,840	4,802,130
Judgments, Fines & Forfeits	1,950	1,000	1,000	2,000
Miscellaneous Revenues	45,899	37,000	37,000	40,000
Transfers In	5,750	-	-	-
TOTAL BUDGETED REVENUES	**4,669,795**	**4,704,840**	**4,704,840**	**4,848,210**
Use of Fund Equity			26,555	
TOTAL REVENUES	**4,669,795**	**4,704,840**	**4,731,395**	**4,848,210**
EXPENDITURES:				
Marina Operations	4,486,229	4,526,360	4,562,915	4,589,840
TOTAL EXPENDITURES	**4,486,229**	**4,526,360**	**4,562,915**	**4,589,840**
ENDING FUND EQUITY (Unrestricted Net Assets)				673,358

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				390,062
REVENUES:				
Intergovernmental Revenues	150,671			
Charges for Service	14,365	7,000	7,000	14,000
Miscellaneous Revenues	258,767	261,560	261,560	267,000
Transfers In	340,430	-	-	-
TOTAL BUDGETED REVENUES	**764,233**	**268,560**	**268,560**	**281,000**
Use of Fund Equity		-	1,830	-
TOTAL REVENUES	**764,233**	**268,560**	**270,390**	**281,000**
EXPENDITURES:				
Airpark Operations	193,549	207,810	209,640	274,870
TOTAL EXPENDITURES	**193,549**	**207,810**	**209,640**	**274,870**
ENDING FUND EQUITY (Unrestricted Net Assets)				396,192

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				1,451,013
REVENUES:				
Intergovernmental Revenues	50,000	50,000	50,000	50,000
Charges for Service	617,880	595,000	595,000	661,070
Judgments, Fines & Forfeits	1,320	1,500	1,500	1,200
Miscellaneous Revenues	14,716	6,000	6,000	7,000
Transfers In	1,420	-	-	-
TOTAL BUDGETED REVENUES	**685,336**	**652,500**	**652,500**	**719,270**
Use of Fund Equity		-	3,960	
TOTAL REVENUES	**685,336**	**652,500**	**656,460**	**719,270**
EXPENDITURES:				
Clearwater Harbor Marina Operations	470,060	554,280	558,240	604,340
TOTAL EXPENDITURES	**470,060**	**554,280**	**558,240**	**604,340**
ENDING FUND EQUITY (Unrestricted Net Assets)				1,565,943

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				8,787,533
REVENUES:				
Charges for Service	4,294,150	3,047,910	4,143,910	4,527,170
Judgments, Fines & Forfeits	660,796	600,000	600,000	650,000
Miscellaneous Revenues	504,929	671,900	778,278	324,370
Transfers In	12,620	-	-	-
TOTAL BUDGETED REVENUES	**5,472,495**	**4,319,810**	**5,522,188**	**5,501,540**
Use of Fund Equity		-	35,190	939,430
TOTAL REVENUES	**5,472,495**	**4,319,810**	**5,557,378**	**6,440,970**
EXPENDITURES:				
Engineering/Parking System	2,590,366	3,038,930	3,049,130	5,080,050
Engineering/Parking Enforcement	660,330	601,880	614,690	663,870
Parks and Rec/Beach Guards Operations	581,087	605,230	617,410	697,050
TOTAL EXPENDITURES	**3,831,783**	**4,246,040**	**4,281,230**	**6,440,970**
ENDING FUND EQUITY (Unrestricted Net Assets)				7,848,103

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				1,383,472
Charges for Service	4,565,574	4,433,090	4,433,090	4,597,290
Miscellaneous Revenues	35,998	20,000	20,000	20,000
Transfers In	20,870	-	-	-
TOTAL BUDGETED REVENUES	**4,622,442**	**4,453,090**	**4,453,090**	**4,617,290**
Fund Reserves		-	56,110	
TOTAL REVENUES	**4,622,442**	**4,453,090**	**4,509,200**	**4,617,290**
EXPENDITURES:				
Administration	386,548	474,270	484,210	424,830
Building & Maintenance	3,928,218	3,912,160	3,958,330	4,128,560
TOTAL EXPENDITURES	**4,314,766**	**4,386,430**	**4,442,540**	**4,553,390**
ENDING FUND EQUITY (Unrestricted Net Assets)				1,447,372

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				7,236,530
Charges for Service	9,523,226	10,002,220	10,017,220	10,559,270
Miscellaneous Revenues	161,710	105,000	105,000	105,000
Transfers In	36,180	-	-	-
TOTAL BUDGETED REVENUES	**9,721,116**	**10,107,220**	**10,122,220**	**10,664,270**
Fund Reserves		235,000	352,240	1,250,000
TOTAL REVENUES	**9,721,116**	**10,342,220**	**10,474,460**	**11,914,270**
EXPENDITURES:				
Information Technology/Admin	377,986	389,240	393,510	375,330
Info Tech/Network Services	2,507,904	2,651,540	2,668,165	3,249,620
Info Tech/Software Applications	2,218,850	2,835,660	2,859,645	3,688,710
Info Tech/Telecommunications	743,822	808,010	809,570	700,720
Public Comm/Courier	131,030	153,430	168,430	153,180
Utility Customer Service	3,190,609	3,416,920	3,487,720	3,600,940
TOTAL EXPENDITURES	**9,170,201**	**10,254,800**	**10,387,040**	**11,768,500**
ENDING FUND EQUITY (Unrestricted Net Assets)				6,132,300

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				5,859,367
Charges for Service	12,636,077	14,464,540	14,464,540	16,176,170
Miscellaneous Revenues	554,975	410,000	410,000	430,000
Transfers In	999,458	-	-	-
TOTAL BUDGETED REVENUES	**14,190,510**	**14,874,540**	**14,874,540**	**16,606,170**
Fund Reserves			58,425	
TOTAL REVENUES	**14,190,510**	**14,874,540**	**14,932,965**	**16,606,170**
EXPENDITURES:				
Fleet Maintenance	12,019,442	14,123,740	14,182,165	14,329,760
Radio Communications	312,756	724,280	724,280	1,528,380
TOTAL EXPENDITURES	**12,332,198**	**14,848,020**	**14,906,445**	**15,858,140**
ENDING FUND EQUITY (Unrestricted Net Assets)				6,607,397

CENTRAL INSURANCE FUND

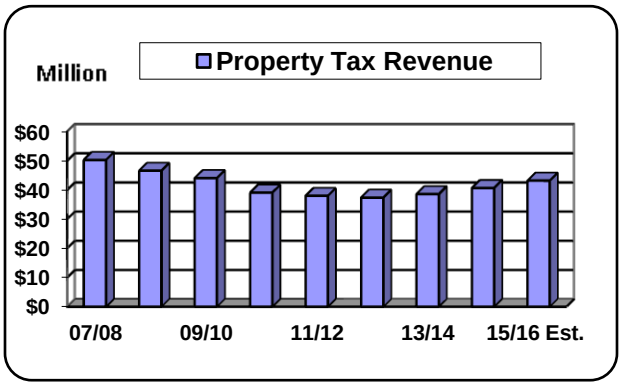
STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 13/14	BUDGET FY 14/15	THIRD QUARTER AMENDED BUDGET FY 14/15	APPROVED FY 15/16
FUND EQUITY (Unrestricted Net Assets)				21,101,852
				-
Charges for Service	20,727,078	22,049,200	22,049,200	24,225,280
Miscellaneous Revenues	766,379	807,230	807,230	556,000
Transfers In	108,176	-	-	9,900
TOTAL BUDGETED REVENUES	**21,601,633**	**22,856,430**	**22,856,430**	**24,791,180**
Fund Reserves			115,007	37,420
TOTAL REVENUES	**21,601,633**	**22,856,430**	**22,971,437**	**24,828,600**
EXPENDITURES:				
Risk Management	415,292	426,600	433,750	459,190
Employee Benefits	271,454	357,310	361,240	368,760
Employee Health Center	1,520,307	1,782,790	1,782,790	1,854,960
Non-Departmental	18,015,946	20,271,500	20,375,427	22,145,690
TOTAL EXPENDITURES	**20,222,999**	**22,838,200**	**22,953,207**	**24,828,600**
ENDING FUND EQUITY (Unrestricted Net Assets)				21,064,432

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 2013/14 and approved budgeted revenues for fiscal years 2014/15 and 2015/16.

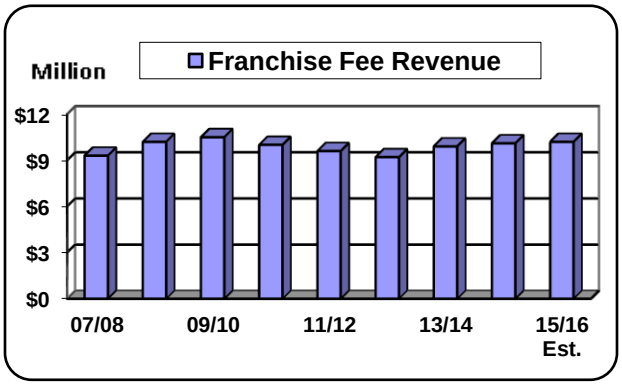
Property Tax Revenue

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 now 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 2015/16, the City's certified taxable values are approximately $8.7 billion, an increase of approximately $533 million, or 6.5% in the City's tax base from last year. The City anticipates collecting $43.2 million in Property Tax Revenue in fiscal year 2015/16, $41.2 million to support General Fund operations and $2 million set aside by City Council policy to provide funding for City road maintenance projects. Anticipated revenues for 2015/16 reflect an increase of approximately $2.5 million over prior year due to the 6.5% increase in property values. This is the third increase to City taxable values since 2007; current values represent a 19% decrease in collections from that peak. Property tax revenue represents approximately 33% of total General Fund revenues.



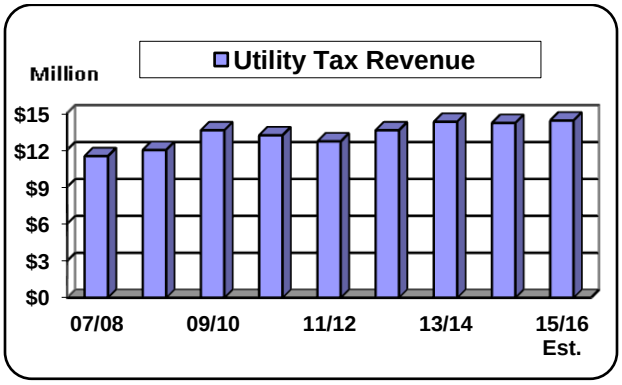
Franchise Fee Revenue

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 $10,184,600 for fiscal year 2015/16; which represents Progress Energy revenues estimated at $9,554,600 and Clearwater Gas revenues estimated at $630,000. Franchise Fee revenue represents approximately 8.2% of total General Fund revenues.



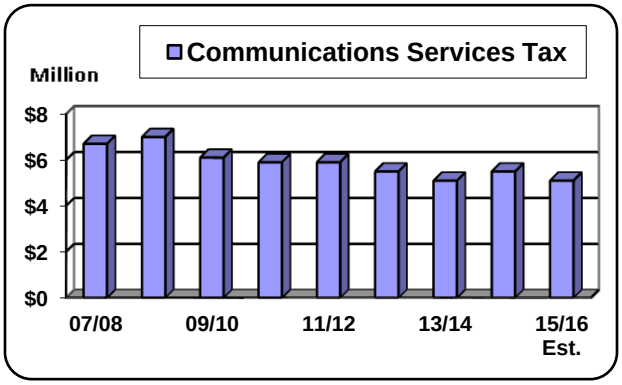
Utility Tax Revenue

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 $14,385,000 for fiscal year 2015/16; which represents $10,530,000 for electricity, $3,050,000 for water, $680,000 for gas, and $125,000 for propane. Utility Tax revenue represents approximately 11.5% of total General Fund Revenues.



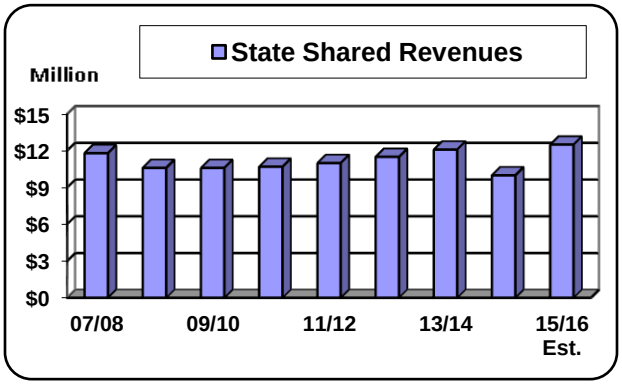
Communications Services Tax

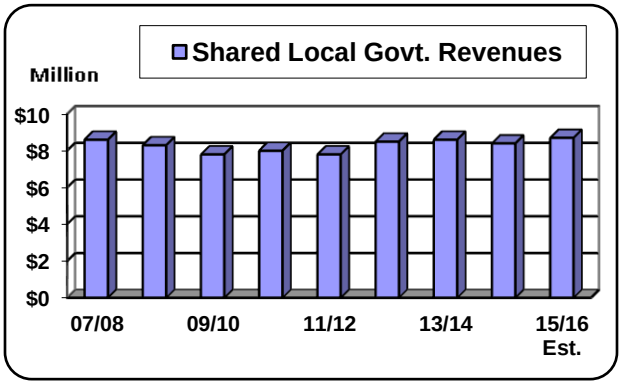
The Communication Services Tax Simplification law went into effect in October 2001. This tax replaced the franchise and utility tax revenue that the city had previously collected on communications services. The tax is imposed on retail sales of communication services at a rate of 5.12%. Revenue estimates are based on expected growth, and historical trends. Collections from Communications Service Taxes are estimated at $5,066,700 for fiscal year 2015/16, representing approximately 4.1% 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 $12,497,420 for fiscal year 2015/16; this represents $3,285,000 for State Revenue Sharing, $100,000 for Mobile Home Licenses Tax, $108,500 for Alcoholic Beverage License Tax, $6,579,000 for Half-Cent Sales Tax, $2,205,000 for Public Safety Pensions, $74,920 for Fire Incentive Reimbursement, and $145,000 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 10.0% of total General Fund Revenues.



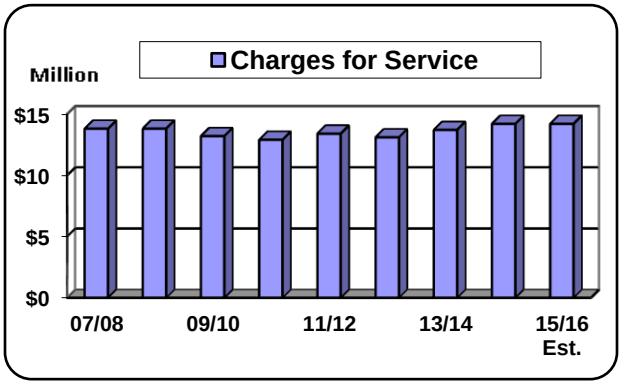


Shared Revenue from Local Governments

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 which makes library services available to any resident of the member library communities 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 $8,703,010 for fiscal year 2015/16; this represents $716,630 for Pinellas County Library Cooperative, $176,000 for County Traffic Signal Reimbursement, $2,100,000 for County Fire Protection Tax, and $5,710,380 for County EMS Tax. Shared Revenues from Local Governments represent approximately 7% of total General Fund Revenues.

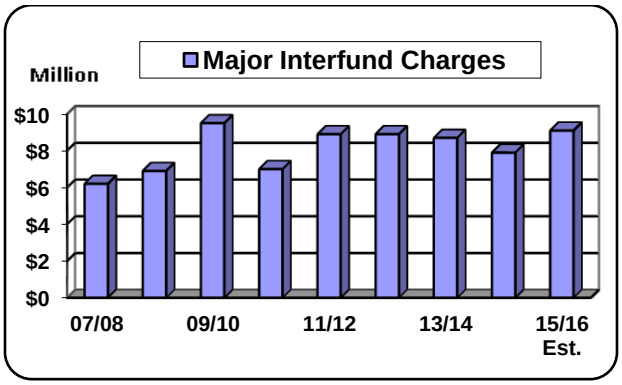
Charges for Service Revenue

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, 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 2015/16, charges for service fees are estimated at $4,713,610. Also included in charges for service revenue are various reimbursements to the General Fund from the City's Enterprise Funds. This includes an administrative charge representing an annual allocation distributing the estimated costs for General Fund administrative support departments such as the City Manager's Office, City Attorney, Human Resources, and Finance departments among all departments in the city based proportionately upon the operating department's annual budget. This administrative charge is estimated at $6,099,830 for fiscal year 2015/16. All direct services provided to Enterprise Funds by General Fund operational departments, such as Parks and Recreation or Public Works, are reimbursed based upon estimated costs defined during the annual budget process. Charges for direct services are estimated at $4,209,650 for fiscal year 2015/16. Total Charges for service revenues are budgeted at $15,023,090 for fiscal year 2015/16 which represents approximately 12% of General Fund revenues.



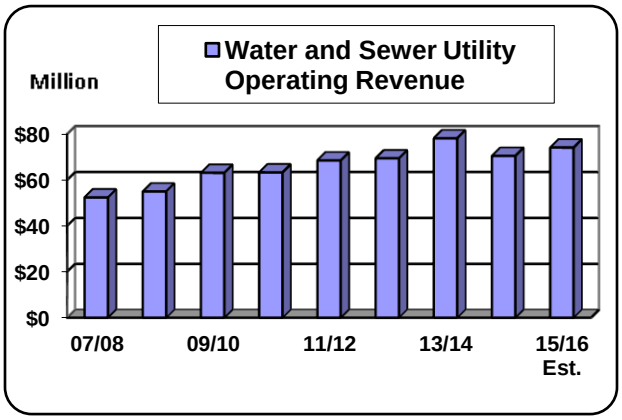
Major Interfund Charges

Major Interfund Charges represent revenues derived from City Council Policy, which require most of the 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 $9,088,650 for fiscal year 2015/16, representing approximately 7.3% of total General Fund Revenues.



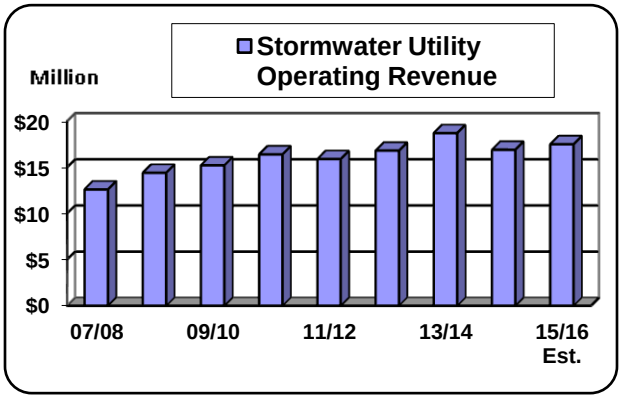
Water and Sewer Operating Revenue

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 update was completed in July 2011 resulting in 4.5% planned annual increase for each of the next five years. The rates adopted under this study include a 4.5% rate effective October 1, 2015. A follow up analysis was just completed in July 2015 and continues to support the planned increase to provide adequate revenue to meet the utility's cost, debt service coverage, and reserve requirements through fiscal year 2016. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at $74,103,970 for fiscal year 2015/16, which represent approximately 90% 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.



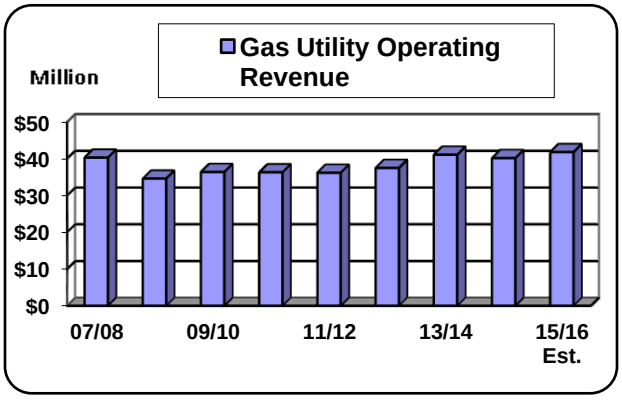
Stormwater Utility Revenue

The City's Stormwater Program completed a revenue sufficiency analysis in August 2015. The results of this study include planned 1.25% increases for each of the next five years. The planned increases will provide adequate revenue to meet the utility's cost, debt service coverage, and reserve requirements through fiscal year 2020. The rate is assessed monthly at $14.33 per Each Residential Unit (ERU) effective October 1, 2015, with annual 1.25% increases each October 1st through 2020. Stormwater Charges for Service Revenues estimated based upon the most current rate study, are budgeted at $17,465,870 for fiscal year 2015/16, which represents 98% of total Stormwater fund revenues.



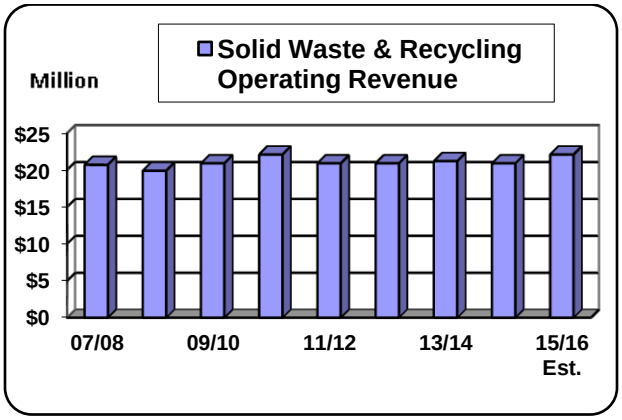
Gas Utility Operating Revenue

The City's Gas System operates over 840 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 2010, and are estimated based on current contracts, market trends, and historical trends. A new rate study was approved by City Council on October 2, 2014. For fiscal year 2015/16, Gas System Charges for Service Revenues are budgeted at $41,819,270, which represents 93% of total Gas fund revenues.



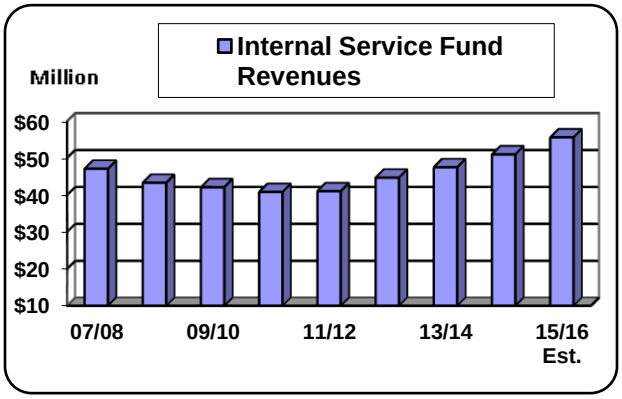
Solid Waste Utility Operating Revenue

The Operating revenue of the Solid Waste and Recycling Fund are derived from services provided for the commercial and residential collection of garbage and yard waste, as well as roll-off services and residential recycling operations. The most recent rate study was completed in October 2014 which resulted in rate increases of 3.75% for residential and commercial collection as well as roll-off and recycling for fiscal years 2015 through 2019. Solid Waste and Recycling Charges for Service Revenues, estimated based upon the most current rate study, are budgeted at $22,115,000 for fiscal year 2015/16, which represents approximately 92% of total Solid Waste and Recycling fund revenues.



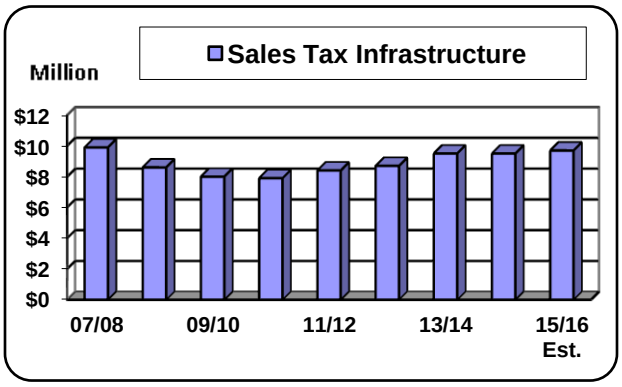
Internal Service Fund Revenue

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 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 2015/16 are budgeted at $55,558,010, which is 96% of total revenues. This represents $10,559,270 for Administrative Services fund; $16,176,170 Garage Fund; $4,597,290 General Services fund, and $24,225,280 Central Insurance Fund.



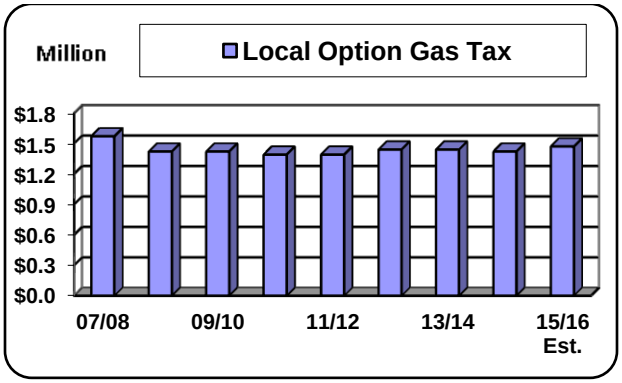
Penny for Pinellas (Sales Tax Infrastructure)

Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County approved by voters for a third ten year period beginning in February 2010. Proceeds can be used for any fixed capital expenditure for the construction, reconstruction or improvements of public facilities 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 2015/16, Sales Tax Infrastructure revenues are budgeted at $9,689,920, which represents 69% of total Special Development Fund revenues.



Local Option Gas Tax

Pinellas County collects an additional six cents per gallon gas 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 2007 through August 2017 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 2015/16, Local Option Gas Tax revenues are budgeted at $1,472,080, which represents 10% of total Special Development Fund revenues.



FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 13/14 Approved FTEs	FY 14/15 Approved FTEs	FY 14/15 Amended FTEs	FY 15/16 Approved FTEs	Inc/(Dec) Over 14/15 Amended
GENERAL FUND					
City Council	**1.0**	**1.0**	**1.0**	**1.0**	
City Manager's Office	**7.0**	**7.0**	**7.0**	**6.0**	**(1.0)**
City Attorney's Office	**11.0**	**11.0**	**11.5**	**11.5**	
City Audit	**2.0**	**2.0**	**2.0**	**2.0**	
Economic Development & Housing Services					
Economic Development	6.0	6.0	6.0	7.0	1.0
Housing Services	4.0	4.0	4.0	4.0	
Economic Development & Housing Services	**10.0**	**10.0**	**10.0**	**11.0**	**1.0**
Engineering:					
Engineering Production	34.0	34.0	34.0	34.0	
Traffic Operations	21.0	21.0	21.0	21.0	
Engineering	**55.0**	**55.0**	**55.0**	**55.0**	
Finance:					
Finance	25.5	25.5	25.5	26.5	1.0
Office of Management & Budget	3.0	3.0	3.0	3.0	
Finance Department	**28.5**	**28.5**	**28.5**	**29.5**	**1.0**
Fire					
Administration	8.0	9.0	9.0	9.0	
Support Services	3.0	2.0	2.0	2.0	
Fire Prevention Services	8.0	8.0	8.0	8.0	
Fire Operations	123.0	123.0	123.0	123.0	
Emergency Medical Services	59.0	59.0	59.0	59.0	
Fire Department	**201.0**	**201.0**	**201.0**	**201.0**	
Human Resources					
Administration	3.0	3.0	3.0	2.0	(1.0)
Recruitment, Selection and Training	3.7	4.7	4.7	4.7	
Compensation and Classification	2.0	0.0	0.0	0.0	
Employee Labor Relations	2.5	2.0	2.0	2.0	
Diversity and Equity Services				2.0	2.0
Human Resources	**11.2**	**9.7**	**9.7**	**10.7**	**1.0**
Library					
Centralized Library Services	17.3	17.3	17.3	17.3	
Main Library	25.6	25.6	25.6	30.5	4.9
Countryside Branch Library	13.1	13.1	13.1	15.1	2.0
East Branch Library	13.2	13.2	13.2	13.3	0.1
North Greenwood Branch Library	3.0	3.1	3.1	3.1	
Beach Branch Library	1.4	2.1	2.1	2.1	
Library	**73.6**	**74.4**	**74.4**	**81.4**	**7.0**
Marine / Pier 60 Operations	**7.5**	**7.5**	**7.5**	**7.8**	**0.3**
Official Records & Legislative Services	**8.0**	**8.0**	**8.0**	**8.0**	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 13/14 Approved FTEs	FY 14/15 Approved FTEs	FY 14/15 Amended FTEs	FY 15/16 Approved FTEs	Inc/(Dec) Over 14/15 Amended
Parks & Recreation					
Administration	20.0	20.0	20.0	20.0	
Recreation Programming	71.2	73.9	73.9	75.4	1.5
Parks & Beautification	96.0	96.0	96.0	99.0	3.0
Streets & Sidewalks	12.0	11.0	11.0	10.0	(1.0)
Parks & Recreation	**199.2**	**200.9**	**200.9**	**204.4**	**3.5**
Planning and Development					
Planning	15.0	15.0	15.0	16.0	1.0
Construction Services	26.0	26.0	26.0	26.0	
Code Compliance	13.0	13.0	13.0	14.0	1.0
Planning & Development	**54.0**	**54.0**	**54.0**	**56.0**	**2.0**
Police					
Office of the Chief	8.0	8.0	8.0	9.0	1.0
Criminal Investigations	56.0	53.0	53.0	61.3	8.3
Patrol	173.5	176.5	176.0	196.6	20.6
Support Services	68.4	68.4	68.4	44.2	(24.2)
Communications	39.6	39.6	39.6	41.6	2.0
Police	**345.5**	**345.5**	**345.0**	**352.7**	**7.7**
Public Communications	**9.0**	**9.0**	**9.0**	**10.0**	**1.0**
TOTAL, GENERAL FUND	**1023.5**	**1024.5**	**1024.5**	**1048.0**	**23.5**
UTILITY FUNDS					
Gas System					
Administration & Supply	9.6	9.6	9.6	9.6	
Pinellas Gas Operations	50.0	52.0	52.0	52.0	
Pasco Gas Operations	15.0	16.0	16.0	21.0	5.0
Gas Marketing & Pinellas Sales	8.4	9.4	9.4	9.4	
Total Gas Fund	**83.0**	**87.0**	**87.0**	**92.0**	**5.0**
Public Utilities					
Public Utilities Administration	6.0	7.0	7.0	7.0	
Wastewater Collection	24.0	24.0	24.0	24.0	
Public Utilities Maintenance	26.0	27.0	27.0	29.0	2.0
WPC Plant Operations	40.0	40.0	40.0	40.0	
WPC Laboratory	8.0	8.0	8.0	9.0	1.0
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	36.0	36.0	36.0	36.0	
Water Supply	13.0	19.0	19.0	19.0	
Reclaimed Water	17.0	17.0	17.0	17.0	
Total Water & Sewer Fund	**176.0**	**184.0**	**184.0**	**187.0**	**3.0**
Stormwater					
Engineering					
Stormwater Maintenance	39.0	39.0	39.0	42.0	3.0
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	**49.0**	**49.0**	**49.0**	**52.0**	**3.0**

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 13/14 Approved FTEs	FY 14/15 Approved FTEs	FY 14/15 Amended FTEs	FY 15/16 Approved FTEs	Inc/(Dec) Over 14/15 Amended
Solid Waste and Recycling					
Solid Waste					
Solid Waste Administration	6.7	6.7	6.7	6.7	
Solid Waste Collection	83.8	83.8	83.8	83.8	
Solid Waste Transfer	11.0	11.0	11.0	11.0	
Container Maintenance	10.0	10.0	10.0	10.0	
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	**441.5**	**453.5**	**453.5**	**464.5**	**11.0**
OTHER ENTERPRISE FUNDS					
Parking					
Engineering					
Parking System	14.7	14.7	14.7	14.7	
Parking Enforcement	7.0	7.0	7.0	7.7	0.7
Parks & Recreation					
Beach Guard Operations	12.0	12.0	12.0	13.4	1.4
Total Parking Fund	**33.7**	**33.7**	**33.7**	**35.8**	**2.1**
Marine Fund	**17.1**	**17.1**	**17.1**	**17.9**	**0.8**
Airpark Fund	**1.4**	**1.4**	**1.4**	**1.4**	
Clearwater Harbor Marina Fund	**5.6**	**5.6**	**5.6**	**6.7**	**1.1**
TOTAL, OTHER ENTERPRISE	**57.8**	**57.8**	**57.8**	**61.8**	**4.0**
INTERNAL SERVICES FUNDS					
Central Insurance Fund					
Finance					
Risk Management	5.0	5.0	5.0	4.0	(1.0)
Human Resources					
Employee Benefits	3.0	3.5	3.5	3.5	
Total Central Insurance Fund	**8.0**	**8.5**	**8.5**	**7.5**	**(1.0)**
General Services					
Administration	7.3	7.3	7.3	6.3	(1.0)
Building & Maintenance	25.0	25.0	25.0	27.0	2.0
Total General Services Fund	**32.3**	**32.3**	**32.3**	**33.3**	**1.0**
Garage (Fleet Operations)					
Fleet Maintenance	33.0	33.0	33.0	34.0	1.0
Radio Communications	1.0	1.0	1.0	2.0	1.0
Total Garage Fund	**34.0**	**34.0**	**34.0**	**36.0**	**2.0**

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 13/14 Approved FTEs	FY 14/15 Approved FTEs	FY 14/15 Amended FTEs	FY 15/16 Approved FTEs	Inc/(Dec) Over 14/15 Amended
Adminiastrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Services	11.0	11.0	11.0	11.0	
Software Application	16.0	16.0	16.0	16.0	
Telecommunications	1.5	1.5	1.5	1.0	(0.5)
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	44.0	44.0	44.0	43.0	(1.0)
Total Administrative Services Fund	**76.3**	**76.3**	**76.3**	**74.8**	**(1.5)**
TOTAL, INTERNAL SERVICES	**150.6**	**151.1**	**151.1**	**151.6**	**0.5**
SPECIAL PROGRAM FUND					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
AmeriCorp Program	11.8	11.8	11.8	11.8	
SLEF - SRO Officers	3.0	3.0	3.0	3.0	
Report Review Team Pilot Program	2.7	2.7	2.7	0.0	(2.7)
JWB Youth Programs	3.3	3.3	3.7	3.7	
Special Events	0.0	0.0	0.0	1.0	1.0
TOTAL, SPECIAL PROGRAM	**22.3**	**22.3**	**22.7**	**21.0**	**(1.7)**
TOTAL, ALL FUNDS	**1695.7**	**1709.2**	**1709.6**	**1746.9**	**37.3**

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 2015/16 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.

<u>Property Tax Revenue</u>

Property tax revenues are the largest source of revenue for the General Fund representing 33% of the total anticipated General Fund revenues in the 2015/16 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 effects of the economic recession have also impacted the City's property values; however we are seeing increased property values now for the third consecutive year. The City's 2015 taxable values increased by 6.5% which is reflected in the 2015/16 adopted budget. Even with a few years of increases, taxable values remain at more than 22% less than peak values of 2007. Therefore, for the purposes of this forecast analysis, property tax revenue is estimated to increase by approximately 4% in 2016/17; 3.5% in 2017/18; and increase an average of 3% in each of the fiscal years thereafter.

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 19.7% of total General Fund revenue in fiscal year 2015/16.

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 remained fairly flat for the last three years. Revenues from these two sources are forecasted to increase at rates approximating 1.5% annually for Utility Taxes, and 1% for Franchise Fees throughout the forecast period.

Local Option, Fuel and Other Taxes

The revenues in this category include Communications Taxes and Local Business Taxes which account for 5.7% of total General Fund revenue. The revenue from the Communication Services tax is estimated to provide almost $5.1 million in fiscal year 2015/16, a 7% reduction from the prior year. This revenue source has been declining for several years and is projected to decline by 2% in fiscal year 2016/17, and stay flat 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 $22.5 million for fiscal year 2015/16 which accounts for approximately 18% of total General Fund revenues. Some of the major revenues included in this category are Sales Tax, Fire Tax, EMS Tax, State Revenue Sharing, and State Public Safety Supplemental Pension revenue. Sales Tax and State Revenue Sharing projections have shown improvement from the period of the economic downturn, the growth factor for future years is estimated annually at 2.5% and 2% respectively. All other revenues in this category are projected to remain fairly flat throughout the forecast period.

Other Revenue Sources

The four revenue sources detailed above account for over 78% 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 68% of all General Fund expenditures, at $84 million. Salary projections are forecasted for budget recommended 2015/16 full-time equivalent positions only. All projected step increases reflect contractual obligations under the current union contracts.

Medical insurance costs for General Fund employees are approximately $9.9 million of the City's total adopted 2015/16 General Fund operating budget. Medical insurance costs for the City are projected to increase approximately 5% per year through the forecast period.

Pension costs for General Fund employees are approximately $9.1 million of the City's total General Fund expenditures. Pension costs are estimated to decrease conservatively from 17% of covered payroll in fiscal year 2015/16 to 16% in fiscal year 2016/17. Forecast estimates include a decrease of 1% of covered payroll in fiscal years 2017/18 through 2019/20 due to the implemented pension plan changes.

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 City Hall, the Municipal Services Building, our libraries and recreational facilities, and street lighting; and property and liability insurance for General Fund operations. These costs as a whole represent approximately 16.5% of the total General Fund expenditures. Operating expenditures are modestly forecasted to increase by 2.5% 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 2.5% 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 $629,680 annually, primarily related to the purchase of books and publications for our Libraries. These costs are forecast to increase at the same rate as operating expenditures, 2.5% 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 2015/16 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.

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 new programs or extraordinary issues during the forecast period.

In summary, ***the projection of revenues and current service level expenditures presents a $309,000 deficit for fiscal year 2016/17***. This, as well as future deficits, illustrates that the increasing costs of services will be hard to maintain with slow revenue growth as projected.

City of Clearwater
Five Year Forecast

General Fund Summary Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Ad Valorem Taxes	38,779,620	41,180,080	6.2%	42,827,280	4.0%	44,326,230	3.5%	45,656,020	3.0%	47,025,700	3.0%	48,436,470	3.0%
Utility Taxes	14,182,400	14,385,000	1.4%	14,595,600	1.5%	14,810,410	1.5%	15,029,520	1.5%	15,253,010	1.5%	15,480,970	1.5%
Local Option, Fuel, & Other Taxes	7,604,780	7,201,700	-7.4%	7,100,370	-2.0%	7,100,370	0.0%	7,100,370	0.0%	7,100,370	0.0%	7,100,370	0.0%
Franchise Fees	10,090,000	10,184,600	0.9%	10,280,150	0.9%	10,376,650	0.9%	10,474,120	0.9%	10,572,560	0.9%	10,671,990	0.9%
Other Permits & Fees	2,220,500	2,372,250	6.8%	2,442,050	2.9%	2,513,950	2.9%	2,563,330	2.0%	2,613,690	2.0%	2,665,060	2.0%
Intergovernmental	19,578,310	22,484,470	14.8%	22,852,510	1.6%	23,227,730	1.6%	23,610,300	1.6%	24,000,380	1.7%	24,398,160	1.7%
Charges for Service	14,227,040	15,023,090	5.6%	15,263,050	1.6%	15,504,180	1.6%	15,753,470	1.6%	16,007,260	1.6%	16,265,620	1.6%
Judgments, Fines & Forfeits	1,034,000	908,000	-12.2%	925,110	1.9%	942,540	1.9%	960,300	1.9%	978,400	1.9%	996,840	1.9%
Miscellaneous Revenue	1,647,500	1,795,250	9.0%	1,904,830	6.1%	1,971,460	3.5%	1,916,690	-2.8%	1,837,290	-4.1%	1,717,970	-6.5%
Interfund Charges/Transfers	8,008,410	9,196,490	14.8%	9,387,460	2.1%	9,584,170	2.1%	9,786,780	2.1%	9,995,480	2.1%	10,210,430	2.2%
Subotal	**117,372,560**	**124,730,930**	**6.3%**	**127,578,410**	**2.3%**	**130,357,690**	**2.2%**	**132,850,900**	**1.9%**	**135,384,140**	**1.9%**	**137,943,880**	**1.9%**
Transfer (to) from Reserves	-	(251,060)	n/a										
Total Revenues	**117,372,560**	**124,479,870**	**6.1%**	**127,578,410**	**2.5%**	**130,357,690**	**2.2%**	**132,850,900**	**1.9%**	**135,384,140**	**1.9%**	**137,943,880**	**1.9%**
City Council	278,880	316,430	13.5%	322,270	1.8%	328,340	1.9%	334,620	1.9%	341,150	2.0%	348,360	2.1%
City Manager's Office	1,091,940	1,075,590	-1.5%	1,102,370	2.5%	1,129,950	2.5%	1,158,310	2.5%	1,187,540	2.5%	1,219,090	2.7%
Economic Development	1,583,830	1,735,030	9.5%	1,774,010	2.2%	1,814,140	2.3%	1,855,380	2.3%	1,897,930	2.3%	1,946,630	2.6%
Public Communications	1,012,470	990,180	-2.2%	1,012,540	2.3%	1,035,660	2.3%	1,059,450	2.3%	1,084,110	2.3%	1,113,300	2.7%
Budget Office	313,570	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
City Attorney	1,629,360	1,652,360	1.4%	1,692,840	2.4%	1,734,510	2.5%	1,777,360	2.5%	1,821,520	2.5%	1,869,450	2.6%
Off Records & Legislative Svc	1,002,630	1,130,440	12.7%	1,255,490	11.1%	1,284,060	2.3%	1,313,510	2.3%	1,343,780	2.3%	1,375,060	2.3%
Finance	2,073,730	2,405,570	16.0%	2,456,750	2.1%	2,509,670	2.2%	2,564,160	2.2%	2,620,750	2.2%	2,690,050	2.6%
City Audit	196,560	207,370	5.5%	211,010	1.8%	214,780	1.8%	218,660	1.8%	222,710	1.9%	228,310	2.5%
Human Resources	1,056,010	1,173,410	11.1%	1,197,800	2.1%	1,222,930	2.1%	1,248,750	2.1%	1,275,450	2.1%	1,306,780	2.5%
Police	36,849,710	39,139,980	6.2%	39,986,490	2.2%	41,073,550	2.7%	42,203,370	2.8%	43,387,000	2.8%	44,836,650	3.3%
Fire	23,944,250	25,528,490	6.6%	26,816,300	5.0%	27,752,610	3.5%	28,483,740	2.6%	29,405,340	3.2%	30,563,460	3.9%
Planning & Development	4,887,680	5,400,550	10.5%	5,516,500	2.1%	5,634,110	2.1%	5,755,190	2.1%	5,880,950	2.2%	6,034,360	2.6%
Engineering	7,569,460	7,857,040	3.8%	8,067,150	2.7%	8,122,570	0.7%	8,299,000	2.2%	8,481,510	2.2%	8,696,070	2.5%
Parks & Recreation	22,360,110	23,590,520	5.5%	24,098,360	2.2%	24,967,590	3.6%	25,355,820	1.6%	25,934,370	2.3%	26,603,130	2.6%
Library	6,070,250	6,759,060	11.3%	7,139,940	5.6%	6,917,140	-3.1%	7,030,990	1.6%	7,212,270	2.6%	7,351,000	1.9%
Marine Operations	870,720	967,980	11.2%	988,880	2.2%	1,010,390	2.2%	1,032,470	2.2%	1,055,250	2.2%	1,080,740	2.4%
Non-Departmental	3,941,910	4,274,420	8.4%	3,966,728	-7.2%	4,040,258	1.9%	4,290,688	6.2%	4,293,068	0.1%	4,320,777	0.6%
Public Utilities	275,480	275,450	0.0%	282,340	2.5%	289,400	2.5%	296,640	2.5%	304,060	2.5%	311,670	2.5%
Subotal	**117,008,550**	**124,479,870**	**6.4%**	**127,887,768**	**2.7%**	**131,081,658**	**2.5%**	**134,278,108**	**2.4%**	**137,748,758**	**2.6%**	**141,894,887**	**3.0%**
Use of Reserves													
Total Expenditures	**117,008,550**	**124,479,870**	**1.8%**	**127,887,768**	**2.7%**	**131,081,658**	**2.5%**	**134,278,108**	**2.4%**	**137,748,758**	**2.6%**	**141,894,887**	**3.0%**
Annual Budget Deficit				**(309,358)**		**(723,968)**		**(1,427,208)**		**(2,364,618)**		**(3,951,007)**	
Cumulative Budget Deficit				**(309,358)**		**(1,033,326)**		**(2,460,535)**		**(4,825,153)**		**(8,776,160)**	

Note: The estimated deficits above must be eliminated through increased revenues and/or decreased expenditures to maintain a millage rate of 5.1550 mills

Estimated millage rate if revenues and expenditures were to be budgeted at the above forecasted numbers for all given years:	5.1922	5.2752	5.4328	5.6839	6.0890

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**		**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Current Property Taxes	38,779,620	41,180,080	6.2%	42,827,280	4.0%	44,326,230	3.5%	45,656,020	3.0%	47,025,700	3.0%	48,436,470	3.0%
Ad Valorem Taxes	**38,779,620**	**41,180,080**	**6.2%**	**42,827,280**	**4.0%**	**44,326,230**	**3.5%**	**45,656,020**	**3.0%**	**47,025,700**	**3.0%**	**48,436,470**	**3.0%**
Electricity	10,325,000	10,530,000	2.0%	10,740,600	2.0%	10,955,410	2.0%	11,174,520	2.0%	11,398,010	2.0%	11,625,970	2.0%
Water	3,050,000	3,050,000	0.0%	3,050,000	0.0%	3,050,000	0.0%	3,050,000	0.0%	3,050,000	0.0%	3,050,000	0.0%
Gas	682,400	680,000	-0.4%	680,000	0.0%	680,000	0.0%	680,000	0.0%	680,000	0.0%	680,000	0.0%
Propane	125,000	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%	125,000	0.0%
Utility Taxes	**14,182,400**	**14,385,000**	**1.4%**	**14,595,600**	**1.5%**	**14,810,410**	**1.5%**	**15,029,520**	**1.5%**	**15,253,010**	**1.5%**	**15,480,970**	**1.5%**
Communications Taxes	5,469,780	5,066,700	-7.4%	4,965,370	-2.0%	4,965,370	0.0%	4,965,370	0.0%	4,965,370	0.0%	4,965,370	0.0%
Local Business Tax	2,135,000	2,135,000	0.0%	2,135,000	0.0%	2,135,000	0.0%	2,135,000	0.0%	2,135,000	0.0%	2,135,000	0.0%
Local Option, Fuel, & Other Taxe	**7,604,780**	**7,201,700**	**-5.3%**	**7,100,370**	**-1.4%**	**7,100,370**	**0.0%**	**7,100,370**	**0.0%**	**7,100,370**	**0.0%**	**7,100,370**	**0.0%**
Electricity	9,460,000	9,554,600	1.0%	9,650,150	1.0%	9,746,650	1.0%	9,844,120	1.0%	9,942,560	1.0%	10,041,990	1.0%
Gas Franchise	630,000	630,000	0.0%	630,000	0.0%	630,000	0.0%	630,000	0.0%	630,000	0.0%	630,000	0.0%
Franchise Fees	**10,090,000**	**10,184,600**	**0.9%**	**10,280,150**	**0.9%**	**10,376,650**	**0.9%**	**10,474,120**	**0.9%**	**10,572,560**	**0.9%**	**10,671,990**	**0.9%**
Buildings/Sign Permits	2,175,000	2,325,750	6.9%	2,395,520	3.0%	2,467,390	3.0%	2,516,740	2.0%	2,567,070	2.0%	2,618,410	2.0%
Forfeited Refunds	40,000	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%	40,000	0.0%
Police Licenses	5,500	6,500	18.2%	6,530	0.5%	6,560	0.5%	6,590	0.5%	6,620	0.5%	6,650	0.5%
Other Permits & Fees	**2,220,500**	**2,372,250**	**6.8%**	**2,442,050**	**2.9%**	**2,513,950**	**2.9%**	**2,563,330**	**2.0%**	**2,613,690**	**2.0%**	**2,665,060**	**2.0%**
FDOT Reimbursements	227,000	252,500	11.2%	255,030	1.0%	257,580	1.0%	260,160	1.0%	262,760	1.0%	265,390	1.0%
Revenue Sharing	3,159,210	3,285,000	4.0%	3,350,700	2.0%	3,417,710	2.0%	3,486,060	2.0%	3,555,780	2.0%	3,626,900	2.0%
Mobile Home	95,200	100,000	5.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Beverage License	102,500	108,500	5.9%	110,670	2.0%	112,880	2.0%	115,140	2.0%	117,440	2.0%	119,790	2.0%
Sales Tax	6,450,000	6,579,000	2.0%	6,743,480	2.5%	6,912,070	2.5%	7,084,870	2.5%	7,261,990	2.5%	7,443,540	2.5%
Public Safety Supp Pension	-	2,205,000	n/a	2,227,050	1.0%	2,249,320	1.0%	2,271,810	1.0%	2,294,530	1.0%	2,317,480	1.0%
Fire Incentive	74,820	74,920	0.1%	75,670	1.0%	76,430	1.0%	77,190	1.0%	77,960	1.0%	78,740	1.0%
Motor Refund	105,000	145,000	38.1%	146,450	1.0%	147,910	1.0%	149,390	1.0%	150,880	1.0%	152,390	1.0%
Other Governmental Units	35,000	10,000	-71.4%	10,100	1.0%	10,200	1.0%	10,300	1.0%	10,400	1.0%	10,500	1.0%
Pinellas Library Cooperative	625,000	716,630	14.7%	730,960	2.0%	745,580	2.0%	760,490	2.0%	775,700	2.0%	791,210	2.0%
City Traffic Signal Reimb	173,000	176,000	1.7%	176,880	0.5%	177,760	0.5%	178,650	0.5%	179,540	0.5%	180,440	0.5%
Fire Tax	2,100,000	2,100,000	0.0%	2,121,000	1.0%	2,142,210	1.0%	2,163,630	1.0%	2,185,270	1.0%	2,207,120	1.0%
EMS Tax	5,510,380	5,710,380	3.6%	5,767,480	1.0%	5,825,150	1.0%	5,883,400	1.0%	5,942,230	1.0%	6,001,650	1.0%
CDBG Grants	317,260	286,250	-9.8%	286,250	0.0%	286,250	0.0%	286,250	0.0%	286,250	0.0%	286,250	0.0%
Home Grant	29,990	50,380	68.0%	50,380	0.0%	50,380	0.0%	50,380	0.0%	50,380	0.0%	50,380	0.0%
SHIP Land Trust Rev Fd	49,950	64,930	30.0%	64,930	0.0%	64,930	0.0%	64,930	0.0%	64,930	0.0%	64,930	0.0%
Community Redevelopment Agenc	524,000	619,980	18.3%	635,480	2.5%	651,370	2.5%	667,650	2.5%	684,340	2.5%	701,450	2.5%
Intergovernmental	**19,578,310**	**22,484,470**	**14.8%**	**22,852,510**	**1.6%**	**23,227,730**	**1.6%**	**23,610,300**	**1.6%**	**24,000,380**	**1.7%**	**24,398,160**	**1.7%**
Special Activities	610,000	690,000	13.1%	693,450	0.5%	696,920	0.5%	700,400	0.5%	703,900	0.5%	707,420	0.5%
Rental - Public Facilities	556,000	606,000	9.0%	609,030	0.5%	612,080	0.5%	615,140	0.5%	618,220	0.5%	621,310	0.5%
Admissions	245,000	225,000	-8.2%	227,250	1.0%	229,520	1.0%	231,820	1.0%	234,140	1.0%	236,480	1.0%
P&R Resident Cards	230,000	245,000	6.5%	247,450	1.0%	249,920	1.0%	252,420	1.0%	254,940	1.0%	257,490	1.0%
P&R Non-Resident	108,000	110,000	1.9%	111,100	1.0%	112,210	1.0%	113,330	1.0%	114,460	1.0%	115,600	1.0%
P & R-Sales Revenue	20,000	25,000	25.0%	25,250	1.0%	25,500	1.0%	25,760	1.0%	26,020	1.0%	26,280	1.0%
P & R Service Fees	400,000	450,000	12.5%	454,500	1.0%	459,050	1.0%	463,640	1.0%	468,280	1.0%	472,960	1.0%
P&R Contractual Service	55,000	50,000	-9.1%	50,500	1.0%	51,010	1.0%	51,520	1.0%	52,040	1.0%	52,560	1.0%
Golf Course Revenue	74,000	74,000	0.0%	74,740	1.0%	75,490	1.0%	76,240	1.0%	77,000	1.0%	77,770	1.0%
McMullen Tennis	25,000	5,000	-80.0%	5,050	1.0%	5,100	1.0%	5,150	1.0%	5,200	1.0%	5,250	1.0%
Race Fee	6,000	7,000	16.7%	7,070	1.0%	7,140	1.0%	7,210	1.0%	7,280	1.0%	7,350	1.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**		**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Special Facilities-Activities	11,000	21,200	92.7%	21,410	1.0%	21,620	1.0%	21,840	1.0%	22,060	1.0%	22,280	1.0%
Skate Park	5,000	3,000	-40.0%	3,030	1.0%	3,060	1.0%	3,090	1.0%	3,120	1.0%	3,150	1.0%
Rental - Ball fields	460,000	510,000	10.9%	515,100	1.0%	520,250	1.0%	525,450	1.0%	530,700	1.0%	536,010	1.0%
Parks & Recreation	2,805,000	3,021,200	7.7%	3,044,930	0.8%	3,068,870	0.8%	3,093,010	0.8%	3,117,360	0.8%	3,141,910	0.8%
Building Rental - Visitors Ctr	15,260	15,710	2.9%	15,710	0.0%	15,710	0.0%	15,710	0.0%	15,710	0.0%	15,710	0.0%
Land Rentals	100,000	90,000	-10.0%	90,000	0.0%	90,000	0.0%	90,000	0.0%	90,000	0.0%	90,000	0.0%
Telescopes - Pier 60	4,000	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%
Fishing Admissions	160,000	164,000	2.5%	165,640	1.0%	167,300	1.0%	168,970	1.0%	170,660	1.0%	172,370	1.0%
Rod Rental	55,000	60,000	9.1%	60,600	1.0%	61,210	1.0%	61,820	1.0%	62,440	1.0%	63,060	1.0%
General Admission	115,000	140,000	21.7%	141,400	1.0%	142,810	1.0%	144,240	1.0%	145,680	1.0%	147,140	1.0%
Concession Sales	125,000	140,000	12.0%	141,400	1.0%	142,810	1.0%	144,240	1.0%	145,680	1.0%	147,140	1.0%
Bait Sales	65,000	60,000	-7.7%	60,600	1.0%	61,210	1.0%	61,820	1.0%	62,440	1.0%	63,060	1.0%
Tackle Sales	92,000	90,000	-2.2%	90,900	1.0%	91,810	1.0%	92,730	1.0%	93,660	1.0%	94,600	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	235,000	375,000	59.6%	378,750	1.0%	378,750	1.0%	382,540	1.0%	386,370	1.0%	390,230	1.0%
Pier 60	974,260	1,146,710	17.7%	1,157,080	0.9%	1,163,770	0.6%	1,174,310	0.9%	1,184,960	0.9%	1,195,710	0.9%
Library Non-Resident	10,000	9,000	-10.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%	9,000	0.0%
Other Library	21,000	21,000	0.0%	21,110	0.5%	21,220	0.5%	21,330	0.5%	21,440	0.5%	21,550	0.5%
Library	31,000	30,000	-3.2%	30,110	0.4%	30,220	0.4%	30,330	0.4%	30,440	0.4%	30,550	0.4%
Police Service	14,500	15,800	9.0%	15,960	1.0%	16,120	1.0%	16,280	1.0%	16,440	1.0%	16,600	1.0%
Police - Vehicle Inspection	50	50	0.0%	50	0.0%	50	0.0%	50	0.0%	50	0.0%	50	0.0%
Police - Tow Fees	8,000	12,000	50.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%
Fire Inspection Fees	260,000	320,000	23.1%	323,200	1.0%	326,430	1.0%	329,690	1.0%	332,990	1.0%	336,320	1.0%
Public Safety	282,550	347,850	23.1%	351,210	1.0%	354,600	1.0%	358,020	1.0%	361,480	1.0%	364,970	1.0%
Appeal Fees	500	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%
Vacation ROW	1,800	1,000	-44.4%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%
Variance/Conditional Use	71,500	70,000	-2.1%	70,700	1.0%	71,410	1.0%	72,120	1.0%	72,840	1.0%	73,570	1.0%
Engineering Fees/Maps	11,500	11,350	-1.3%	11,350	0.0%	11,350	0.0%	11,350	0.0%	11,350	0.0%	11,350	0.0%
Assessment Search	10,000	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%	10,000	0.0%
Xerox Copies	4,900	4,900	0.0%	4,900	0.0%	4,900	0.0%	4,900	0.0%	4,900	0.0%	4,900	0.0%
Miscellaneous Fees/Building Svcs	3,200	3,200	0.0%	3,200	0.0%	3,200	0.0%	3,200	0.0%	3,200	0.0%	3,200	0.0%
Domestic Partner Registry	1,000	500	-50.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%	500	0.0%
Candidate Filing Fee	-	600	n/a	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Housing Authority	14,000	14,000	0.0%	14,000	0.0%	14,000	0.0%	14,000	0.0%	14,000	0.0%	14,000	0.0%
Tree Removal Permit	12,500	12,500	0.0%	12,500	0.0%	12,500	0.0%	12,500	0.0%	12,500	0.0%	12,500	0.0%
Clearing/Grubbing	3,800	3,800	0.0%	3,800	0.0%	3,800	0.0%	3,800	0.0%	3,800	0.0%	3,800	0.0%
Staking Fee	250	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250	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%
Public Service Charges	100	250	150.0%	250	0.0%	250	0.0%	250	0.0%	250	0.0%	250	0.0%
Other Service Charges	170,050	167,850	-1.3%	168,300	0.3%	169,360	0.6%	170,430	0.6%	171,510	0.6%	172,600	0.6%
Capitalized Labor	100,000	80,000	-20.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Airpark Fund	6,670	7,380	10.6%	7,530	2.0%	7,680	2.0%	7,830	2.0%	7,990	2.0%	8,150	2.0%
Stormwater Fund	605,710	614,640	1.5%	626,930	2.0%	639,470	2.0%	652,260	2.0%	665,310	2.0%	678,620	2.0%
Water & Sewer Fund	2,577,980	2,620,230	1.6%	2,672,630	2.0%	2,726,080	2.0%	2,780,600	2.0%	2,836,210	2.0%	2,892,930	2.0%
Gas Fund	1,541,460	1,602,280	3.9%	1,634,330	2.0%	1,667,020	2.0%	1,700,360	2.0%	1,734,370	2.0%	1,769,060	2.0%
Solid Waste Fund	736,940	744,050	1.0%	758,930	2.0%	774,110	2.0%	789,590	2.0%	805,380	2.0%	821,490	2.0%
Recycling Fund	117,180	118,000	0.7%	120,360	2.0%	122,770	2.0%	125,230	2.0%	127,730	2.0%	130,280	2.0%
Marine Fund	174,310	171,410	-1.7%	174,840	2.0%	178,340	2.0%	181,910	2.0%	185,550	2.0%	189,260	2.0%
Clearwater Harbor Marina	19,820	21,060	6.3%	21,480	2.0%	21,910	2.0%	22,350	2.0%	22,800	2.0%	23,260	2.0%
Parking Fund	120,440	120,780	0.3%	123,200	2.0%	125,660	2.0%	128,170	2.0%	130,730	2.0%	133,340	2.0%
Adm Ovhd Charges	6,000,510	6,099,830	1.7%	6,221,030	2.0%	6,344,650	2.0%	6,470,730	2.0%	6,599,320	2.0%	6,730,470	2.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**		**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Concrete, Materials, & Svc	436,500	436,500	0.0%	443,050	1.5%	449,700	1.5%	456,450	1.5%	463,300	1.5%	470,250	1.5%
Airpark Fund	10,320	25,860	150.6%	26,380	2.0%	26,910	2.0%	27,450	2.0%	28,000	2.0%	28,560	2.0%
Stormwater Fund	1,000,580	913,120	-8.7%	931,380	2.0%	950,010	2.0%	969,010	2.0%	988,390	2.0%	1,008,160	2.0%
Water & Sewer Fund	1,563,920	1,872,950	19.8%	1,910,410	2.0%	1,948,620	2.0%	1,987,590	2.0%	2,027,340	2.0%	2,067,890	2.0%
Gas Fund	1,600	1,390	-13.1%	1,420	2.0%	1,450	2.0%	1,480	2.0%	1,510	2.0%	1,540	2.0%
Solid Waste Fund	56,590	57,050	0.8%	58,190	2.0%	59,350	2.0%	60,540	2.0%	61,750	2.0%	62,990	2.0%
Marine Fund	18,600	31,180	67.6%	31,800	2.0%	32,440	2.0%	33,090	2.0%	33,750	2.0%	34,430	2.0%
Clw Harbor Marina Fund		3,150	n/a	3,210	2.0%	3,270	2.0%	3,340	2.0%	3,410	2.0%	3,480	2.0%
Parking Fund	734,060	741,450	1.0%	756,280	2.0%	771,410	2.0%	786,840	2.0%	802,580	2.0%	818,630	2.0%
Pension Fund	141,500	127,000	-10.2%	128,270	1.0%	129,550	1.0%	130,850	1.0%	132,160	1.0%	133,480	1.0%
Other Service Charges	3,963,670	4,209,650	6.2%	4,290,390	1.9%	4,372,710	1.9%	4,456,640	1.9%	4,542,190	1.9%	4,629,410	1.9%
Charges for Service	**14,227,040**	**15,023,090**	**5.6%**	**15,263,050**	**1.6%**	**15,504,180**	**1.6%**	**15,753,470**	**1.6%**	**16,007,260**	**1.6%**	**16,265,620**	**1.6%**
Red Light Camera	400,000	270,000	-32.5%	275,400	2.0%	280,910	2.0%	286,530	2.0%	292,260	2.0%	298,110	2.0%
Court Fines	325,000	325,000	0.0%	331,500	2.0%	338,130	2.0%	344,890	2.0%	351,790	2.0%	358,830	2.0%
Crossing Guards	131,000	135,000	3.1%	137,030	1.5%	139,090	1.5%	141,180	1.5%	143,300	1.5%	145,450	1.5%
Found/Abandoned Property	3,000	3,000	0.0%	3,050	1.5%	3,100	1.5%	3,150	1.5%	3,200	1.5%	3,250	1.5%
Code Enforcement Fines	50,000	50,000	0.0%	51,000	2.0%	52,020	2.0%	53,060	2.0%	54,120	2.0%	55,200	2.0%
Alarm Svc Charges/Fines	50,000	50,000	0.0%	51,000	2.0%	52,020	2.0%	53,060	2.0%	54,120	2.0%	55,200	2.0%
Charges & Fines	75,000	75,000	0.0%	76,130	1.5%	77,270	1.5%	78,430	1.5%	79,610	1.5%	80,800	1.5%
Judgments, Fines & Forfeits	**1,034,000**	**908,000**	**-12.2%**	**925,110**	**1.9%**	**942,540**	**1.9%**	**960,300**	**1.9%**	**978,400**	**1.9%**	**996,840**	**1.9%**
Interest Earnings - Cash Pool	510,000	525,000	2.9%	602,500	2.5%	684,400	2.5%	595,700	2.5%	481,400	2.5%	326,200	2.5%
Interest Earnings - Misc.	2,500	-	-100.0%	-	3.0%	-	3.0%	-	3.0%	-	3.0%	-	3.0%
Interest Income	512,500	525,000	2.4%	602,500	14.8%	684,400	13.6%	595,700	-13.0%	481,400	-19.2%	326,200	-32.2%
Pier 60 Rent	220,000	260,000	18.2%	267,800	3.0%	275,830	3.0%	284,100	3.0%	292,620	3.0%	301,400	3.0%
Pier 60 Umbrellas	220,000	200,000	-9.1%	206,000	3.0%	212,180	3.0%	218,550	3.0%	225,110	3.0%	231,860	3.0%
S. Beach Pavilion Rental	110,000	110,000	0.0%	113,300	3.0%	116,700	3.0%	120,200	3.0%	123,810	3.0%	127,520	3.0%
S. Beach Umbrellas	300,000	340,000	13.3%	350,200	3.0%	360,710	3.0%	371,530	3.0%	382,680	3.0%	394,160	3.0%
Clw Marine Aquarium Rental	48,250	48,250	0.0%	48,250	0.0%	-	-100.0%	-	-100.0%	-	-100.0%	-	-100.0%
Lost or Damaged Book	5,000	5,500	10.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%
Other General Revenue	135,000	185,000	37.0%	188,700	2.0%	192,470	2.0%	196,320	2.0%	200,250	2.0%	204,260	2.0%
Vending Machines	250	32,000	12700.0%	32,000	0.0%	32,000	0.0%	32,000	0.0%	32,000	0.0%	32,000	0.0%
Workers Compensation Reimb.	58,000	58,000	0.0%	58,870	1.5%	59,750	1.5%	60,650	1.5%	61,560	1.5%	62,480	1.5%
Reimb fm Other Agencies	500	500	0.0%	510	2.0%	520	2.0%	530	2.0%	540	2.0%	550	2.0%
Discounts Taken	9,500	7,000	-26.3%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%
Take Home Vehicle Reimb	13,500	14,000	3.7%	14,000	0.0%	14,000	0.0%	14,000	0.0%	14,000	0.0%	14,000	0.0%
Adm Transportation Impact Fee	15,000	10,000	-33.3%	10,200	2.0%	10,400	2.0%	10,610	2.0%	10,820	2.0%	11,040	2.0%
Miscellaneous Revenue	1,135,000	1,270,250	11.9%	1,302,330	2.5%	1,287,060	-1.2%	1,320,990	2.6%	1,355,890	2.6%	1,391,770	2.6%
Miscellaneous Revenue	**1,647,500**	**1,795,250**	**9.0%**	**1,904,830**	**6.1%**	**1,971,460**	**3.5%**	**1,916,690**	**-2.8%**	**1,837,290**	**-4.1%**	**1,717,970**	**-6.5%**

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**		**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Airpark Fund	14,360	14,760	2.8%	15,200	3.0%	15,660	3.0%	16,130	3.0%	16,610	3.0%	17,110	3.0%
Stormwater Fund	897,720	921,830	2.7%	949,480	3.0%	977,960	3.0%	1,007,300	3.0%	1,037,520	3.0%	1,068,650	3.0%
Water & Sewer Fund	3,583,720	3,686,040	2.9%	3,796,620	3.0%	3,910,520	3.0%	4,027,840	3.0%	4,148,680	3.0%	4,273,140	3.0%
Solid Waste Fund	1,054,250	1,073,710	1.8%	1,105,920	3.0%	1,139,100	3.0%	1,173,270	3.0%	1,208,470	3.0%	1,244,720	3.0%
Recycling	134,930	130,340	-3.4%	130,340	0.0%	130,340	0.0%	130,340	0.0%	130,340	0.0%	130,340	0.0%
Marine	232,990	244,430	4.9%	251,760	3.0%	259,310	3.0%	267,090	3.0%	275,100	3.0%	283,350	3.0%
Clearwater Harbor Marina	30,590	34,060	11.3%	35,080	3.0%	36,130	3.0%	37,210	3.0%	38,330	3.0%	39,480	3.0%
Parking Fund	359,850	391,320	8.7%	403,060	3.0%	415,150	3.0%	427,600	3.0%	440,430	3.0%	453,640	3.0%
Gas System Dividend	1,700,000	2,700,000	58.8%	2,700,000	0.0%	2,700,000	0.0%	2,700,000	0.0%	2,700,000	0.0%	2,700,000	0.0%
Interfund Charges/Transfers	**8,008,410**	**9,196,490**	**14.8%**	**9,387,460**	**2.1%**	**9,584,170**	**2.1%**	**9,786,780**	**2.1%**	**9,995,480**	**2.1%**	**10,210,430**	**2.2%**
Transfer (to) from Reserves	**-**	**(251,060)**		**-**		**-**		**-**		**-**		**-**	
Total Revenues	**117,372,560**	**124,479,870**	**6.1%**	**127,578,410**	**2.5%**	**130,357,690**	**2.2%**	**132,850,900**	**1.9%**	**135,384,140**	**1.9%**	**137,943,880**	**1.9%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Full Time Salaries	40,250	42,930	6.7%	44,000	2.5%	45,100	2.5%	46,230	2.5%	47,390	2.5%	48,570	2.5%
Part Time Salaries	109,410	111,940	2.3%	111,940	0.0%	111,940	0.0%	111,940	0.0%	111,940	0.0%	111,940	0.0%
Life Insurance	370	660	78.4%	670	1.0%	680	1.0%	690	1.0%	700	1.0%	710	1.0%
Major Medical Insurance	40,040	56,520	41.2%	59,350	5.0%	62,320	5.0%	65,440	5.0%	68,710	5.0%	72,150	5.0%
Social Security	8,950	9,190	2.7%	9,420	2.5%	9,660	2.5%	9,900	2.5%	10,150	2.5%	10,400	2.5%
Pension	8,050	7,260	-9.8%	6,850	-5.6%	6,440	-6.0%	6,010	-6.6%	5,590	-7.0%	5,590	0.0%
Worker's Compensation	3,310	3,030	-8.5%	3,090	2.0%	3,150	2.0%	3,210	2.0%	3,270	2.0%	3,340	2.0%
Operating Expenses	49,460	61,400	24.1%	62,940	2.5%	64,510	2.5%	66,120	2.5%	67,770	2.5%	69,460	2.5%
Internal Service Expenses	16,040	20,500	27.8%	21,010	2.5%	21,540	2.5%	22,080	2.5%	22,630	2.5%	23,200	2.5%
Interfund Transfers	3,000	3,000	0.0%	3,000	0.0%	3,000	-	3,000	-	3,000	-	3,000	-
City Council	**278,880**	**316,430**	**13.5%**	**322,270**	**1.8%**	**328,340**	**1.9%**	**334,620**	**1.9%**	**341,150**	**2.0%**	**348,360**	**2.1%**
Full Time Salaries	710,590	701,520	-1.3%	719,060	2.5%	737,040	2.5%	755,470	2.5%	774,360	2.5%	793,720	2.5%
Life Insurance	3,220	4,490	39.4%	4,530	1.0%	4,580	1.0%	4,630	1.0%	4,680	1.0%	4,730	1.0%
Major Medical Insurance	70,180	79,420	13.2%	83,390	5.0%	87,560	5.0%	91,940	5.0%	96,540	5.0%	101,370	5.0%
Social Security	31,340	32,810	4.7%	33,630	2.5%	34,470	2.5%	35,330	2.5%	36,210	2.5%	37,120	2.5%
Pension	41,560	24,800	-40.3%	23,410	-5.6%	22,010	-6.0%	20,560	-6.6%	19,120	-7.0%	19,120	0.0%
Worker's Compensation	3,860	3,540	-8.3%	3,610	2.0%	3,680	2.0%	3,750	2.0%	3,830	2.0%	3,910	2.0%
Operating Expenses	123,320	119,830	-2.8%	122,830	2.5%	125,900	2.5%	129,050	2.5%	132,280	2.5%	135,590	2.5%
Internal Service Expenses	107,870	109,180	1.2%	111,910	2.5%	114,710	2.5%	117,580	2.5%	120,520	2.5%	123,530	2.5%
City Manager's Office	**1,091,940**	**1,075,590**	**-1.5%**	**1,102,370**	**2.5%**	**1,129,950**	**2.5%**	**1,158,310**	**2.5%**	**1,187,540**	**2.5%**	**1,219,090**	**2.7%**
Full Time Salaries	654,990	772,740	18.0%	792,060	2.5%	811,860	2.5%	832,160	2.5%	852,960	2.5%	874,280	2.5%
Life Insurance	2,710	4,420	63.1%	4,460	1.0%	4,500	1.0%	4,550	1.0%	4,600	1.0%	4,650	1.0%
Major Medical Insurance	68,760	97,630	42.0%	102,510	5.0%	107,640	5.0%	113,020	5.0%	118,670	5.0%	124,600	5.0%
Social Security	19,730	25,820	30.9%	26,470	2.5%	27,130	2.5%	27,810	2.5%	28,510	2.5%	29,220	2.5%
Pension	90,710	83,170	-8.3%	78,510	-5.6%	73,800	-6.0%	68,930	-6.6%	64,100	-7.0%	64,100	0.0%
Worker's Compensation	7,010	6,600	-5.8%	6,730	2.0%	6,860	2.0%	7,000	2.0%	7,140	2.0%	7,280	2.0%
Operating Expenses	605,780	606,730	0.2%	621,900	2.5%	637,450	2.5%	653,390	2.5%	669,720	2.5%	686,460	2.5%
Internal Service Expenses	134,140	137,920	2.8%	141,370	2.5%	144,900	2.5%	148,520	2.5%	152,230	2.5%	156,040	2.5%
Economic Development	**1,583,830**	**1,735,030**	**9.5%**	**1,774,010**	**2.2%**	**1,814,140**	**2.3%**	**1,855,380**	**2.3%**	**1,897,930**	**2.3%**	**1,946,630**	**2.6%**
Full Time Salaries	520,870	550,440	5.7%	564,200	2.5%	578,310	2.5%	592,770	2.5%	607,590	2.5%	622,780	2.5%
Life Insurance	1,550	2,730	76.1%	2,760	1.0%	2,790	1.0%	2,820	1.0%	2,850	1.0%	2,880	1.0%
Major Medical Insurance	90,430	111,050	22.8%	116,600	5.0%	122,430	5.0%	128,550	5.0%	134,980	5.0%	141,730	5.0%
Social Security	16,860	17,940	6.4%	18,390	2.5%	18,850	2.5%	19,320	2.5%	19,800	2.5%	20,300	2.5%
Pension	70,920	63,020	-11.1%	59,490	-5.6%	55,920	-6.0%	52,230	-6.6%	48,570	-7.0%	48,570	0.0%
Worker's Compensation	5,230	4,800	-8.2%	4,900	2.0%	5,000	2.0%	5,100	2.0%	5,200	2.0%	5,300	2.0%
Operating Expenses	220,700	150,560	-31.8%	154,320	2.5%	158,180	2.5%	162,130	2.5%	166,180	2.5%	170,330	2.5%
Internal Service Expenses	85,910	89,640	4.3%	91,880	2.5%	94,180	2.5%	96,530	2.5%	98,940	2.5%	101,410	2.5%
Public Communications	**1,012,470**	**990,180**	**-2.2%**	**1,012,540**	**2.3%**	**1,035,660**	**2.3%**	**1,059,450**	**2.3%**	**1,084,110**	**2.3%**	**1,113,300**	**2.7%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Full Time Salaries	984,260	993,090	0.9%	1,017,920	2.5%	1,043,370	2.5%	1,069,450	2.5%	1,096,190	2.5%	1,123,590	2.5%
Part Time Salaries	-	15,950	n/a	15,950	0.0%	15,950	0.0%	15,950	0.0%	15,950	0.0%	15,950	0.0%
Life Insurance	3,200	4,980	55.6%	5,030	1.0%	5,080	1.0%	5,130	1.0%	5,180	1.0%	5,230	1.0%
Major Medical Insurance	114,510	121,650	6.2%	127,730	5.0%	134,120	5.0%	140,830	5.0%	147,870	5.0%	155,260	5.0%
Social Security	51,910	51,640	-0.5%	52,930	2.5%	54,250	2.5%	55,610	2.5%	57,000	2.5%	58,430	2.5%
Pension	46,190	41,660	-9.8%	39,330	-5.6%	36,970	-6.0%	34,530	-6.6%	32,110	-7.0%	32,110	0.0%
Worker's Compensation	6,070	5,560	-8.4%	5,670	2.0%	5,780	2.0%	5,900	2.0%	6,020	2.0%	6,140	2.0%
Operating Expenses	309,670	303,210	-2.1%	310,790	2.5%	318,560	2.5%	326,520	2.5%	334,680	2.5%	343,050	2.5%
Internal Service Expenses	111,050	112,620	1.4%	115,440	2.5%	118,330	2.5%	121,290	2.5%	124,320	2.5%	127,430	2.5%
Operating Capital	2,500	2,000	-20.0%	2,050	2.5%	2,100	2.5%	2,150	2.5%	2,200	2.5%	2,260	2.5%
City Attorney	**1,629,360**	**1,652,360**	**1.4%**	**1,692,840**	**2.4%**	**1,734,510**	**2.5%**	**1,777,360**	**2.5%**	**1,821,520**	**2.5%**	**1,869,450**	**2.6%**
Full Time Salaries	365,170	387,800	6.2%	397,500	2.5%	407,440	2.5%	417,630	2.5%	428,070	2.5%	438,770	2.5%
Life Insurance	1,310	2,170	65.6%	2,190	1.0%	2,210	1.0%	2,230	1.0%	2,250	1.0%	2,270	1.0%
Major Medical Insurance	77,450	85,160	10.0%	89,420	5.0%	93,890	5.0%	98,580	5.0%	103,510	5.0%	108,690	5.0%
Social Security	5,290	5,620	6.2%	5,760	2.5%	5,900	2.5%	6,050	2.5%	6,200	2.5%	6,360	2.5%
Pension	73,030	65,350	-10.5%	61,690	-5.6%	58,240	-5.6%	54,750	-6.0%	51,140	-6.6%	47,560	-7.0%
Worker's Compensation	4,440	4,070	-8.3%	4,150	2.0%	4,230	2.0%	4,310	2.0%	4,400	2.0%	4,490	2.0%
Operating Expenses	301,120	407,470	35.3%	517,660	2.5%	530,600	2.5%	543,870	2.5%	557,470	2.5%	571,410	2.5%
Internal Service Expenses	174,820	172,800	-1.2%	177,120	2.5%	181,550	2.5%	186,090	2.5%	190,740	2.5%	195,510	2.5%
Off Records & Legislative S	**1,002,630**	**1,130,440**	**12.7%**	**1,255,490**	**11.1%**	**1,284,060**	**2.3%**	**1,313,510**	**2.3%**	**1,343,780**	**2.3%**	**1,375,060**	**2.3%**
Full Time Salaries	213,180	-	-100.0%	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Life Insurance	890	-	-100.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%
Major Medical Insurance	27,510	-	-100.0%	-	5.0%	-	5.0%	-	5.0%	-	5.0%	-	5.0%
Social Security	1,420	-	-100.0%	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Pension	42,630	-	-100.0%	-	-5.6%	-	-6.0%	-	-6.6%	-	-7.0%	-	0.0%
Worker's Compensation	1,660	-	-100.0%	-	2.0%	-	2.0%	-	2.0%	-	2.0%	-	2.0%
Operating Expenses	9,230	-	-100.0%	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Internal Service Expenses	17,050	-	-100.0%	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Budget Office	**313,570**	**-**	**-100.0%**	**-**	**0.0%**	**-**	**0.0%**	**-**	**0.0%**	**-**	**0.0%**	**-**	**0.0%**
Full Time Salaries	1,231,390	1,448,880	17.7%	1,485,100	2.5%	1,522,230	2.5%	1,560,290	2.5%	1,599,300	2.5%	1,639,280	2.5%
Part Time Salaries	17,760	17,390	-2.1%	17,390	0.0%	17,390	0.0%	17,390	0.0%	17,390	0.0%	17,390	0.0%
Overtime	5,000	5,000	0.0%	5,100	2.0%	5,200	2.0%	5,300	2.0%	5,410	2.0%	5,520	2.0%
Life Insurance	3,630	6,040	66.4%	6,100	1.0%	6,160	1.0%	6,220	1.0%	6,280	1.0%	6,340	1.0%
Major Medical Insurance	213,420	261,730	22.6%	274,820	5.0%	288,560	5.0%	302,990	5.0%	318,140	5.0%	334,050	5.0%
Social Security	38,790	42,970	10.8%	44,040	2.5%	45,140	2.5%	46,270	2.5%	47,430	2.5%	48,620	2.5%
Pension	175,100	183,680	4.9%	173,390	-5.6%	162,990	-6.0%	152,230	-6.6%	141,570	-7.0%	141,570	0.0%
Worker's Compensation	14,070	14,420	2.5%	14,710	2.0%	15,000	2.0%	15,300	2.0%	15,610	2.0%	15,920	2.0%
Operating Expenses	225,840	261,210	15.7%	267,740	2.5%	274,430	2.5%	281,290	2.5%	288,320	2.5%	295,530	2.5%
Internal Service Expenses	148,730	164,250	10.4%	168,360	2.5%	172,570	2.5%	176,880	2.5%	181,300	2.5%	185,830	2.5%
Finance	**2,073,730**	**2,405,570**	**16.0%**	**2,456,750**	**2.1%**	**2,509,670**	**2.2%**	**2,564,160**	**2.2%**	**2,620,750**	**2.2%**	**2,690,050**	**2.6%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Full Time Salaries	134,290	142,200	5.9%	145,760	2.5%	149,400	2.5%	153,140	2.5%	156,970	2.5%	160,890	2.5%
Life Insurance	930	1,240	33.3%	1,250	1.0%	1,260	1.0%	1,270	1.0%	1,280	1.0%	1,290	1.0%
Major Medical Insurance	15,450	17,440	12.9%	18,310	5.0%	19,230	5.0%	20,190	5.0%	21,200	5.0%	22,260	5.0%
Social Security	1,950	2,060	5.6%	2,110	2.5%	2,160	2.5%	2,210	2.5%	2,270	2.5%	2,330	2.5%
Pension	26,860	24,050	-10.5%	22,700	-5.6%	21,340	-6.0%	19,930	-6.6%	18,530	-7.0%	18,530	0.0%
Worker's Compensation	1,100	1,010	-8.2%	1,030	2.0%	1,050	2.0%	1,070	2.0%	1,090	2.0%	1,110	2.0%
Operating Expenses	1,210	4,420	265.3%	4,530	2.5%	4,640	2.5%	4,760	2.5%	4,880	2.5%	5,000	2.5%
Internal Service Expenses	14,770	14,950	1.2%	15,320	2.5%	15,700	2.5%	16,090	2.5%	16,490	2.5%	16,900	2.5%
City Audit	**196,560**	**207,370**	**5.5%**	**211,010**	**1.8%**	**214,780**	**1.8%**	**218,660**	**1.8%**	**222,710**	**1.9%**	**228,310**	**2.5%**
Full Time Salaries	519,310	582,410	12.2%	596,970	2.5%	611,890	2.5%	627,190	2.5%	642,870	2.5%	658,940	2.5%
Part Time Salaries	58,720	59,660	1.6%	59,660	0.0%	59,660	0.0%	59,660	0.0%	59,660	0.0%	59,660	0.0%
Overtime	-	980	n/a	1,000	2.0%	1,020	2.0%	1,040	2.0%	1,060	2.0%	1,080	2.0%
Life Insurance	2,310	3,570	54.5%	3,610	1.0%	3,650	1.0%	3,690	1.0%	3,730	1.0%	3,770	1.0%
Major Medical Insurance	56,230	74,730	32.9%	78,470	5.0%	82,390	5.0%	86,510	5.0%	90,840	5.0%	95,380	5.0%
Social Security	22,510	24,130	7.2%	24,730	2.5%	25,350	2.5%	25,980	2.5%	26,630	2.5%	27,300	2.5%
Pension	66,380	64,870	-2.3%	61,240	-5.6%	57,570	-6.0%	53,770	-6.6%	50,010	-7.0%	50,010	0.0%
Worker's Compensation	6,180	4,910	-20.6%	5,010	2.0%	5,110	2.0%	5,210	2.0%	5,310	2.0%	5,420	2.0%
Operating Expenses	214,710	263,110	22.5%	269,690	2.5%	276,430	2.5%	283,340	2.5%	290,420	2.5%	297,680	2.5%
Internal Service Expenses	109,660	95,040	-13.3%	97,420	2.5%	99,860	2.5%	102,360	2.5%	104,920	2.5%	107,540	2.5%
Human Resources	**1,056,010**	**1,173,410**	**11.1%**	**1,197,800**	**2.1%**	**1,222,930**	**2.1%**	**1,248,750**	**2.1%**	**1,275,450**	**2.1%**	**1,306,780**	**2.5%**
Full Time Salaries	20,347,140	20,979,790	3.1%	21,818,980	4.0%	22,691,740	4.0%	23,599,410	4.0%	24,543,390	4.0%	25,525,130	4.0%
Part Time Salaries	530,250	650,890	22.8%	650,890	0.0%	650,890	0.0%	650,890	0.0%	650,890	0.0%	650,890	0.0%
Overtime	659,990	650,690	-1.4%	663,700	2.0%	676,970	2.0%	690,510	2.0%	704,320	2.0%	718,410	2.0%
Police Incentive Pay	190,140	189,420	-0.4%	194,160	2.5%	199,010	2.5%	203,990	2.5%	209,090	2.5%	214,320	2.5%
Life Insurance	73,110	76,850	5.1%	77,620	1.0%	78,400	1.0%	79,180	1.0%	79,970	1.0%	80,770	1.0%
Major Medical Insurance	2,946,030	3,357,720	14.0%	3,525,610	5.0%	3,701,890	5.0%	3,886,980	5.0%	4,081,330	5.0%	4,285,400	5.0%
Social Security	351,400	364,800	3.8%	379,390	4.0%	394,570	4.0%	410,350	4.0%	426,760	4.0%	443,830	4.0%
Pension	4,184,410	3,656,290	-12.6%	3,451,540	-5.6%	3,244,450	-6.0%	3,030,320	-6.6%	2,818,200	-7.0%	2,818,200	0.0%
Worker's Compensation	519,050	545,690	5.1%	556,600	2.0%	567,730	2.0%	579,080	2.0%	590,660	2.0%	602,470	2.0%
Supplemental Pension	-	905,000	n/a	914,050	1.0%	923,190	1.0%	932,420	1.0%	941,740	1.0%	951,160	1.0%
Medical Examinations	-	88,800	n/a	88,800	0.0%	88,800	0.0%	88,800	0.0%	88,800	0.0%	88,800	0.0%
Operating Expenses	2,142,510	2,175,410	1.5%	2,229,800	2.5%	2,285,550	2.5%	2,342,690	2.5%	2,401,260	2.5%	2,461,290	2.5%
Internal Service Expenses	4,665,680	5,262,630	12.8%	5,394,200	2.5%	5,529,060	2.5%	5,667,290	2.5%	5,808,970	2.5%	5,954,190	2.5%
Operating Capital	-	6,000	n/a	6,150	2.5%	6,300	2.5%	6,460	2.5%	6,620	2.5%	6,790	2.5%
Interfund Transfers	240,000	230,000	-4.2%	35,000	(2)	35,000	(2)	35,000	(2)	35,000	(2)	35,000	(2)
Police	**36,849,710**	**39,139,980**	**6.2%**	**39,986,490**	**2.2%**	**41,073,550**	**2.7%**	**42,203,370**	**2.8%**	**43,387,000**	**2.8%**	**44,836,650**	**3.3%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Full Time Salaries	12,492,520	12,481,580	-0.1%	13,612,520	4.0%	14,157,020	4.0%	14,723,300	4.0%	15,312,230	4.0%	15,924,720	4.0%
Part Time Salaries	22,880	22,880	0.0%	22,880	0.0%	22,880	0.0%	22,880	0.0%	22,880	0.0%	22,880	0.0%
Overtime	759,140	789,820	4.0%	805,620	2.0%	821,730	2.0%	838,160	2.0%	854,920	2.0%	872,020	2.0%
Fire Incentive/Acting Pay	268,780	282,940	5.3%	294,260	4.0%	306,030	4.0%	318,270	4.0%	331,000	4.0%	344,240	4.0%
Fire Special Holiday	653,780	678,410	3.8%	705,550	4.0%	733,770	4.0%	763,120	4.0%	793,640	4.0%	825,390	4.0%
Life Insurance	76,260	70,000	-8.2%	70,700	1.0%	71,410	1.0%	72,120	1.0%	72,840	1.0%	73,570	1.0%
Major Medical Insurance	1,883,360	2,129,890	13.1%	2,236,380	5.0%	2,348,200	5.0%	2,465,610	5.0%	2,588,890	5.0%	2,718,330	5.0%
Social Security	206,710	207,440	0.4%	215,740	4.0%	224,370	4.0%	233,340	4.0%	242,670	4.0%	252,380	4.0%
Pension	2,866,480	2,425,520	-15.4%	2,289,690	-5.6%	2,152,310	-6.0%	2,010,260	-6.6%	1,869,540	-7.0%	1,869,540	0.0%
Worker's Compensation	636,380	466,900	-26.6%	476,240	2.0%	485,760	2.0%	495,480	2.0%	505,390	2.0%	515,500	2.0%
Supplemental Pension	-	1,300,000	n/a	1,313,000	1.0%	1,326,130	1.0%	1,339,390	1.0%	1,352,780	1.0%	1,366,310	1.0%
Medical Examinations	79,000	79,000	0.0%	79,000	0.0%	79,000	0.0%	79,000	0.0%	79,000	0.0%	79,000	0.0%
Operating Expenses	1,327,440	1,433,360	8.0%	1,469,190	2.5%	1,505,920	2.5%	1,543,570	2.5%	1,582,160	2.5%	1,621,710	2.5%
Internal Service Expenses	2,102,380	2,208,070	5.0%	2,263,270	2.5%	2,319,850	2.5%	2,377,850	2.5%	2,437,300	2.5%	2,498,230	2.5%
Operating Capital	46,500	46,510	0.0%	47,670	2.5%	48,860	2.5%	50,080	2.5%	51,330	2.5%	52,610	2.5%
Debt Service	337,540	591,600	(1)	545,230	(1)	824,720	(1)	814,930	(1)	894,380	(1)	1,164,120	(1)
Interfund Transfers	185,100	314,570	(2)	369,360	(2)	324,650	(2)	336,380	(2)	414,390	(2)	362,910	(2)
Fire	**23,944,250**	**25,528,490**	**6.6%**	**26,816,300**	**5.0%**	**27,752,610**	**3.5%**	**28,483,740**	**2.6%**	**29,405,340**	**3.2%**	**30,563,460**	**3.9%**
Full Time Salaries	2,567,210	2,808,610	9.4%	2,878,830	2.5%	2,950,800	2.5%	3,024,570	2.5%	3,100,180	2.5%	3,177,680	2.5%
Overtime	12,780	12,780	0.0%	13,040	2.0%	13,300	2.0%	13,570	2.0%	13,840	2.0%	14,120	2.0%
Life Insurance	7,780	13,550	74.2%	13,690	1.0%	13,830	1.0%	13,970	1.0%	14,110	1.0%	14,250	1.0%
Major Medical Insurance	502,920	577,970	14.9%	606,870	5.0%	637,210	5.0%	669,070	5.0%	702,520	5.0%	737,650	5.0%
Social Security	45,630	50,600	10.9%	51,870	2.5%	53,170	2.5%	54,500	2.5%	55,860	2.5%	57,260	2.5%
Pension	478,180	435,060	-9.0%	410,700	-5.6%	386,060	-6.0%	360,580	-6.6%	335,340	-7.0%	335,340	0.0%
Worker's Compensation	43,520	37,260	-14.4%	38,010	2.0%	38,770	2.0%	39,550	2.0%	40,340	2.0%	41,150	2.0%
Operating Expenses	432,700	661,350	52.8%	677,880	2.5%	694,830	2.5%	712,200	2.5%	730,010	2.5%	748,260	2.5%
Internal Service Expenses	789,010	801,160	1.5%	821,190	2.5%	841,720	2.5%	862,760	2.5%	884,330	2.5%	906,440	2.5%
Debt Service	7,950	2,210	(1)	4,420	(1)	4,420	(1)	4,420	(1)	4,420	(1)	2,210	(1)
Planning & Development	**4,887,680**	**5,400,550**	**10.5%**	**5,516,500**	**2.1%**	**5,634,110**	**2.1%**	**5,755,190**	**2.1%**	**5,880,950**	**2.2%**	**6,034,360**	**2.6%**
Full Time Salaries	2,751,550	2,880,490	4.7%	2,952,500	2.5%	3,026,310	2.5%	3,101,970	2.5%	3,179,520	2.5%	3,259,010	2.5%
Overtime	-	28,590	n/a	29,160	2.0%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Life Insurance	8,390	14,520	73.1%	14,670	1.0%	14,820	1.0%	14,970	1.0%	15,120	1.0%	15,270	1.0%
Major Medical Insurance	506,970	560,750	10.6%	588,790	5.0%	618,230	5.0%	649,140	5.0%	681,600	5.0%	715,680	5.0%
Social Security	47,320	50,290	6.3%	51,550	2.5%	52,840	2.5%	54,160	2.5%	55,510	2.5%	56,900	2.5%
Pension	511,490	448,880	-12.2%	423,740	-5.6%	398,320	-6.0%	372,030	-6.6%	345,990	-7.0%	345,990	0.0%
Worker's Compensation	100,740	95,360	-5.3%	97,270	2.0%	99,220	2.0%	101,200	2.0%	103,220	2.0%	105,280	2.0%
Operating Expenses	2,834,940	2,879,260	1.6%	2,951,240	2.5%	3,025,020	2.5%	3,100,650	2.5%	3,178,170	2.5%	3,257,620	2.5%
Internal Service Expenses	602,810	649,650	7.8%	665,890	2.5%	682,540	2.5%	699,600	2.5%	717,090	2.5%	735,020	2.5%
Operating Capital	250	250	0.0%	260	2.5%	270	2.5%	280	2.5%	290	2.5%	300	2.5%
Transfers	205,000	249,000	(2)	292,080	(2)	205,000	(2)	205,000	(2)	205,000	(2)	205,000	(2)
Engineering	**7,569,460**	**7,857,040**	**3.8%**	**8,067,150**	**2.7%**	**8,122,570**	**0.7%**	**8,299,000**	**2.2%**	**8,481,510**	**2.2%**	**8,696,070**	**2.5%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Full Time Salaries	6,361,570	6,907,360	8.6%	7,080,040	2.5%	7,257,040	2.5%	7,438,470	2.5%	7,624,430	2.5%	7,815,040	2.5%
Part Time Salaries	1,035,190	1,060,190	2.4%	1,060,190	0.0%	1,060,190	0.0%	1,060,190	0.0%	1,060,190	0.0%	1,060,190	0.0%
Overtime	104,980	107,350	2.3%	109,500	2.0%	111,690	2.0%	113,920	2.0%	116,200	2.0%	118,520	2.0%
Life Insurance	18,480	35,160	90.3%	35,510	1.0%	35,870	1.0%	36,230	1.0%	36,590	1.0%	36,960	1.0%
Major Medical Insurance	1,467,820	1,730,960	17.9%	1,817,510	5.0%	1,908,390	5.0%	2,003,810	5.0%	2,104,000	5.0%	2,209,200	5.0%
Social Security	198,400	210,880	6.3%	216,150	2.5%	221,550	2.5%	227,090	2.5%	232,770	2.5%	238,590	2.5%
Pension	1,171,870	1,133,130	-3.3%	1,069,670	-5.6%	1,005,490	-6.0%	939,130	-6.6%	873,390	-7.0%	873,390	0.0%
Worker's Compensation	328,610	346,780	5.5%	353,720	2.0%	360,790	2.0%	368,010	2.0%	375,370	2.0%	382,880	2.0%
Operating Expenses	6,857,590	7,296,190	6.4%	7,478,590	2.5%	7,665,550	2.5%	7,857,190	2.5%	8,053,620	2.5%	8,254,960	2.5%
Internal Service Expenses	3,466,260	3,645,410	5.2%	3,736,550	2.5%	3,829,960	2.5%	3,925,710	2.5%	4,023,850	2.5%	4,124,450	2.5%
Debt Service	4,340	12,110	(1)	18,430	(1)	21,070	(1)	21,070	(1)	18,960	(1)	8,950	(1)
Transfers	1,345,000	1,105,000	(2)	1,122,500	(2)	1,490,000	(2)	1,365,000	(2)	1,415,000	(2)	1,480,000	(2)
Parks & Recreation	**22,360,110**	**23,590,520**	**5.5%**	**24,098,360**	**2.2%**	**24,967,590**	**3.6%**	**25,355,820**	**1.6%**	**25,934,370**	**2.3%**	**26,603,130**	**2.6%**
Full Time Salaries	2,139,390	2,444,050	14.2%	2,505,150	2.5%	2,567,780	2.5%	2,631,970	2.5%	2,697,770	2.5%	2,765,210	2.5%
Part Time Salaries	573,370	612,840	6.9%	612,840	0.0%	612,840	0.0%	612,840	0.0%	612,840	0.0%	612,840	0.0%
Life Insurance	5,880	11,410	94.0%	11,520	1.0%	11,640	1.0%	11,760	1.0%	11,880	1.0%	12,000	1.0%
Major Medical Insurance	458,450	574,570	25.3%	603,300	5.0%	633,470	5.0%	665,140	5.0%	698,400	5.0%	733,320	5.0%
Social Security	79,220	87,520	10.5%	89,710	2.5%	91,950	2.5%	94,250	2.5%	96,610	2.5%	99,030	2.5%
Pension	406,290	386,230	-4.9%	364,600	-5.6%	342,720	-6.0%	320,100	-6.6%	297,690	-7.0%	297,690	0.0%
Worker's Compensation	43,610	41,130	-5.7%	41,950	2.0%	42,790	2.0%	43,650	2.0%	44,520	2.0%	45,410	2.0%
Operating Expenses	848,940	908,300	7.0%	931,010	2.5%	954,290	2.5%	978,150	2.5%	1,002,600	2.5%	1,027,670	2.5%
Internal Service Expenses	818,700	867,530	6.0%	889,220	2.5%	911,450	2.5%	934,240	2.5%	957,600	2.5%	981,540	2.5%
Operating Capital	17,960	686,140	n/a	703,290	2.5%	720,870	2.5%	738,890	2.5%	757,360	2.5%	776,290	2.5%
Debt Service	43,440	23,760	(1)	-	(1)	-	(1)	-	(1)	-	(1)	-	(1)
Transfers	635,000	115,580	(2)	387,350	(2)	27,340	(2)	-	(2)	35,000	(2)	-	(2)
Library	**6,070,250**	**6,759,060**	**11.3%**	**7,139,940**	**5.6%**	**6,917,140**	**-3.1%**	**7,030,990**	**1.6%**	**7,212,270**	**2.6%**	**7,351,000**	**1.9%**
Full Time Salaries	178,390	198,070	11.0%	203,020	2.5%	208,100	2.5%	213,300	2.5%	218,630	2.5%	224,100	2.5%
Part Time Salaries	41,370	49,210	19.0%	49,210	0.0%	49,210	0.0%	49,210	0.0%	49,210	0.0%	49,210	0.0%
Overtime	5,770	6,880	19.2%	7,020	2.0%	7,160	2.0%	7,300	2.0%	7,450	2.0%	7,600	2.0%
Life Insurance	460	1,090	137.0%	1,100	1.0%	1,110	1.0%	1,120	1.0%	1,130	1.0%	1,140	1.0%
Major Medical Insurance	46,340	52,320	12.9%	54,940	5.0%	57,690	5.0%	60,570	5.0%	63,600	5.0%	66,780	5.0%
Social Security	5,830	6,730	15.4%	6,900	2.5%	7,070	2.5%	7,250	2.5%	7,430	2.5%	7,620	2.5%
Pension	36,830	34,660	-5.9%	32,720	-5.6%	30,760	-6.0%	28,730	-6.6%	26,720	-7.0%	26,720	0.0%
Worker's Compensation	6,580	6,310	-4.1%	6,440	2.0%	6,570	2.0%	6,700	2.0%	6,830	2.0%	6,970	2.0%
Operating Expenses	487,550	540,470	10.9%	553,980	2.5%	567,830	2.5%	582,030	2.5%	596,580	2.5%	611,490	2.5%
Internal Service Expenses	41,600	52,240	25.6%	53,550	2.5%	54,890	2.5%	56,260	2.5%	57,670	2.5%	59,110	2.5%
Interfund Transfers	20,000	20,000	(1)	20,000	(1)	20,000	(1)	20,000	(1)	20,000	(1)	20,000	(1)
Marine Operations	**870,720**	**967,980**	**11.2%**	**988,880**	**2.2%**	**1,010,390**	**2.2%**	**1,032,470**	**2.2%**	**1,055,250**	**2.2%**	**1,080,740**	**2.4%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2014-15	**Budget 2015-16**	**% Δ**	**Fiscal Year 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**
Other Operating	10,000	10,000	0.0%	10,250	2.5%	10,510	2.5%	10,770	2.5%	11,040	2.5%	11,320	2.5%
Property/Liability Insurance	2,533,210	2,443,480	-3.5%	2,504,570	2.5%	2,567,180	2.5%	2,631,360	2.5%	2,697,140	2.5%	2,764,570	2.5%
Interfund Transfers	1,398,700	1,820,940	(1)	1,451,908	(1)	1,462,568	(1)	1,648,558	(1)	1,584,888	(1)	1,544,887	(1)
Non-Departmental	**3,941,910**	**4,274,420**	**8.4%**	**3,966,728**	**-7.2%**	**4,040,258**	**1.9%**	**4,290,688**	**6.2%**	**4,293,068**	**0.1%**	**4,320,777**	**0.6%**
Other Operating	120,000	119,050	-0.8%	122,030	2.5%	125,080	2.5%	128,210	2.5%	131,420	2.5%	134,710	2.5%
Internal Services	155,480	156,400	0.6%	160,310	2.5%	164,320	2.5%	168,430	2.5%	172,640	2.5%	176,960	2.5%
Public Utilities	**275,480**	**275,450**	**0.0%**	**282,340**	**2.5%**	**289,400**	**2.5%**	**296,640**	**2.5%**	**304,060**	**2.5%**	**311,670**	**2.5%**
Total Expenditures	**117,008,550**	**124,479,870**	**6.4%**	**127,887,768**	**2.7%**	**131,081,658**	**2.5%**	**134,278,108**	**2.4%**	**137,748,758**	**2.6%**	**141,894,887**	**3.0%**

Mission

The City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

Program Description

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 areas of concern, serve as the City liaison for various area-wide boards, and represent the City at numerous community functions.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	196,670	204,664	210,380	231,530	10%
Operating	39,524	33,892	49,460	49,400	0%
Internal Services	15,327	18,484	16,040	20,500	28%
Transfers	3,000	3,000	3,000	3,000	0%
Total City Council	**254,521**	**260,040**	**278,880**	**304,430**	**9%**
Full Time Equivalent Positions	**1.0**	**1.0**	**1.0**	**1.0**	**-**

Program 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%.

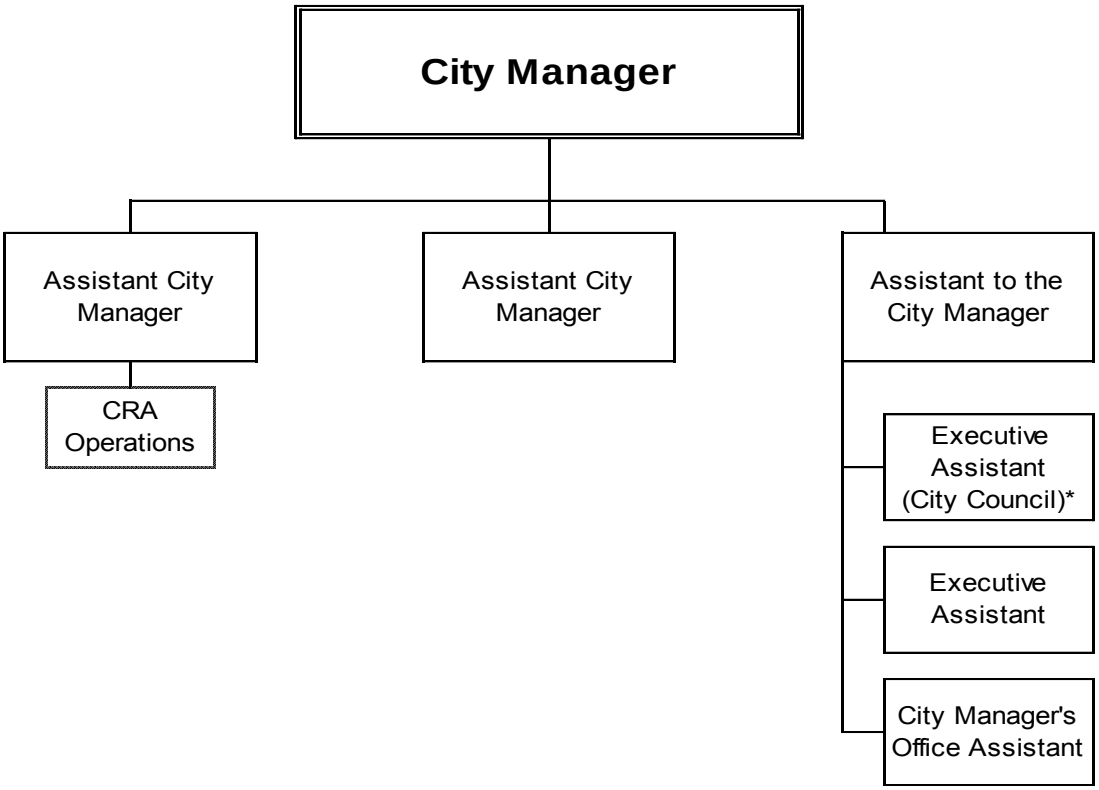
- Included in the operating category is the anticipated cost of memberships for fiscal year 2015/16 totaling $16,870, a 5% increase from the 2014/15. Funding is included for memberships for the Clearwater Regional Chambers of Commerce, the Florida League of Cities, the Tampa Bay Regional Planning Council, as well as other ancillary memberships.

- Transfers remain the same as the previous year at $3,000 and represent a transfer to the Special Program Fund to fund the Nagano Sister City Program activities.

- Councilmember travel is budgeted at $15,960, the same level of funding as the 2014/15 budget.

- Internal Services reflect a 28% increase from the 2014/15 budget primarily related to increases in information technology support.

- There have been no other significant changes in the City Council program. The budget for this department reflects a 9% increase from the fiscal year 2014/15 budget.



City Manager's Office – 6.0 FTE's
***City Council - FTE**

Mission

Our mission is 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.

Program Description

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.

A staff directly supports the City Manager, consisting of two Assistant City Managers and an administrative staff. All departments within the City report directly to either the City Manager or one of the Assistant City Managers.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	943,933	858,282	860,750	846,580	-2%
Operating	81,717	89,960	123,320	119,830	-3%
Internal Services	108,657	114,298	107,870	109,180	1%
Total City Manager Office	**1,134,307**	**1,062,540**	**1,091,940**	**1,075,590**	**-1%**
Full Time Equivalent Positions	**9.0**	**8.0**	**7.0**	**6.0**	**(1.0)**

Program Highlights

- The City Manager's Office is supported by six full time equivalent positions, a reduction of one FTE from the 2014/15 budget. For fiscal year 2015/16, the Downtown Manager is being transferred to Economic Development.

- Operating expenses include $75,000 as a source of funding for the City Manager to handle small, unbudgeted problems that arise during any fiscal year; this is the same level of funding as fiscal year 2014/15.

- There have been no other significant changes in the City Manager's program. The budget for this department reflects a 1% decrease from the 2014/15 budget primarily due to the reduction in personnel.

CITY OF CLEARWATER, FLORIDA

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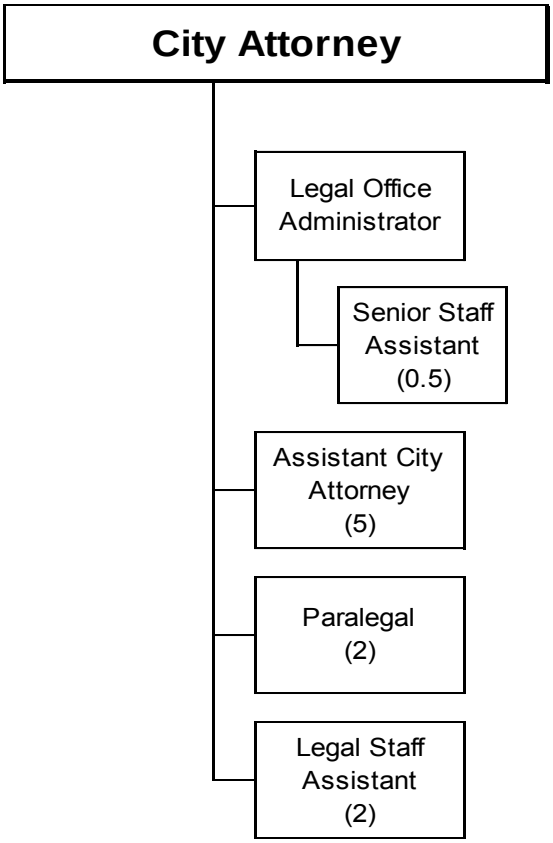

City Attorney's Office – 11.5 FTE's

Mission

The Mission 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.

Program Description

The City Attorney's Office provides timely, cost-efficient, quality services and advice to support the City Council, the City Manager, and all City departments, boards and agencies in fulfilling their missions and goals; and advances, advocates and safeguards the interests of the City within the bounds of the law.

- **Litigation** – Handles 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.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,156,547	1,220,151	1,206,140	1,234,530	2%
Operating	75,176	292,969	309,670	303,210	-2%
Internal Services	104,600	113,370	111,050	112,620	1%
Capital	1,257	1,153	2,500	2,000	-20%
Total City Attorney's Office	**1,337,580**	**1,627,643**	**1,629,360**	**1,652,360**	**1%**
Full Time Equivalent Positions	**11.0**	**11.0**	**11.0**	**11.5**	**0.5**

Program Highlights

- The City Attorney's Office is supported by 11.5 full time equivalent positions, an increase of 0.5 FTE's from the 2014/15 budget. During fiscal year 2014/15, management approved the transfer of a part time position from the Police Department to fund a Paralegal position.
- Personnel costs represent 75% of this program's budget.
- Capital expenditures represent funding for books and publications for $2,000, this is a reduction of 20% from the 2014/15 budget.
- Other operating expenditures include $233,000 for outside professional services, a 2% decrease from the 2014/15 budget.
- There have been no other significant changes in the City Attorney's Office. The budget for this Department reflects a 1% increase from the 2014/15 budget.

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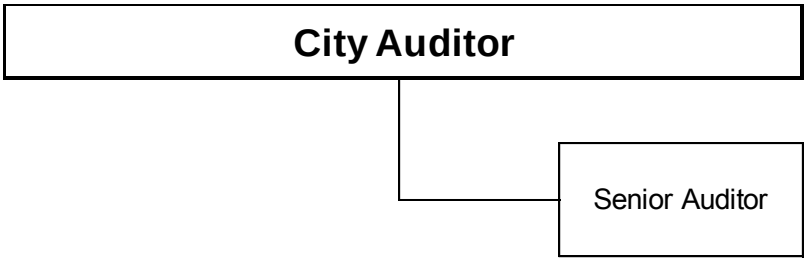

City Audit – 2.0 FTE's

Mission

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.

Program Description

The Audit Office ensures that the City of Clearwater provides municipal services to all residents, businesses, and visitors in an honest, effective, and accountable manner. Our responsibilities include performing systematic compliance, financial, and operational reviews of City business activities to add value and assist in improving departmental operations. Specifically, audits help insure the existence and enforcement of management established internal controls; compliance with policies, procedures, rules, guidelines, and laws; safeguarding of property; reliability and integrity of financial operational information; and, the effectiveness and efficiency of operations.

Audits are scheduled in an annual work plan based on potential risks to the organization, a department, or a division. Additionally, departments, senior management, or a member of the public can provide insights and requests for audits.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	181,013	184,474	180,580	188,000	4%
Operating	780	1,393	1,210	4,420	265%
Internal Services	14,820	16,850	14,770	14,950	1%
Total City Audit	**196,613**	**202,717**	**196,560**	**207,370**	**5%**
Full Time Equivalent Positions	**2.0**	**2.0**	**2.0**	**2.0**	**-**

Program Highlights

- The City Auditor's Office is supported by two full time equivalent positions, the same as the 2014/15 budget.
- Other operating costs reflect an increase of $3,210 or 265% from the fiscal year 2014/15 budget to fund the purchase of sampling software.
- Personnel costs represent approximately 91% of this program's budget.
- There have been no other significant changes in the City Auditor's Office. The budget for this department reflects an increase of 5% from the 2014/15 budget.

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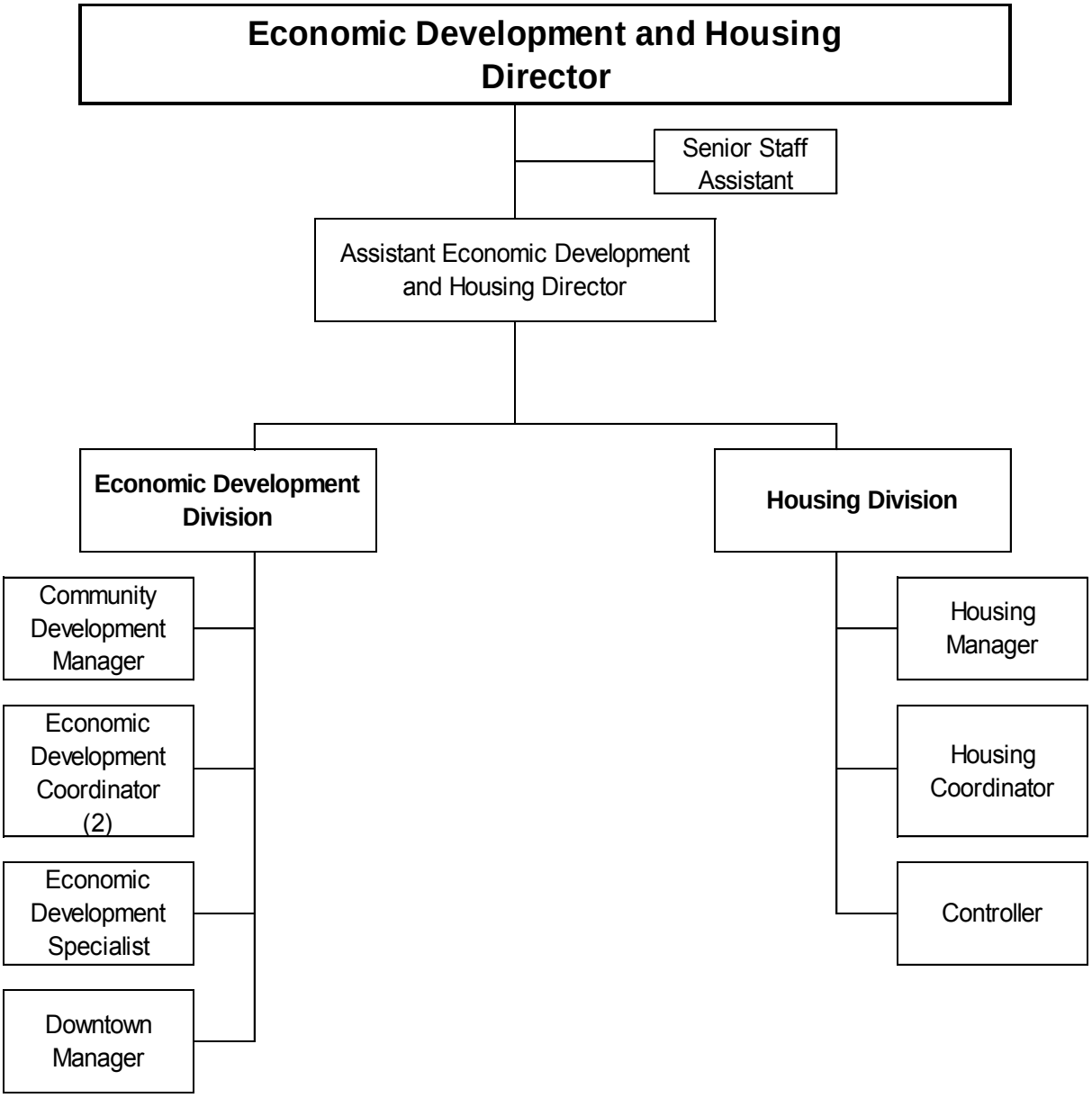

Economic Development – 7.0 FTE's
Housing – 4.0 FTE's
Total Economic Development – 11.0 FTE's

Mission

Our mission is 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 investments, and by implementing value-added strategies and programs that enhance the community's overall high quality of life and local and national image. Further, our mission is to provide quality affordable housing and community services to the citizens of Clearwater.

Department Description

The Economic Development and Housing Department consists of eleven employees and is divided into two programs, Economic Development and Housing.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Economic Development	778,352	897,775	1,203,540	1,333,380	11%
Housing	425,605	390,177	380,290	401,650	6%
Total Economic Development & Housing	**1,203,957**	**1,287,952**	**1,583,830**	**1,735,030**	**10%**
Full Time Equivalent Positions	**9.0**	**10.0**	**10.0**	**11.0**	**1.0**

Department Highlights

- The Economic Development and Housing Department is supported by eleven full time equivalent positions, an increase of one FTE from the 2014/15 budget. The Downtown Manager is being transferred from the City Manager's Office in the 2015/16 budget.

- Outside professional services for auditing, appraisals, research, statistical analyses and market analyses are budgeted at $67,190, a 2% increase from the 2014/15 budget.

- The tourism contracts in the amount of $214,000 include a $164,000 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 the same level of funding as the 2014/15 budget.

- The Tampa Bay Partnership membership is budgeted at $25,000 for 2015/16, the same level of funding as the 2014/15 budget.

- A contribution of $247,000 is budgeted to support City wide homeless initiatives. This is an increase of $1,000 from the fiscal year 2014/15 budget.

- There have been no other significant changes in the Economic Development and Housing program budgets. The Budget for this Department reflects an increase of 9% from the 2014/15 budget, primarily due to the additional FTE budgeted in fiscal year 2015/16.

Program Description

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. 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 toward stabilization and revitalization of areas with pressing economic, social and physical needs.

Operationally, the department administers programs that impact the economic development of vulnerable parts of the city, including the activities and incentives for portions of the Community Redevelopment Agency (CRA) area, the Brownfields program, the Enterprise Zone, and Hub Zone. The department also manages the city's tourism and economic development efforts with Pinellas County Economic Development, Visit St. Pete/Clearwater, the Tampa Bay Partnership, and other partners.

The department will begin the fourth year implementation of the City's Economic Development Strategic Plan which includes incentive programs that attract new employment opportunities to the city. The department develops and maintains contacts with the business community and works with existing businesses to retain and expand the current employment base, and connects them to available resources and financing programs. These efforts serve to create jobs, increase the tax base and improve the economic and business climate of the city.

The potential for quality economic development growth is further defined by the department's lead role in outreach targeted marketing for the recruitment of value-added new affordable and market-rate residential, retail, office, industrial, mixed use, cultural, and tourist-based resort developments. Marketing efforts also include enhancing the livability and image of the community overall.

Economic Development consists of seven FTEs funded by the General Fund and the CRA. The positions include a Director, an Assistant Director, two Economic Development Coordinators, an Economic Development Specialist, a Downtown Manager, and a Community Development Manager.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	407,038	506,043	546,620	672,770	23%
Operating	300,170	310,420	575,360	576,310	0%
Internal Services	71,144	81,312	81,560	84,300	3%
Total Economic Development	**778,352**	**897,775**	**1,203,540**	**1,333,380**	**11%**
Full Time Equivalent Positions	**4.5**	**6.0**	**6.0**	**7.0**	**1.0**

Program Description

Housing provides quality affordable housing, community and economic development services to the citizens of Clearwater. These goals are achieved through the administration of two federal grant programs funded through the U.S. Department of Housing and Urban Development, Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME). Additionally, the City also partners with the State of Florida through the State Housing Initiatives Partnership (SHIP) Program, and Pinellas County Housing Trust Fund. The Department is implementing projects from prior year funds through the Department of Housing and Urban Development's Neighborhood Stabilization 2 and 3 Programs. This year, CDBG and HOME Grant funds total approximately $1 million and funds a wide variety of housing, social service and economic development programs.

Approximately 85% of the total grant funds are redistributed to community organizations that directly provide services to the community through Public Services and Public Facilities programs. 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 use of the grant funds.

The department also provides affordable housing funding for very low to moderate-income residents for down payment assistance, rehabilitation loans and construction of new infill housing units and rental communities. Given the decrease in revenues over the years, the focus of funding for this fiscal year is improving the existing housing stock through down payment assistance and rehabilitation programs.

Housing is fully funded through the administrative portion of the federal and state grant funds and no City general operating funds are used. The Housing staff is composed of four FTE's including; a Housing Manager, a Housing Coordinator, a Controller, and a Senior Staff Assistant.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	351,316	311,485	297,290	317,610	7%
Operating	18,940	24,411	30,420	30,420	0%
Internal Services	55,349	54,281	52,580	53,620	2%
Total Housing	**425,605**	**390,177**	**380,290**	**401,650**	**6%**
Full Time Equivalent Positions	**4.5**	**4.0**	**4.0**	**4.0**	**-**

CITY OF CLEARWATER, FLORIDA

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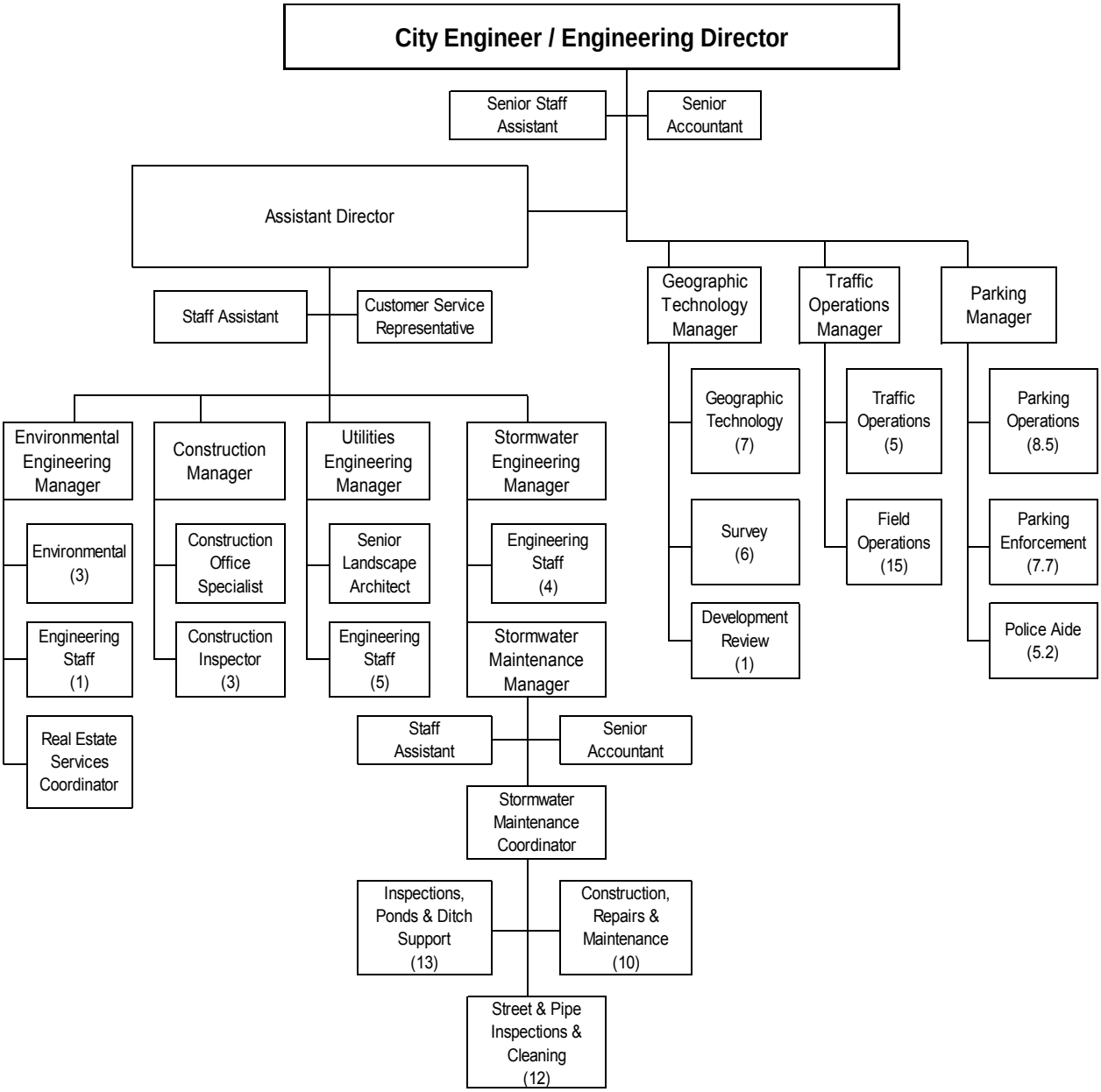

Engineering (General Fund) – 55.0 FTE's
Engineering (Stormwater) – 52.0 FTE's
Engineering (Parking) – 22.4 FTE's
Total Engineering – 129.4 FTE's

Mission

To provide engineering expertise to implement the transportation, parking, utility, and civil engineering segments of the Capital Improvement Program; to optimize the function of the City's traffic operations and parking systems affording the maximum benefit and convenience to our residents and visitors; and to operate and maintain the City stormwater infrastructure.

Department Description

The Engineering department is responsible for project management for various elements of the City's Capital Improvement Program. This includes stormwater, environmental, engineering design, contract award, and construction management. The department is also responsible for traffic planning, design, and operations; the administration of the 3,800 +/- space Parking System and the operation; and maintenance of the City stormwater infrastructure. Engineering consists of six divisions: Civil Engineering, Geographic Technology, Stormwater Management, Construction Management, Traffic Operations and Parking System.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Engineering Production	3,021,558	3,092,321	3,087,960	3,235,490	5%
Traffic Operations	4,267,261	4,239,419	4,481,500	4,621,550	3%
Subtotal	7,288,819	7,331,740	7,569,460	7,857,040	4%
Stormwater Fund					
Stormwwater Management	3,474,072	3,393,916	10,682,600	10,411,190	-3%
Stormwater Maintenance	6,829,787	11,083,975	6,524,810	6,800,510	4%
Subtotal	10,303,859	14,477,891	17,207,410	17,211,700	0%
Parking Fund					
Parking System	2,771,436	2,590,366	3,038,930	5,080,050	67%
Parking Enforcement	650,667	660,330	601,880	663,870	10%
Subtotal	3,422,103	3,250,696	3,640,810	5,743,920	58%
Total Engineering	**21,014,781**	**25,060,327**	**28,417,680**	**30,812,660**	**8%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS				
	Actual 2012/13	**Actual 2013/14**	**Budget 2014/15**	**Budget 2015/16**
General Fund	55.0	55.0	55.0	55.0
Stormwater Fund	50.0	49.0	49.0	52.0
Parking Fund	20.7	21.7	21.7	22.4
Total Engineering	**125.7**	**125.7**	**125.7**	**129.4**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (September - August)
Miles of Main Street Arteries Swept Objective: to consistently maintain our streets by cleaning each street bi-annually, beach streets daily, and downtown streets weekly.	33,120	31,450	30,192
Street Quality * Measured by the miles of roadway replaced annually.	8.0	8.2	26.6
Traffic Signal Synchronization * Measured by the number of miles of primary and major arterials that have synchronized traffic signals.	44.68	44.68	44.68
Storm Drain System Reliability * Measured by the number of storm drain inlets cleaned and maintained annually.	2,489	2,484	6,162
Storm Drain Reliability * Measured by miles of storm drains cleaned and maintained annually.	21	13.3	12.83

General Fund
Engineering Production and Traffic Operations
Highlights

- The Engineering General Fund operations are supported by 55 FTE's, the same level of staffing as the 2014/15 budget.
- 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 2015/16 are budgeted at $2.5 million, which is a slight increase from the 2014/15 budget.
- Transfers to the Capital Improvement Fund total $249,000 to support Engineering projects for fiscal year 2015/16.
- There have been no other significant changes in the Engineering and Traffic Operation programs. The budget for these programs reflects an increase of 4% from the 2015/16 budget.

Stormwater Fund
Highlights

- The Stormwater Management and Stormwater Maintenance programs are funded by the Stormwater 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, an increase of three FTE's from the 2014/15 budget. For fiscal year 2015/16, one Street Sweeper and two Stormwater Technicians have been added to the Stormwater Maintenance program.

- Contractual and professional services are budgeted at $560,400 a slight decrease from the 2014/15 budget. Budgeted expenses include; funding for the scheduled rate-study, water quality testing in St. Josephs Sound, Tampa Bay Estuary Program TMDL Reasonable Assurance Testing, lake and pond maintenance, and cascade fountain maintenance at Prospect Lake.

- 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 $614,640 in this fiscal year, a 1% increase from the 2014/15 budget.

- Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the 2014 rate study are $5,498,550 for the 2015/16 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 $913,120 in this fiscal year, a decrease of 9% from the 2014/15 budget.

- The Stormwater Fund is charged for services provided by the Utility Customer Service for billing and administering Stormwater customers. The Stormwater Fund anticipated portion of this cost is $360,090, a 5% increase from the 2014/15 budget.

- Budgeted debt costs are approximately $2.6 million in fiscal year 2015/16 which reflects a 1% decrease from the 2014/15 budget.

- Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of $921,830 to support the General Fund. The computation is based on, and reflects a rate of 5.5% of prior year gross revenues. The 2015/16 contribution is a 3% increase from the 2014/15 budget.

- There have been no other significant changes in the Stormwater Fund. The budget for this program is relatively flat in comparison to the 2014/15 budget.

Parking Fund
Parking System and Parking Enforcement
Highlights

- The Parking Fund programs in the Engineering Department are supported by 22.4 full time equivalent positions, an increase of a part time parking assistant at .7 FTE is included in the fiscal year 2015/16 budget.

- Parking System reimbursements to the General Fund total $741,450 and include $137,920 for traffic field operation services, $38,710 for Parks and Recreation facility maintenance, and $564,820 for beach cleaning. This is an increase of 1% from the 2014/15 budget.

- Sunsets at Pier 60 is funded from the Parking Fund at a budgeted cost of $22,900 in 2015/16. This is the same level funding as the 2014/15 budget.

- Funding for the Jolley Trolley service is budgeted in the Parking Fund at a cost of $166,990 for fiscal year 2015/16. This is the same level of funding as the 2014/15 budget.

- Transfers of $107,840 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 $283,480 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2013/14 gross revenues. The 2015/16 contribution represents a 3% increase from the 2014/15 budget.

- Transfers to the Capital Improvement Fund total $2,389,000 to support Parking projects for the 2015/16 budget, which includes the Pelican Walk Garage. This transfer reflects an increase of 587% from prior year.

- There have been no other significant changes to the Parking Fund programs in Engineering. The budgets for these programs reflect a 67% increase from the 2014/15 budget due to increased funding for Capital Projects planned in fiscal year 2015/16.

Program Description

The Engineering program is organized into three operational divisions: Civil Engineering, Geographic Technology and Construction Management.

The Civil Engineering Division of the Engineering Department includes Environmental Engineering, Utility Engineering, and Real Estate services. This division is responsible for engineering design including management of engineering and architectural consultant contracts, landscape architecture, project bidding, contract award, administration of materials management and site clean-up projects, management of the plan review process and real estate services including right-of-way acquisition.

The Geographic Technology Division is responsible for project surveying, drafting, GIS, maintaining infrastructure atlases and provides mapping support for multiple City departments.

The Construction Management Division provides construction, project management and inspection services. The construction inspection function includes verification that projects meet City requirements and are in accordance with approved plans. The project management function includes preparation of monthly pay estimates and contract administration. This division provides guidance and direction to contractors on a daily basis.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,425,290	2,489,284	2,436,050	2,523,660	4%
Operating	67,797	66,230	124,110	120,350	-3%
Internal Services	323,471	331,807	322,550	342,230	6%
Capital	-		250	250	0%
Transfers	205,000	205,000	205,000	249,000	21%
Total Engineering	**3,021,558**	**3,092,321**	**3,087,960**	**3,235,490**	**5%**
Full Time Equivalent Positions	**34.0**	**34.0**	**34.0**	**34.0**	**-**

Program Description

This division is responsible for the planning, geometric design and traffic operations of roads, streets and highways, their networks, terminals, abutting lands, relationships with other modes of transportation and the City's traffic calming program. It reviews plans of developments and impact on adjacent street systems, initiates street lighting, administers transportation impact fees, conducts traffic studies, analyzes accident problems, reviews public concerns and complaints, and coordinates and maintains the Computerized Traffic Control System. This division also fabricates, installs and maintains all traffic signal installations, pavement markings and traffic signs under the jurisdiction of the City of Clearwater, including flashing beacons, school signals and the marking of all City parking lots. This division also serves as the primary liaison with FDOT, Pinellas County Traffic Engineering and other municipal traffic operations agencies, as well as, the Pinellas County Metropolitan Planning Organization (MPO).

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,485,687	1,501,207	1,490,410	1,555,220	4%
Operating	2,521,708	2,482,421	2,710,830	2,758,910	2%
Internal Services	259,866	255,791	280,260	307,420	10%
Total Traffic Operations	**4,267,261**	**4,239,419**	**4,481,500**	**4,621,550**	**3%**
Full Time Equivalent Positions	**21.0**	**21.0**	**21.0**	**21.0**	**-**

Program Description

This program consists of the planning, design, and development of stormwater studies and projects for: (1) flood control and drainage purposes; (2) water quality purposes; (3) habitat restoration purposes; and (4) erosion/sedimentation control purposes, to meet City and State required levels of service. This program also provides stormwater administration related to the stormwater utility, alternate funding acquisition, National Pollutant Discharge Elimination System permit administration, and the acquisition of environmental permits. Essential water quality monitoring of City surface and groundwater resources and public requested sampling, as may be required to support public projects or regulatory requests, is also a significant program element.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	749,474	793,286	811,980	834,820	3%
Operating	452,162	437,108	476,850	473,870	-1%
Internal Services	92,964	114,527	125,610	144,800	15%
Debt	1,345,412	1,178,665	2,565,590	2,537,320	-1%
Transfers	834,060	870,330	6,702,570	6,420,380	-4%
Total Stormwater Management	**3,474,072**	**3,393,916**	**10,682,600**	**10,411,190**	**-3%**
Full Time Equivalent Positions	**10.0**	**10.0**	**10.0**	**10.0**	**-**

Program Description

The Stormwater Maintenance program is responsible for the maintenance and repair of the City's 187 miles of storm sewer mains, ditches, storm manholes, catch basins, and all other drainage structures to help eliminate flooding of streets and homes, and to ensure that all Federal, State, County and City stormwater runoff requirements are met. This program supports the installation of new storm pipes, new catch basins, manholes and other required structures. It is responsible for ditch maintenance and improvements, and for providing an annual cleaning cycle for the City's drainage ditch system. It provides sweeping of main arteries, beach and downtown commercial streets and parking lots. This program also provides for maintenance and repair of City owned retention ponds.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,177,173	2,248,201	2,250,840	2,500,700	11%
Operating	3,129,708	7,415,359	2,468,190	2,429,290	-2%
Internal Services	1,481,831	1,413,075	1,661,080	1,742,530	5%
Capital	31,073		40,610	24,500	-40%
Debt	10,002	7,340	104,090	103,490	-1%
Total Stormwater Maintenance	**6,829,787**	**11,083,975**	**6,524,810**	**6,800,510**	**4%**
Full Time Equivalent Positions	**40.0**	**39.0**	**39.0**	**42.0**	**3.0**

Program Description

The Clearwater Parking System is responsible for the administration, operation, maintenance, and revenue collection for the 3,800 +/- City owned parking spaces located both on-street and in off-street facilities, including the Garden Avenue Parking Garage; the Municipal Services Complex Employee Parking Garage; the Station Square Parking Garage; and many other locations throughout downtown and the beach. Services such as the resident, Downtown and Beach employee permit parking programs; the downtown merchant validation program and the prepaid park & go parking card programs are offered to enhance customer satisfaction.

The Parking system provides many important results: promotes parking turnover in commercial districts, assists with relieving traffic congestion through efficient and well designed ingress/egress points, meeting or exceeding all current American with Disabilities Act parking requirements, as well as, maintaining itself as a self-supporting entity. The Parking system also provides financial resources to partially support the beach cleaning operations and the lifeguard program.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	552,773	555,026	609,380	608,790	0%
Operating	1,843,713	1,655,721	1,678,640	1,668,430	-1%
Internal Services	118,290	111,139	128,610	129,850	1%
Capital			500	500	0%
Transfers	256,660	268,480	621,800	2,672,480	330%
Total Parking System	**2,771,436**	**2,590,366**	**3,038,930**	**5,080,050**	**67%**
Full Time Equivalent Positions	**14.7**	**14.7**	**14.7**	**14.7**	**-**

Program Description

The Parking Enforcement program was established in June 2003 to provide dedicated enforcement of parking both downtown and at the beach. There are a total of seven FTE positions dedicated to Parking Enforcement. Actual enforcement efforts began in March 2004. The number of citations projected to be issued annually is 30,000. Consistent parking enforcement will encourage compliance with parking ordinances, regulations, statutes, which result 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. The operating costs budgeted in this fiscal year, also includes costs to Citation Management for collection costs. The excess revenue, estimated at $107,840, is transferred to the General Fund to support general operations.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	256,855	272,261	271,610	337,580	24%
Operating	120,686	114,473	188,400	164,600	-13%
Internal Services	41,162	45,615	58,060	53,850	-7%
Transfers	231,964	227,981	83,810	107,840	29%
Total Parking Enforcement	**650,667**	**660,330**	**601,880**	**663,870**	**10%**
Full Time Equivalent Positions	**6.0**	**7.0**	**7.0**	**7.7**	**0.7**

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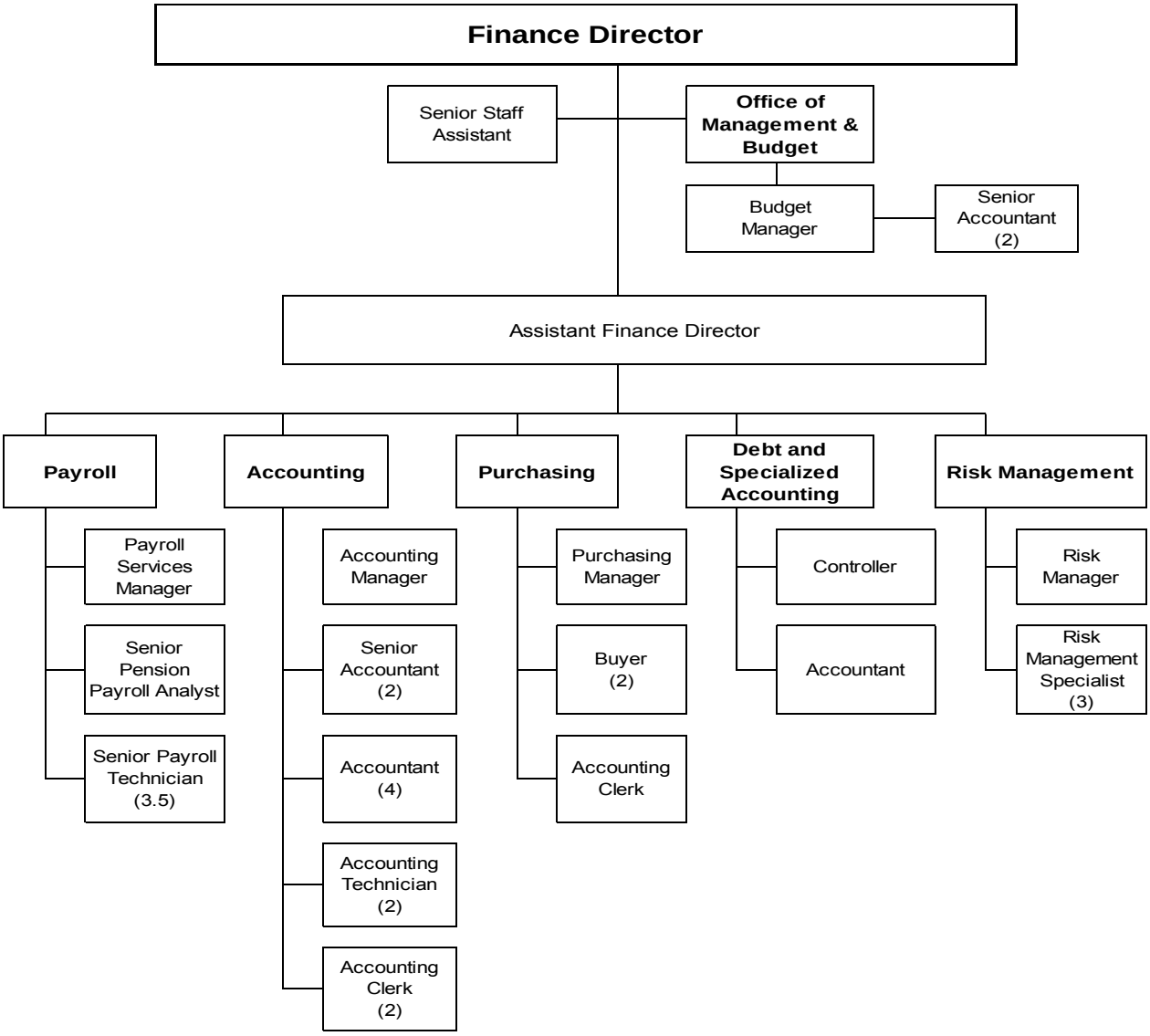


Finance (General Fund) – 29.5 FTE's
Finance (Insurance Fund) – 4.0 FTE's
Total Finance – 33.5 FTE's

Mission

Our mission 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 support services to all our customers.

Department Description

The department is organized into the following three programs. The Finance program performs administration, accounting, debt and specialized accounting, treasury, payroll and purchasing functions. The Office of Management & Budget prepares the City's Annual Operating and Capital Improvement Budget as well as administering the budget amendment process. The Risk Management program administers the City's self-insurance program, which includes general liability, auto liability, commercial property, and Workers' Compensation insurances.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Finance	2,103,533	2,089,302	2,073,730	2,151,990	4%
Office of Management & Budget	310,914	410,940	313,570	253,580	-19%
Subtotal	2,414,447	2,500,242	2,387,300	2,405,570	1%
Central Insurance Fund					
Risk Management	416,574	415,292	426,600	459,190	8%
Total Finance	**2,831,021**	**2,915,534**	**2,813,900**	**2,864,760**	**2%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Finance	26.5	26.5	25.5	26.5
Office of Management & Budget	3.0	3.0	3.0	3.0
Risk Management	5.0	5.0	5.0	4.0
Total Finance	**34.5**	**34.5**	**33.5**	**33.5**

General Fund
Finance and Office of Management and Budget
Program Highlights

- The Finance Department is supported by 29.5 full time equivalent positions, an increase of one FTE from the 2014/15 budget. One FTE is being transferred from the Risk Management department to fund a Buyer position in the fiscal year 2015/16 budget. During fiscal year 2014/15, City management approved the merging of the Office of Management and Budget department/program into the Finance Department.
- Personnel costs represent 82% of this program's budget.
- Operating expenditures include $151,000 for external audit services, $27,000 for consulting services for the financial management systems, and $20,300 for OPEB Actuary Report and consulting fees.
- There have been no significant changes in the Finance program budget. The budget for this department reflects a 1% increase from the 2014/15 budget.

Central Insurance Fund
Risk Management
Program 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 four full time equivalent positions, a reduction of one FTE from the 2014/15 budget. One Risk Management Specialist position is being eliminated and that FTE is being transferred to the Finance department in the 2015/16 budget.
- Other operating costs reflect an increase of 154% from the 2014/15 budget. Contractual services are being increased to fund increased support for risk management functions.
- There have been no other significant changes in the Risk Management program. The budget for this program reflects an 8% increase from the 2014/15 budget.

Program Description

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, coordinate efforts with departments in accounting for grants, and assists in asset management via maintenance of the City's fixed 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, and the prompt and accurate recording of the monies the City receives.

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 insures fair and equitable treatment of City vendors. This program also administers the purchasing/procurement card process.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,783,397	1,794,296	1,699,160	1,753,270	3%
Operating	173,953	141,331	225,840	251,730	11%
Internal Services	146,203	153,675	148,730	146,990	-1%
Total Finance	**2,103,553**	**2,089,302**	**2,073,730**	**2,151,990**	**4%**
Full Time Equivalent Positions	**26.5**	**26.5**	**25.5**	**26.5**	**1.0**

Mission

Our mission in the Office of Management and Budget is to offer accurate financial planning information and quality service to the City 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.

Department Description

There are four primary responsibilities of the Office of Management and Budget, as follows:

- Prepare and present the City's Annual Operating and Capital Improvement Budget. This includes managing and coordinating all aspects of the budget process.

- Assure the City's compliance with the State of Florida's "Truth-in-Millage" (TRIM) act. TRIM establishes the statutory requirements that all taxing authorities levying a millage must follow, including all notices and budget hearing requirements. This ensures taxpayer awareness of proposed millage changes, proposed budget changes, and, if any, the percent of change in the rolled-back rate. Non-compliance by the taxing authority could result in the loss of revenue sharing funds.

- Assure the City's compliance with the City of Clearwater's Code of Ordinances regarding the City's budget under Article VI, Division 2 Fiscal Management Procedure of the code. The City Code establishes specific requirements regarding the production of the City's annual operating and capital improvement budgets, as well as, the budget amendment process.

- Provide assistance to other City departments for numerous related activities including the review of all agenda items for fiscal impact to assure sufficient revenues are available and relevant budget impacts are disclosed, annual support to the Finance department for the year-end closing process, and the preparation of miscellaneous financial analysis and reports for management planning.

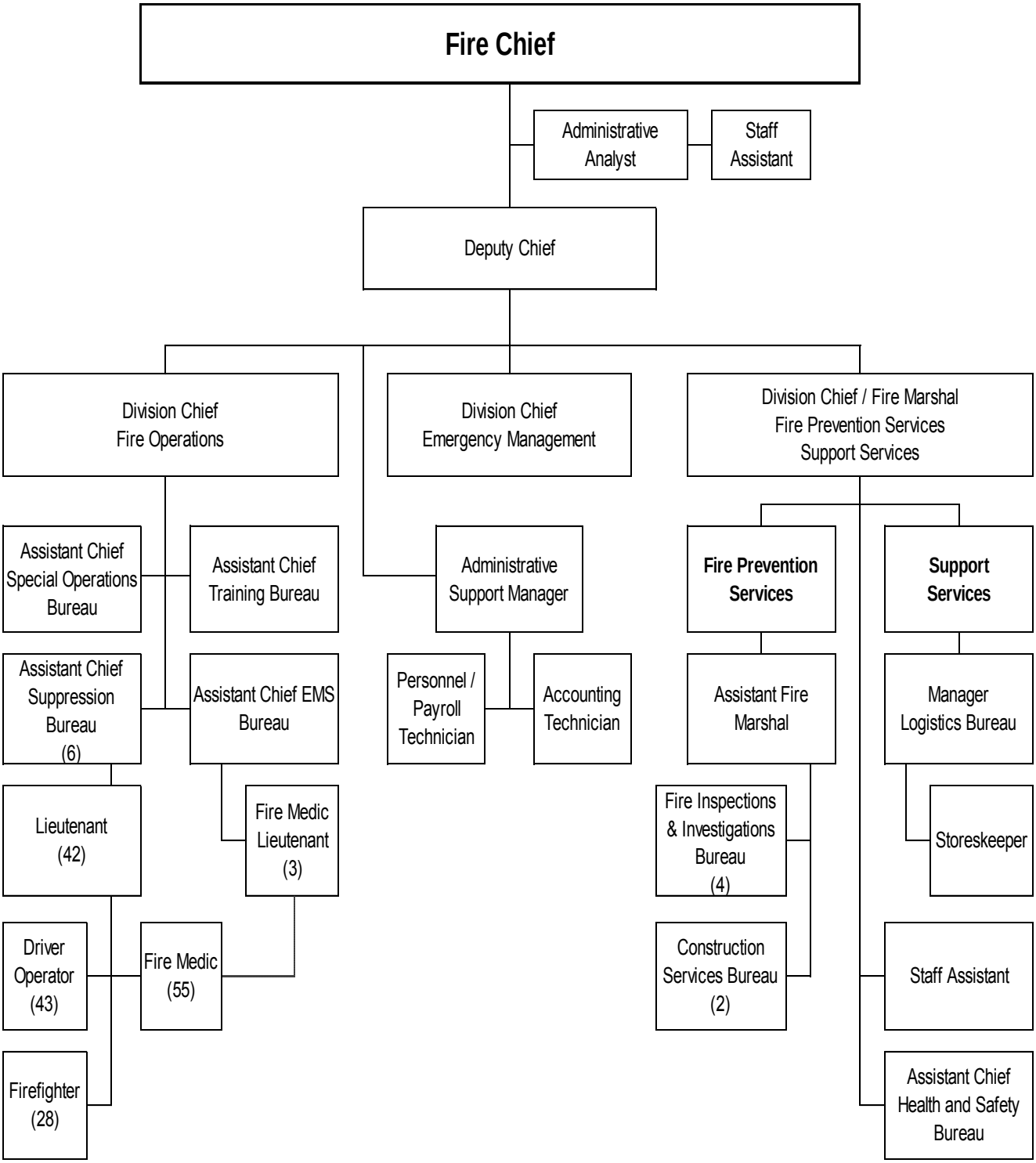
Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	286,640	385,278	287,290	226,840	-21%
Operating	6,901	6,522	9,230	9,480	3%
Internal Services	17,373	19,140	17,050	17,260	1%
Total Office of Management and Budget	**310,914**	**410,940**	**313,570**	**253,580**	**-19%**
Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**	**3.0**	**-**

Program Description

Risk Management is an internal service function administering the City's self-insurance program including general liability, auto liability, commercial property, and Workers' Compensation insurances. Risk Management is responsible for the development and implementation of loss prevention/control programs and safety training and inspections. It is also responsible for responding to claims for and against the City.

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	356,643	350,566	345,710	298,900	-14%
Operating	31,135	34,604	51,160	130,200	154%
Internal Services	28,796	30,122	29,730	30,090	1%
Total Risk Management	**416,574**	**415,292**	**426,600**	**459,190**	**8%**
Full Time Equivalent Positions	**5.0**	**5.0**	**5.0**	**4.0**	**(1.0)**



Fire Department – 201.0 FTE's

Mission

The mission of the Fire Department is to ensure the health, safety, and well-being of our community by providing a wide range of innovative services.

Vision

"To set the standard for excellence and innovation in public safety."

Department Description

Clearwater Fire and Rescue is divided into three divisions: Support Services, Operations, and Fire Prevention Services. There are 201 fire-fighting, emergency medical services, management staff and support staff full time equivalent positions allocated to support and protect the City and the unincorporated areas of Pinellas County within the Clearwater Fire District.

The internationally accredited Department serves a fire district with a total area of 40.7 miles with a permanent population of approximately 137,310 residents, which increases to over 160,000 during peak tourist season. The community is being served by eight fire stations strategically located to provide expeditious response times throughout the City. We are a full service Fire and Rescue Department providing non-emergency and emergency response services, including: Fire Prevention, Public Fire and Life Safety Education, Building Plan Review, Inspections, Basic and Advanced Life Support Rescue (BLS and ALS), Fire Suppression, Technical Rescue and Marine Rescue. In addition to the engine companies at each station (six ALS and two BLS), the Department also responds with five Advanced Life Support (ALS) rescue units, two truck (Aerial) companies, and one squad/heavy rescue/air supply unit. Two Assistant Chiefs who divide the response area supervise this complement of equipment on a 24-hour basis. In addition, all responsibilities of city-wide emergency management are assigned to a Division Chief.

Fire and Rescue supports several community programs, such as but not limited to: Chaplainship, Special Needs Evacuation, Smoke Detectors, Fire Explorers, Honor Guard, and Juvenile Fire Setters.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Administration	508,049	579,503	696,170	700,060	1%
Support Services	4,544,619	3,331,448	2,441,610	3,556,540	46%
Fire Prevention Services	850,823	864,185	892,080	880,370	-1%
Fire Operations	13,091,518	13,331,123	13,230,580	13,370,810	1%
Emergency Medical	6,829,978	6,994,491	6,683,810	7,020,710	5%
Total Fire	**25,824,987**	**25,100,750**	**23,944,250**	**25,528,490**	**7%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS				
	Actual 2012/13	**Actual 2013/14**	**Budget 2014/15**	**Budget 2015/16**
Fire Administration	8.0	8.0	9.0	9.0
Support Services	3.0	3.0	2.0	2.0
Fire Prevention Services	8.0	8.0	8.0	8.0
Fire Operations	123.0	123.0	123.0	123.0
Emergency Medical Services	59.0	59.0	59.0	59.0
Total Fire Department	**201.0**	**201.0**	**201.0**	**201.0**

Key Performance Indicator	FY 2013 (Calendar Year)	FY 2014 (Calendar Year)	FY 2015 (January - August)
EMS Call Response Time *Time elapsed between first responder notification and arrival on scene. Benchmark: 90% of calls within 7:30 minutes	95.82%	96.18%	96.12%
Fire/Special Operations Call Response Time *Time elapsed between first responder notification and arrival on scene. Benchmark: 90% of calls within 7:30 minutes	93.60%	91.98%	93.48%
Fire Prevention - High Hazard Inspections: Objective: 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. *Measured by the percentage of completion of annual inspections.	100%	100%	100%
Fire Prevention - Non-Hazardous Inspections Objective: To complete all non-hazardous facility inspections city-wide within a 2.5 year inspection cycle. There are approximately 9,600 facilities in this category. * Measured by the percentage of inspections completed within targeted goal.	100%	100%	100%

Department Highlights

- The Fire Department is supported by 201 full-time equivalent positions, the same level of staffing as the 2014/15 budget. Although the FTE position is not recommended to be eliminated, the Deputy Chief position is not funded in this budget and will not be filled in fiscal year 2015/16.

- Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at $1,045,880, an increase of 6% in funding from the 2014/15 budget. This is due to a timing issue in the FLSA calendar which includes an extra payment cycle in fiscal year 2015/16.

- Funding for the Fire Supplemental Pension plan for $1,300,000 is included in the budget for fiscal year 2015/16. 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. In past years this item was added through budget amendments. Inclusion in the preliminary budget produces a 5% department increase over previous adopted budgets.

- Personnel costs represent approximately 82% of the Fire Department total operating budget.

- The Fire Department personnel budget reflects no budgeted increases for IAFF union employees, due to the expiration of their contract on September 30, 2015.

- Debt service costs for the department have increased by $254,060 or 75% in this budget due to projected lease purchases of replacement air packs and rescue units.

- Transfers to the Capital Improvement Fund total $314,570 to support Fire projects for fiscal 2015/16.

- There have been no other significant changes in the Fire Department 2015/16 budget. The budget for the Department reflects a 7% increase from the 2014/15 budget, mainly due to the first time inclusion of the Fire Supplemental Pension Plan contribution. Without that new item the budget increases 1% over the previous year.

Program Description

Fire Administration provides direction and exercises all operational, support, and administrative control for Fire and Rescue activities, as well as city wide emergency management. Functions include supervising budget and payroll responsibilities, including corollary programs relating to the County Fire and EMS district. Fire Administration provides operational business and strategic plans; analyzes operations for cost effectiveness; represents the Department with government entities and other fire divisions and personnel. All Department contracts and grants are produced, prepared, and/or reviewed by this office in conjunction with the City Manager and City Attorney's Offices. Additionally, Administration establishes, reviews, and updates operational directives, policies, and procedures, as well as council agenda items and department bulletins. The Administration program also includes public information, marketing coordination and special projects, such as: department accreditation, insurance service office rating (ISO), and facility construction.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	469,889	541,182	619,250	646,460	4%
Operating	1,603	1,358	880	880	0%
Internal Services	36,557	36,963	76,040	52,720	-31%
Total Administration	**508,049**	**579,503**	**696,170**	**700,060**	**1%**
Full Time Equivalent Positions	**8.0**	**8.0**	**9.0**	**9.0**	**-**

Program Description

The Support Services Division is made up of the Logistics Bureau.

Logistics Bureau – This Bureau, headed by a Logistics Manager, ensures all fire equipment, apparatus, and facilities are extensively researched, planned and acquired to ensure compatibility with existing systems and appropriateness for Fire and Rescue present and future mission accomplishment. Logistics also maintains all equipment, exhaust and pressure fans, chain saws, portable generators, pneumatic bags, foam systems, nozzles, specialized valves, tanks, pumps, radios, pagers, and breathing apparatus.

Research and development on new products, equipment, apparatus and technologies is performed through this program to help determine future purchases into the Fire and Rescue Department. Major project management, such as station construction and building renovations, is managed with the expertise of Fire and Rescue personnel.

The Storeskeeper for the Department works in conjunction with Administration and the Operations Division to purchase, store and distribute all of the needed operational supplies.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,370,619	1,551,540	655,230	1,501,340	129%
Operating	842,567	803,711	902,100	981,200	9%
Internal Services	607,491	681,825	728,060	821,140	13%
Capital	43,382	9,522	34,880	34,880	0%
Transfers	1,680,560	284,850	121,340	217,980	80%
Total Support Services	**4,544,619**	**3,331,448**	**2,441,610**	**3,556,540**	**46%**
Full Time Equivalent Positions	**3.0**	**3.0**	**2.0**	**2.0**	**-**

Program Description

Fire Prevention Services – Fire Prevention Services is comprised of two bureaus, Fire Inspections & Investigations and Construction Services.

Fire Inspections & Investigations Bureau – The Division Chief/Fire Marshal serves as the Fire Chief's designated code enforcement official referred to the Florida Fire Prevention Code as "The Authority Having Jurisdiction".

The Fire Marshal serves as investigator for the determination of the origin and source of all fires. This individual is also assigned to investigate and respond to questions or complaints from the public and City officials.

Construction Services Bureau – This Bureau evaluates and ensures that all plans submitted for construction, renovation or alteration permits meet the standards of the Florida Fire Prevention Code. The staff of the Bureau meets with development, design, and construction professionals as needed to ensure that project planning, development, and construction are compliant with the applicable codes and guidelines. Additionally, the plans reviewer for each permitted job is responsible for conducting the required field inspections to ensure the permitted work is code compliant.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	779,383	790,161	804,930	798,820	-1%
Operating	3,586	3,410	3,520	3,520	0%
Internal Services	67,854	70,614	83,630	78,030	-7%
Total Fire Prevention Services	**850,823**	**864,185**	**892,080**	**880,370**	**-1%**
Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**	**8.0**	**-**

Program Description

Fire Operations provides the vital fire and emergency medical services (EMS) capabilities required to protect the lives and property of the citizens of Clearwater and residents of the Fire District. Fire Operations is managed by a Division Chief, and ten Assistant Chiefs who supervise 171 dual (Fire and EMS) certified line personnel. The Assistant Chiefs manage the staffing of all apparatus and take the role of Incident Command Officer during emergency situations. Fire Operations' personnel provide basic and advanced life support services as well as fire services. Additional responsibilities include response to emergency medical calls and to hazardous materials conditions to stabilize the incident with help from the Pinellas County Hazardous Materials team.

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.

Suppression Bureau – This Bureau's primary tasks are to locate a fire, confine it to the point of origin; evacuate and rescue victims; extinguish the fire; salvage property; and overhaul the fire to prevent rekindle. Other tasks include vehicle accidents, technical rescues, and emergency medical responses.

Special Operations Bureau – This Bureau organizes the special teams planning, training, certification and response. Specialized teams include the Marine Response Team, Special Operations Response Team, Technical Rescue Team, and Dive Team.

Training Bureau – This Bureau involves a classroom, 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 bureau also oversees the Fire Explorer's program.

Health and Safety Bureau – This Bureau 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. The Bureau oversees and reviews the accidents and injuries within the Department and analyzes the causes in order to rectify potential reoccurring damages. The Bureau coordinates with the Human Resources Department for the recruitment and advancement of Fire and Rescue personnel. The Assistant Chief is responsible for the development of an Incident Scene Safety Officer Program to enhance firefighter safety and implementation of an International Association of Fire Chiefs (IAFC) / International Association of Fire Fighters (IAFF) joint initiative based wellness program. This Bureau also oversees the Honor Guard program.

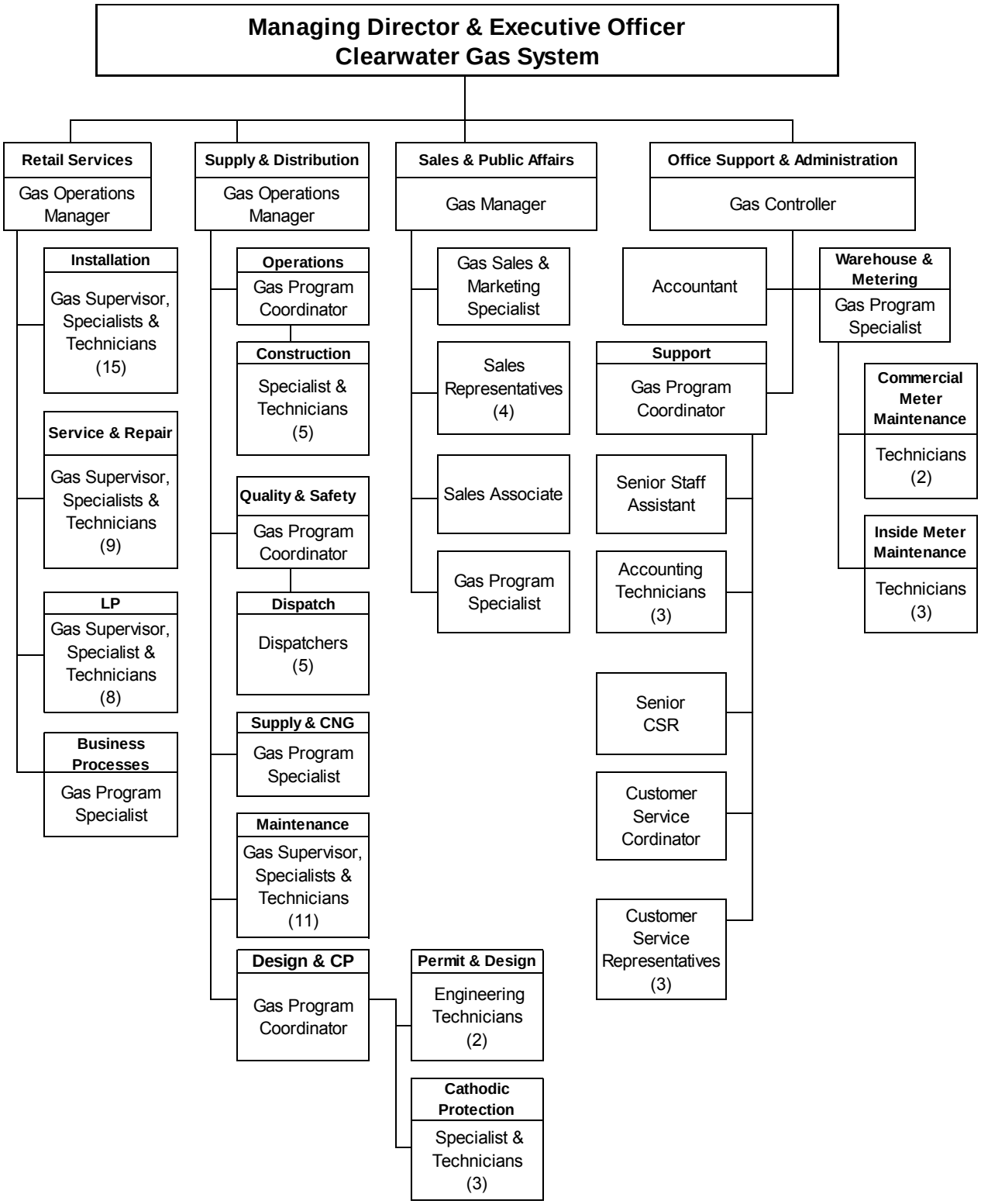
Department Summary					
	Actual 2012/13	**Actual 2013/14**	**Budget 2014/15**	**Budget 2015/16**	**% Change**
Personnel	12,093,197	12,360,684	12,184,990	12,073,860	-1%
Operating	99,349	80,756	55,620	55,620	0%
Internal Services	683,288	703,854	804,140	831,920	3%
Debt Service	215,684	185,829	185,830	409,410	120%
Total Fire Operations	**13,091,518**	**13,331,123**	**13,230,580**	**13,370,810**	**1%**
Full Time Equivalent Positions	**123.0**	**123.0**	**123.0**	**123.0**	**-**

Program Description

Emergency Medical Services Bureau – Our EMS responsibilities include responding to medical calls and providing emergency medical services to injured parties of fires, traffic accidents, or other medical-related incidents. The EMS effort utilizes paramedic-trained firefighters, advanced and basic life support vehicles, a Fire Medic Lieutenant supervisor on each shift, and the EMS Assistant Chief 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.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	5,732,846	6,033,649	5,680,890	5,913,900	4%
Operating	382,418	325,513	365,320	392,140	7%
Internal Services	365,842	391,419	410,510	424,260	3%
Capital	14,460	12,566	11,620	11,630	0%
Debt Service	160,220	84,184	151,710	182,190	20%
Transfers	174,192	147,160	63,760	96,590	51%
Total Emergency Medical Services	**6,829,978**	**6,994,491**	**6,683,810**	**7,020,710**	**5%**
Full Time Equivalent Positions	**59.0**	**59.0**	**59.0**	**59.0**	**-**



Gas Systems – 92.0 FTE's

Mission

To be the energy provider choice.

Our Values

Safety	*Integrity*
Responsibility	*Customer Focus*
Professionalism	*Innovation*

Our Vision

To fulfill the natural and propane gas needs of the customers we serve in the Tampa Bay area. To provide safe, reliable and economical products and services. To exceed our customer's expectations, while delivering a financial return to the City of Clearwater.

The Clearwater Gas System (CGS) budget consists of four gas programs: Gas Administration & Supply, Pinellas Gas Operations, Pasco Gas Operations, and Gas Marketing & Sales. There are currently 87 budgeted positions (full time equivalent) in CGS.

CGS is owned and operated as an enterprise utility by the City of Clearwater. CGS operates over 860 miles of underground gas main and handles the supply and distribution of both natural and propane (LP) gas throughout northern Pinellas County and western Pasco County. As a "full service" gas utility, CGS provides gas appliance sales and service, installation of inside customer gas piping, domestic and commercial gas equipment service, construction and maintenance of underground gas mains and service lines, and 24 hour response to any gas emergency call within the service area. The Florida Public Service Commission and the Federal Department of Transportation regulate CGS for safety.

CGS has been serving customers in the Clearwater area for over 92 years (since 1923) when operations began with a manufactured gas plant operation from coal and coke. In 1959, when natural gas transmission lines were finally extended to peninsular Florida, CGS discontinued the manufacturing of gas and began receiving piped natural gas from Florida Gas Transmission.

Clearwater Gas System serves over 21,000 customers in a 330 square mile service territory, which includes twenty municipalities, as well as, unincorporated areas of Pinellas and Pasco counties. The Pinellas County service territory is 158 square miles and extends generally from Ulmerton and Walsingham Roads on the south to the Pasco County line on the north, and from the Gulf of Mexico on the west to the Hillsborough County line on the east. This includes the entire Pinellas beach communities south to Redington Beach. The Pasco County service territory is 172 square miles. It extends from the Gulf of Mexico on the west, inland about 20 miles to Ehren Cut Off, which is east of State Road 41 and Land O'Lakes and from Pinellas and Hillsborough County lines on the south to generally State Road 52 on the north. The CGS service territory extends 42.3 miles from the southwestern most to the northwestern most point.

Clearwater Gas System prides itself in being a competitive, public service-minded utility providing safe, economical and environmentally-friendly gas, which is made in America, available in our communities for all of the homes and businesses in our service area, with special focus on the residential customers who make up over 89% of our customer base.

DEPARTMENT SUMMARY					
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Administration & Supply	21,689,202	22,397,765	23,547,790	23,893,060	1%
Pinellas Gas Operations	4,774,278	4,822,738	7,387,730	7,561,590	2%
Pasco Gas Operations	1,626,376	1,912,923	2,765,000	3,636,840	32%
Marketing & Sales	2,776,189	3,061,537	3,815,140	6,531,940	71%
Total Gas System	**30,866,045**	**32,194,963**	**37,515,660**	**41,623,430**	**11%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS				
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Administration & Supply	9.6	9.6	9.6	9.6
Pinellas Gas Operations	49.0	49.0	51.0	52.0
Pasco Gas Operations	16.0	16.0	17.0	21.0
Gas Marketing and Sales	8.4	8.4	9.4	9.4
Total Gas System	**83.0**	**83.0**	**87.0**	**92.0**

Department 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 92 full time equivalent positions, an increase of 5.0 FTE's from fiscal year 2014/15. Additional positions include a Gas Program Specialist and four Gas Technicians.

- Gas supply purchases in this fiscal year are budgeted at approximately $13.5 million, representing 33% of the total Department operating budget. This is a 7% decrease from the 2014/15 budget.

- Operating expenditures reflect an administrative charge reimbursing the General Fund for the Gas Fund's portion of City administrative functions, such as the City Manager, Legal, and City Clerk functions. The Gas Fund anticipated portion of this cost is $1,602,280 in fiscal year 2015/16, an increase of 4% over the 2014/15 budget.

- Internal Service costs reflect the reimbursement to Clearwater Customer Service operations for billing and customer service support services. This is budgeted at $936,240 in fiscal year 2015/16, a 5% increase from the 2014/15 budget.

- Debt service costs estimated at $1,350,520 in this budget represent debt on outstanding bonds of the Gas Fund.

- Interfund transfers include the estimated gas dividend to the General Fund of $2.7 million, a 59% increase from the 2014/15 budget. Transfers to the Capital Improvement Fund are budgeted at $6,050,000 to support the capital projects of the Gas Fund; this is a 51% increase in funding from the 2014/15 budget.

- On October 7, 2011, the Gas Department opened up 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 Verizon, Inc. Waste Pro and the Jolley Trolley.

- There are no other significant changes in the Gas Department in this budget. The budget for this Department reflects an increase of 11% from the 2014/15 budget.

Program Description

Gas Administration & Supply responsibilities include: 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 and tracking; and storeroom operations to insure the availability of adequate operating, construction and sales materials. Functions of this program include budgeting, payroll, computer systems, facilities/equipment control, environmental, safety training, regulatory contact, legal/risk issues management, contracting and licensing control, purchasing, inventory of all gas parts and fittings, accounting, financial statements and accounts payable.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	687,577	782,005	765,120	813,310	6%
Operating	16,469,803	17,593,509	18,582,580	18,207,950	-2%
Internal Services	1,088,089	1,072,409	1,103,690	1,091,690	-1%
Capital	391				n/a
Debt Services	665,256	517,425	1,421,170	1,350,520	-5%
Transfers	2,778,086	2,432,417	1,675,230	2,429,590	45%
Total Administration & Supply	**21,689,202**	**22,397,765**	**23,547,790**	**23,893,060**	**1%**
Full Time Equivalent Positions	**9.6**	**9.6**	**9.6**	**9.6**	**-**

Program Description

Pinellas Gas Operations is responsible for the delivery of natural and LP gas to the end users in Pinellas County; the construction of all gas mains and service lines; the design and engineering of all gas mains and services; the securing of construction permits and attending construction meetings for gas mains and services; the maintenance of all gas main and service lines and setting of all LP tanks and services; system cathodic protection; repairing gas meters and regulators; and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations. Gas Service & Repair is responsible for all commercial and domestic gas service requests including turn-ons and turn-offs of gas meters; high bill inquiries; interior gas leak location and repair; and the service and repair of residential and commercial customer-owned gas appliances. Gas installation is responsible for the installation of customer-owned house piping and appliances; conversion of customer-owned commercial and residential appliances from alternate fuels to natural gas; and the securing of necessary gas permits to install house piping and appliances.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,853,189	2,675,662	3,259,980	3,498,110	7%
Operating	1,228,599	1,480,938	1,215,250	1,404,400	16%
Internal Services	580,553	580,159	656,820	790,960	20%
Capital	13,739	-	-	114,000	n/a
Debt Services	-	-	-	12,220	n/a
Transfers	98,198	85,979	2,255,680	1,741,900	-23%
Total Pinellas Gas Operations	**4,774,278**	**4,822,738**	**7,387,730**	**7,561,590**	**2%**
Full Time Equivalent Positions	**49.0**	**50.0**	**51.0**	**52.0**	**1.0**

Program Description

Pasco Gas Operations is responsible for the delivery of natural and LP gas to the end users in Pasco County; the construction of all gas mains and service lines; the design and engineering of all gas mains and services; the securing of construction permits and attending construction meetings for gas mains and services; the maintenance of all gas main and service lines and setting of all LP tanks and services; system cathodic protection; repairing gas meters and regulators; and assuring compliance with Federal and Florida Public Service Commission and Florida State Natural Gas and LP regulations. Gas Service & Repair is responsible for all commercial and domestic gas service requests including turn-ons and turn-offs of gas meters; high bill inquiries; interior gas leak location and repair; and the service and repair of residential and commercial customer-owned gas appliances. Gas Installation is responsible for the installation of customer-owned house piping and appliances; conversion of customer-owned commercial and residential appliances from alternate fuels to natural gas; and the securing of necessary gas permits to install house piping and appliances.

Department Summary

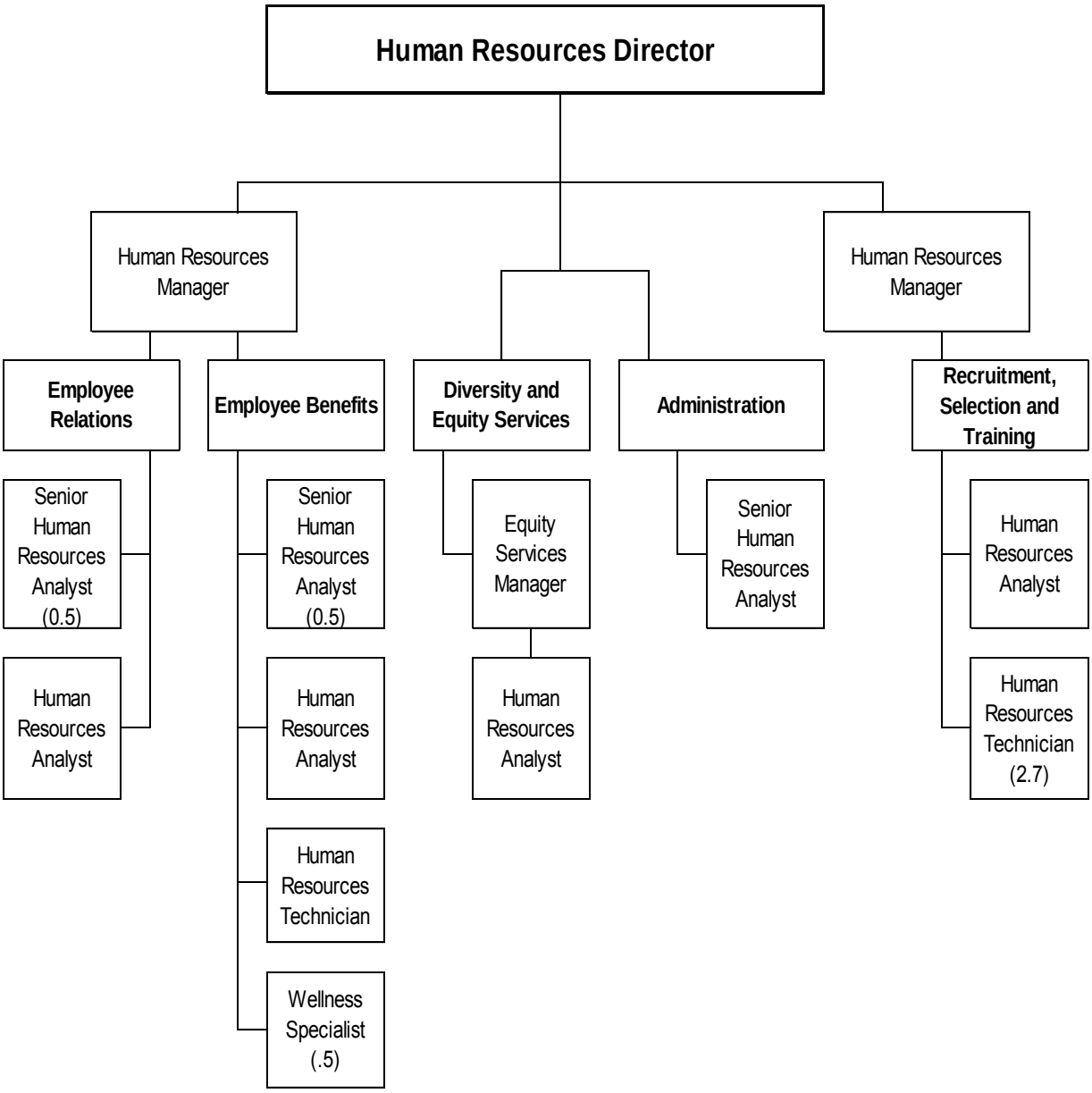
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	694,598	868,039	1,023,910	1,299,060	27%
Operating	621,442	805,770	799,920	833,510	4%
Internal Services	204,141	230,623	241,170	289,530	20%
Capital	106,195	8,491	-	10,000	n/a
Debt Services	-	-	-	4,740	n/a
Transfers	-	-	700,000	1,200,000	71%
Total Pasco Gas Operations	**1,626,376**	**1,912,923**	**2,765,000**	**3,636,840**	**32%**
Full Time Equivalent Positions	**16.0**	**15.0**	**17.0**	**21.0**	**4.0**

Program Description

Gas Marketing & Sales is responsible for planning, development and implementation of marketing programs to build load and improve system profitability; designing new systems to make the gas system more effective and responsive to customer needs; advertising strategy to improve the marketing of sales programs; building better governmental relations; measurement of customer satisfaction levels and the design of programs to increase service levels to meet customer expectations; and the applications engineering and sale of large commercial and industrial end-use projects to build load and improve load factor. This program is responsible for sales of natural and LP gas to commercial and residential customers; the sale of natural and LP commercial and industrial gas appliances; the estimating of natural and LP gas house piping installations; deposit collection, appliance invoicing and contract billing; administration of gas sales programs and follow-up advertising programs. The Sales Representatives assist customers in the selection of gas appliances in the showroom, at the customers' premises and at area sales and trade shows.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	763,024	800,786	685,190	860,260	26%
Operating	1,671,194	1,969,562	1,876,800	2,104,700	12%
Internal Services	175,187	184,503	184,060	188,470	2%
Capital Items	44,936	-	-	-	n/a
Transfers	121,848	106,686	1,069,090	3,378,510	216%
Total Gas Marketing & Sales	**2,776,189**	**3,061,537**	**3,815,140**	**6,531,940**	**71%**
Full Time Equivalent Positions	**8.4**	**8.4**	**8.4**	**9.4**	**1.0**



Human Resources (General Fund) – 10.7 FTE's
Human Resources (Insurance Fund) – 3.5 FTE's
Total Human Resources – 14.2 FTE's

Mission

To optimize the City's human resources capability by acquiring, maintaining, developing, and retaining a diverse, highly qualified, motivated, and productive workforce.

Department Description

The Human Resources Department has the responsibility for basic personnel functions of the City of Clearwater. The City Charter provides that there shall be a civil service merit system for classified employees, such system to provide the means to recruit, select, develop and maintain an effective and responsive work force with all appointments based on merit and fitness. The Department also participates in programs for unclassified employees, including recruitment, pay and benefits administration, and other personnel program components.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Administration	243,647	388,707	484,260	408,990	-16%
Recruitment, Selection and Training	351,190	386,214	414,780	440,810	6%
Compensation and Classification	109,350	109,171	-	-	n/a
Employee Relations	193,280	193,496	156,970	152,000	-3%
Diversity and Equity Services	-	-	-	171,610	n/a
Subtotal	897,467	1,077,588	1,056,010	1,173,410	11%
Central Insurance Fund					
Employee Benefits	301,634	271,454	357,310	368,760	3%
Employee Health Center	1,571,964	1,520,307	1,782,790	1,854,960	4%
Subtotal	1,873,598	1,791,761	2,140,100	2,223,720	4%
Total Human Resources	**2,771,065**	**2,869,349**	**3,196,110**	**3,397,130**	**6%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
General Fund				
Administration	2.0	2.0	3.0	2.0
Recruitment, Selection and Training	3.7	3.7	4.7	4.7
Compensation and Classification	2.0	2.0	0.0	0.0
Employee Relations	2.5	2.5	2.0	2.0
Diversity and Equity Services	0.0	0.0	0.0	2.0
General Fund	**10.2**	**10.2**	**9.7**	**10.7**
Central Insurance Fund				
Employee Benefits	3.0	3.0	3.5	3.5
Total Human Resources	**13.2**	**13.2**	**13.2**	**14.2**

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

- The Human Resources General Fund programs are supported by 10.7 full time equivalent positions, an increase of one FTE from the 2014/15 budget. For fiscal year 2015/16, a Human Resources Analyst is being added to the Equity Services program.

- In fiscal year 2015/16, the Diversity-Equity Services program is being funded in a separate cost center with increased operating costs to better fund diversity training and awareness programs for all city employees.

- Internal Service charges reflect an decrease of 13% in the Administration program to fund office renovations which will be constructed by the Building and Maintenance department.

- There have been no other significant changes in the Human Resources General Fund programs in the budget. The 11% increase over the 2014/15 budget is due to increased staff and cost associated with the Equity Services program.

Central Insurance Fund
Employee Benefits and Employee Health Center
Program 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 2014/15 budget.

- There have been no other significant changes in the Employee Benefits program. This budget reflects an increase of 3% from the 2014/15.

- The Employee Health Center provides medical clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. The 2015/16 budget for the Employee Health Center reflects a 4% increase from the prior year budget primarily related to estimated increases in contractual obligations. A portion of the Employee Health Center expenditures are offset by revenues from the City of Dunedin to cover a pro-rated share of the Health Center costs associated with the use of the facility by City of Dunedin employees and their dependents.

Program Description

The Administration program is responsible for developing strategic human resources systems, programs, policies, and procedures to accomplish the organization's mission. It leads and oversees the planning, development, administration, evaluation, and budgeting for the following human resource functions: Recruitment, Selection, and Training, Compensation and Classification, Employee and Labor Relations, Employee Benefits, and Diversity and Equity Services. This area is responsible for administering the employee awards and recognition programs; serving as staff proponent to the Civil Service Board, Pension Advisory Committee, and Pension Trustees; overseeing labor relations functions including collective bargaining, labor-management cooperation initiatives, and dispute resolution; managing the citywide pay and job analysis procedures to include conducting, analyzing, and participating in labor market surveys, preparing job descriptions and conducting job audits; coordinating unemployment compensation claim responses; and, ensuring compliance with federal, state and local laws, regulations and ordinances.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	132,408	275,052	315,220	245,830	-22%
Operating	36,642	55,949	84,660	95,570	13%
Internal Services	56,996	57,509	84,380	67,590	-20%
Capital	17,601	197	-	-	n/a
Total Administration	**243,647**	**388,707**	**484,260**	**408,990**	**-16%**
Full Time Equivalent Positions	**2.0**	**2.0**	**3.0**	**2.0**	**(1.0)**

Program Description

The Recruitment, Selection and Training program is responsible for the development and administration of the City's recruiting and selection functions to include recruitment, advertising, screening, testing, position certifications, and selection. This program is also responsible for the development and administration of the performance management and succession planning systems; ensuring compliance with Federal and State law and City regulations regarding equal employment opportunities (i.e., ADA, ADEA, CRA, EEOA, IRCA, USERRA, and Civil Service Rules & Regulations); administering the training and development programs, to include computer courses, consortium classes, supervisory sessions, apprentice programs, and tuition assistance. This program also oversees the Human Resources Information System (PeopleSoft) and the personnel records management program.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	261,620	269,464	271,060	283,040	4%
Operating	78,180	101,800	126,100	139,010	10%
Internal Services	11,390	14,950	17,620	18,760	6%
Total Recruitment, Selection, and Training	**351,190**	**386,214**	**414,780**	**440,810**	**6%**
Full Time Equivalent Positions	**3.7**	**4.7**	**4.7**	**4.7**	**-**

Program Description

The Employee Relations program is responsible for development and administration of the City's employee relations functions to include employee orientation, school mentoring and tutoring partnership with Pinellas County School Board, Employee Assistance Program (EAP), and Performance and Behavior Management Program (PBMP). This program also coordinates and administers City Drug and Alcohol, Return to Work, Work Place Violence, and Fitness for Duty programs.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	184,387	171,184	145,360	142,330	-2%
Operating	2,963	15,162	3,950	3,950	0%
Internal Services	5,930	7,150	7,660	5,720	-25%
Total Employee Relations	**193,280**	**193,496**	**156,970**	**152,000**	**-3%**
Full Time Equivalent Positions	**2.5**	**2.5**	**2.0**	**2.0**	**-**

Program Description

The Diversity and Equity Services Division is responsible for managing the City's programs, policies and procedures in relation to Equal Employment Opportunity (EEO), the Americans with Disabilities Act, nondiscrimination and diversity. This program coordinates and conducts diversity training for all City employees; develops and manages programs for diversity awareness, appreciation and inclusiveness; oversees the citywide employee Diversity Leadership Council (DLC); monitors and analyzes the City's workforce diversity and equal opportunity activities; investigates discrimination and harassment complaints of City employees; provides internal training and orientation on issues of discrimination, harassment prevention and EEO principles; acts as a liaison and resource to state and county EEO offices; and provides federal, state and local reporting on the equal opportunity employment activities of the City of Clearwater. In addition, this program responds to external inquires from regulating agencies regarding allegations of employment discrimination pertaining to City of Clearwater employees.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	-	-	-	144,060	n/a
Operating	-	-	-	24,580	n/a
Internal Services	-	-	-	2,970	n/a
Total Diversity and Equity Services	**-**	**-**	**-**	**171,610**	**n/a**
Full Time Equivalent Positions	**-**	**-**	**-**	**2.0**	**-**

Program Description

The Employee Benefits program is responsible for the development and administration of the City's employee benefits initiatives to include the Employee Pension Plan, Money Purchase Pension Plan (401A), Deferred Compensation Plan (457K), financial/retirement planning, and health, life, and disability insurance programs. This program is also responsible for analyzing and evaluating benefit services and coverage and negotiating and contracting with benefit plan providers, vendors, and consultants for services, premiums, and plan administration as well as maintenance of related HRIS database and records systems. In addition, the program ensures compliance with the Federal Family and Medical Leave Act (FMLA), the Consolidated Omnibus Budget Reconciliation Act (COBRA), and Health Insurance Portability and Accountability Act (HIPAA).

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	208,648	206,162	236,990	245,650	4%
Operating	87,453	58,387	112,880	114,520	1%
Internal Services	5,533	6,905	7,440	8,590	15%
Total Employee Benefits	**301,634**	**271,454**	**357,310**	**368,760**	**3%**
Full Time Equivalent Positions	**3.0**	**3.0**	**3.5**	**3.5**	**-**

Program Description

The Employee Health Center provides clinic services to City employees, retirees, and their respective dependents enrolled in the City's medical insurance plan. Services include primary care office visits and case management, acute and urgent care, immunizations, dispensing of a pre-determined formulary of prescription drugs, health risk assessments, and other wellness initiatives. In July of 2012, the City entered into a cost-sharing arrangement with the City of Dunedin, allowing Dunedin medical plan participants and their dependents to have access to the Employee Health Center.

Department Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,569,232	1,515,549	1,766,950	1,836,810	4%
Internal Services	2,112	2,776	15,840	18,150	15%
Capital Items	620	1,982	-	-	n/a
Total Employee Health Center	**1,571,964**	**1,520,307**	**1,782,790**	**1,854,960**	**4%**

CITY OF CLEARWATER, FLORIDA

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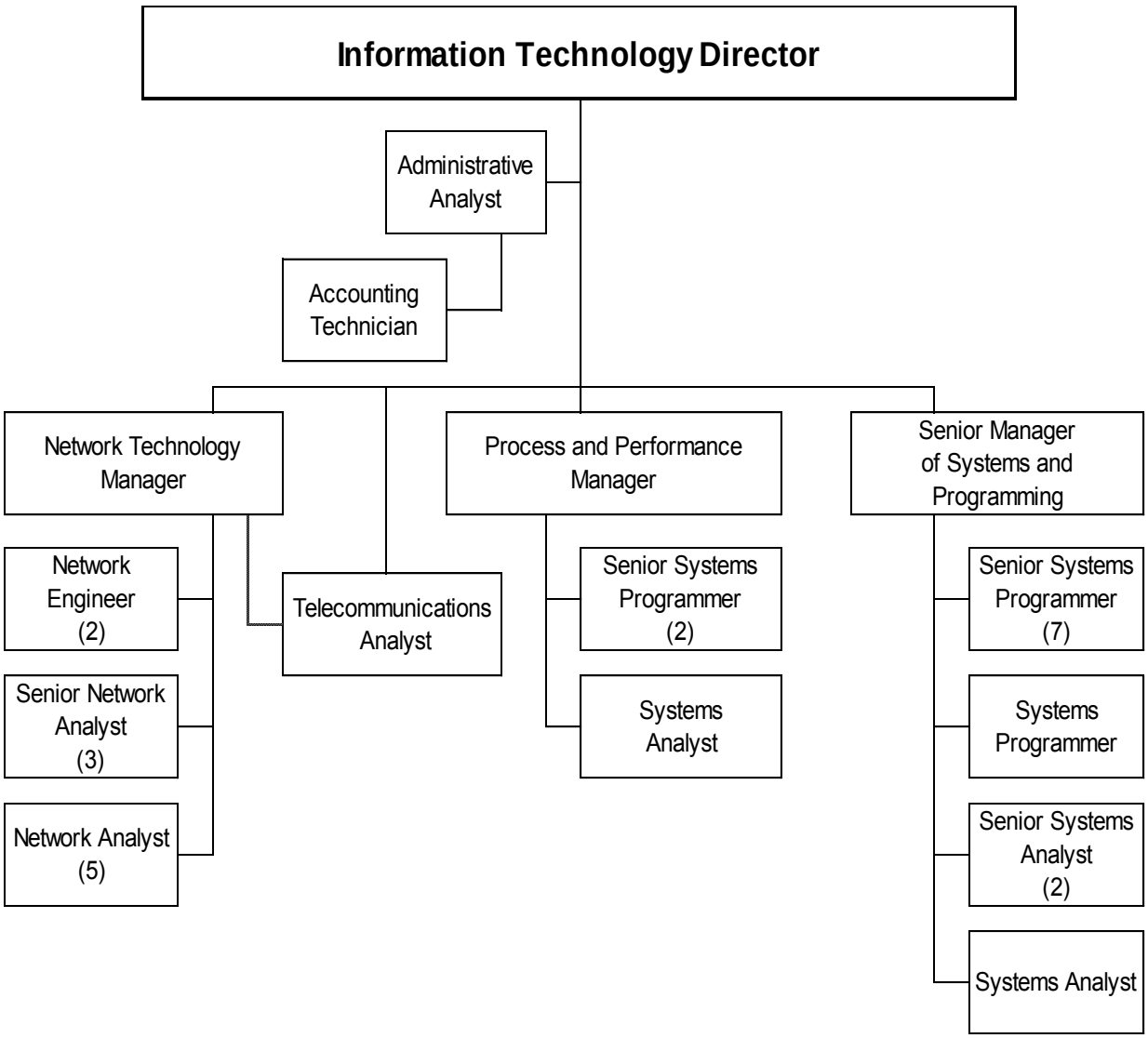

Information Technology – 31 FTE's

Mission

Information Technology is committed to serving the current and future business operations 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.

Department Description

Information Technology is responsible for delivering quality services in the areas of technology administration, systems support, hardware and software maintenance, helpdesk support, network operations, purchasing, telecommunications, and business system analysis. These services are delivered through the following divisions within the Information Technology department.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Administration	357,219	377,986	389,240	375,330	-4%
Network Services	1,871,091	2,507,904	2,651,540	3,249,620	23%
Software Applications	1,936,009	2,218,850	2,835,660	3,688,710	30%
Telecommunications	772,330	743,822	808,010	700,720	-13%
Total Information Technology	**4,936,649**	**5,848,562**	**6,684,450**	**8,014,380**	**20%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Administration	3.0	3.0	3.0	3.0
Network Services	11.0	11.0	11.0	11.0
Software Applications	16.0	16.0	16.0	16.0
Telecommunications	1.5	1.5	1.5	1.0
Total Information Technology	**31.5**	**31.5**	**31.5**	**31.0**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (September - August)
Clearwater Connect Usage *Measured by the number of requests submitted through Clearwater Connect. Note - this is a new citizen request program that went live 5/19/2014.	0	760	1763
Website Visitors *Measured by the number of visits to the City's website, myclearwater.com.	2,676,655	2,608,470	2,484,085
Pages Viewed * Measured by the number pages viewed on the City's website.	3,589,838	3,523,480	3,414,447

Department 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 31 full time equivalent positions, a decrease of 0.5 FTE's from the FY 2014/15 budget. In fiscal year 2015/16, the part time (0.5 FTE) Telecommunications Analyst is being eliminated.

- Other operating expenditures in the Network Services program which include maintenance contract renewals, for support for programs, and computer lease costs reflect a 14% increase from prior year due to increased service maintenance for fiber network, network security and storage consulting, ISP service and lease increases.

- In the Network Services program, $575,000 is budgeted for transfers to the Capital Program fund to support Information Technology projects for fiscal year 2015/16. This includes the one-time use of reserves of $450,000 for increased funding in the Citywide Connectivity project.

- The Network Services program reflects a net increase of 23% from the 2014/15 budget. This is primarily due to increased transfers to the capital fund.

- Other operating expenditures in the Software Application program reflect a 20% increase primarily due to additional contracts for OpenGov (online budget software), Vision Internet (website hosting), and GeoNexus (field mobility software for asset management), as well as maintenance increases due to version changes for Ross, ESRI (geographic information system) and Granicus (streaming video and agenda management software).

- In the Software Application program, $1,085,000 is budgeted in transfers to support capital projects for permitting system upgrades, the business process review project, and the Parks and Recreation Asset Management System. This includes the one-time use of reserves for $800,000 for increased funding to the Financial System Upgrade project.

- The Software Application program reflects a net increase of 30% from the 2014/15 budget primarily due to increased transfers to the capital fund.

- The Telecommunications program reflects a net decrease of 13% from the 2014/15 budget. This is due to decreased personnel costs and estimated decreases in telephone charges.

- There have been no other significant changes to the Information Technology programs in fiscal year 2015/16. The Department budget reflects a net increase of 20% from the 2014/15 budget due to increased transfers to the capital fund funded by the one-time use of fund reserves.

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	249,848	270,089	263,100	248,000	-6%
Operating	12,853	10,754	25,490	24,670	-3%
Internal Services	94,518	97,143	100,650	102,660	2%
Total Administration	**357,219**	**377,986**	**389,240**	**375,330**	**-4%**
Full Time Equivalent Positions	**3.0**	**3.0**	**3.0**	**3.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	824,538	845,063	810,020	857,130	6%
Operating	732,288	1,293,508	1,210,200	1,377,590	14%
Internal Services	24,731	22,707	26,240	21,890	-17%
Capital	67	62,705	-	-	n/a
Debt Service	289,467	283,921	405,080	418,010	3%
Transfers	-	-	200,000	575,000	188%
Total Network Services	**1,871,091**	**2,507,904**	**2,651,540**	**3,249,620**	**23%**
Full Time Equivalent Positions	**11.0**	**11.0**	**11.0**	**11.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,216,943	1,332,927	1,359,010	1,401,130	3%
Operating	689,709	804,651	986,600	1,186,680	20%
Internal Services	10,072	9,863	10,270	10,670	4%
Capital	-	51,532	-	-	n/a
Debt Service	19,285	19,877	19,780	5,230	-74%
Transfers	-	-	460,000	1,085,000	136%
Total Software Applications	**1,936,009**	**2,218,850**	**2,835,660**	**3,688,710**	**30%**
Full Time Equivalent Positions	**16.0**	**16.0**	**16.0**	**16.0**	**-**

Program Description

Telecommunications provides desktop phone, cellular phone, and Blackberry 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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	121,124	121,717	118,500	88,320	-25%
Operating	563,820	538,147	627,660	566,750	-10%
Internal Services	1,450	1,534	2,030	2,100	3%
Debt Service	85,936	82,424	59,820	43,550	-27%
Total Telecommunications	**772,330**	**743,822**	**808,010**	**700,720**	**-13%**
Full Time Equivalent Positions	**1.5**	**1.5**	**1.5**	**1.0**	**(0.5)**

CITY OF CLEARWATER, FLORIDA

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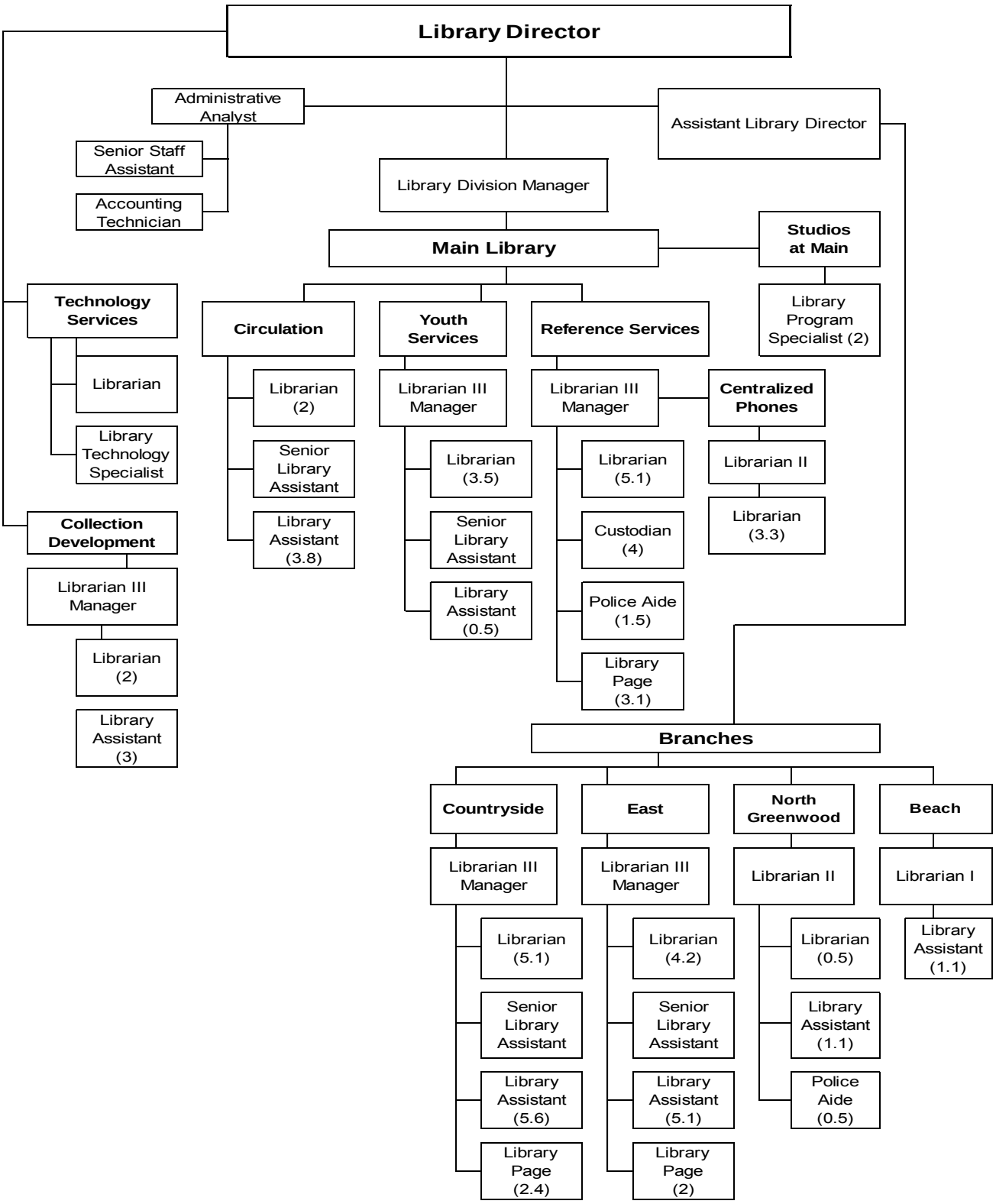


Library – 81.4 FTE's

Mission

To meet the informational, educational, recreational, and cultural reading and viewing needs and expectations of all citizens and population groups in the community, using a wide array of library formats and materials and a trained and dedicated staff.

Department Description

The Library provides an extensive variety of services, collections and programs to meet the needs of Clearwater residents and businesses. Presently, there are approximately 80,000 active cardholders. Through a talented and dedicated staff, the Library:

- Maintains a collection of over 600,000 books, DVD's, sound recordings, audio books, and other materials.
- Circulates more than one million items annually.
- Answers over 91,000 reference questions each year.
- Hosts thousands of children and adults at various programs throughout the year.
- Provides the public with over 385,000 Internet sessions annually.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Centralized Services	2,435,880	2,435,471	2,542,900	2,786,150	10%
Main Library	1,649,986	1,723,920	1,810,030	2,156,030	19%
Countryside Branch Library	704,690	704,062	716,590	790,030	10%
East Branch Library	686,226	675,828	693,260	706,770	2%
North Greenwood Library	190,974	205,395	220,450	226,880	3%
Beach Branch Library	66,903	70,414	87,020	93,200	7%
Total Library	**5,734,659**	**5,815,090**	**6,070,250**	**6,759,060**	**11%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS				
	Actual 2012/13	**Actual 2013/14**	**Budget 2014/15**	**Budget 2015/16**
Centralized Services	17.1	17.3	17.3	17.3
Main Library	25.9	25.6	25.6	30.5
Countryside Branch Library	13.1	13.1	13.1	15.1
East Branch Library	13.2	13.2	13.2	13.3
North Greenwood Branch Library	3.0	3.0	3.1	3.1
Beach Branch Library	1.3	1.4	2.1	2.1
Total Library	**73.6**	**73.6**	**74.4**	**81.4**

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* photographic, microfilm and clipping archives. Digitizing the collection for online access.
- Offer a variety of volunteer opportunities including an active teen volunteer program.
- Provides a venue for local artists and artisans to display their work.
- Organize and host adult book discussion and review groups.
- Organize, promote and host quality programs for families and adults such as “Coding for Beginners”, the “Reel Lives” and “Computer and E-reader Help” program series.
- Present weekly preschooler and toddler story-times and other special events for youth and families.
- Promote the literacy program and provide space for literacy tutoring.
- Provide meeting room space to over 130 community groups.
- Provide temporary library service to tourists and other visitors to the area.
- Serve as a “Safe Place” for youth.
- Sponsor a variety of teen service groups such as the Homework Help group, and the Dascaloja Puppeteers.
- Supply patrons with library materials from outside the region through a county-wide library automation system.
- Support City management and the Clearwater Regional Chamber of Commerce with a reference service and meeting room support.

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (October - August)
Active Utilization of Public Library Facilities *Based on the number of annual library visits.	772,334	721,635	594,034
Registered Borrowers *Number of registered Clearwater and Pinellas Public Library Cooperative users to the Clearwater Library System.	71,845	75,631	77,090
Circulation of Materials *Number of hard copy library materials circulated on an annual basis.	1,132,073	1,019,469	948,484
Use of Public Computers *Number of patron computer usage.	163,419	149,420	127,612

Department Highlights

- The Library Department is supported by 81.4 full time equivalent positions, an increase of 7 FTE's from the 2014/15 budget. For fiscal year 2015/16, two Library Program Specialist are being added to support new Maker Spaces at the Main Library as suggested by the ULI Study; three Librarians are being added for increased hours at the Main Library; and one Librarian and increased part time hours representing 0.6 FTE's for a Library Assistant and 0.4 FTE's for a Page are being added to support additional hours at the new Countryside Library for a total departmental increase of 7 FTE's. Additional small adjustments to part time hours are reflected between branches.

- Capital Items include the budget of $667,000 to fund the purchase of books and materials. In previous years this has been budgeted as a transfer to the capital fund. This is a 5% increase from the 2014/15 book budget.

- Debt payments represent a 45% decrease from the fiscal year 2014/15 budget due to the payoff of self check out machines in the fiscal year 2015/16 budget.

- Transfers to the Capital Fund represent $115,580 to fund Library projects for fiscal year 2015/16.

- There have been no other significant changes in the Library department. The 2015/16 budget for this department reflects a 10% increase from the 2014/15 budget primarily due to the increased staffing.

Program Description

The Centralized Services program consists of programs and services with a scope encompassing the entire library system. These include: centralized call center to answer and direct calls for all library locations; collection development and acquisition of library materials; cataloging, classification and processing of library materials; maintenance of the integrated library management system; design, development and maintenance of the website and social media sites; meeting room reservations; ordering and maintaining inventory of operating supplies for all library locations; administration; and system-wide contracts.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,180,607	1,164,755	1,166,140	1,218,170	4%
Operating	193,532	245,428	284,800	306,790	8%
Internal Services	383,300	424,847	413,520	454,850	10%
Capital Items	-	-	-	667,000	n/a
Debt	43,441	43,441	43,440	23,760	-45%
Transfers	635,000	557,000	635,000	115,580	-82%
Total Centralized Services	**2,435,880**	**2,435,471**	**2,542,900**	**2,786,150**	**10%**
Full Time Equivalent Positions	**17.1**	**17.3**	**17.3**	**17.3**	**-**

Program Description

The Main Library program consists of the public services functions provided from the system's downtown location. These include: reference, reader's advisory and research services; circulation; public computers and technology training; periodicals; government documents; special collections, archives and local history; digital historical collection; displays and exhibits; meeting rooms; small business information and support; youth programs and activities; and adult programming. The Main Library is also home to more than 295,000 items in a variety of formats including the Wickman Nautical Collection and the Florida Collection.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,087,469	1,146,872	1,139,050	1,480,410	30%
Operating	329,767	324,446	402,450	403,870	0%
Internal Services	231,913	252,080	250,570	252,790	1%
Capital Items	837	522	17,960	18,960	n/a
Total Main Library	**1,649,986**	**1,723,920**	**1,810,030**	**2,156,030**	**19%**
Full Time Equivalent Positions	**25.9**	**25.6**	**25.6**	**30.5**	**4.9**

Program Description

The Countryside Branch Library provides complete library services to include reference, reader's advisory and research services; youth programs and activities; adult programming; circulation; periodicals; public computers and technology training; meeting rooms; displays and exhibits; as well as, a collection of more than 127,000 items in a variety of formats.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	593,977	596,002	592,050	632,590	7%
Operating	55,613	45,025	62,600	91,840	47%
Internal Services	55,100	62,565	61,940	65,500	6%
Capital Items	-	470	-	100	n/a
Total Countryside Branch Library	**704,690**	**704,062**	**716,590**	**790,030**	**10%**
Full Time Equivalent Positions	**13.1**	**13.1**	**13.1**	**15.1**	**2.0**

Program Description

The East Branch Library provides complete library services to include reference, reader's advisory and research services; youth programs and activities; adult programming; Hispanic programs and services; circulation; periodicals; public computers and technology training; meeting rooms; displays and exhibits; as well as, a collection of more than 119,000 items in a variety of formats.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	587,416	590,270	590,120	599,280	2%
Operating	43,040	25,214	41,400	45,010	9%
Internal Services	55,770	60,344	61,740	62,480	1%
Total East Branch Library	**686,226**	**675,828**	**693,260**	**706,770**	**2%**
Full Time Equivalent Positions	**13.2**	**13.2**	**13.2**	**13.3**	**0.1**

Program Description

The North Greenwood Branch Library provides complete library services to include reference, reader's advisory and research services; youth programs and activities; adult programming; circulation; periodicals; public computers and technology training; meeting rooms; displays and exhibits; as well as, a collection of more than 44,000 items in a variety of formats. This library is also home to the Christine Wigfall Morris African American Collection.

Program Summary

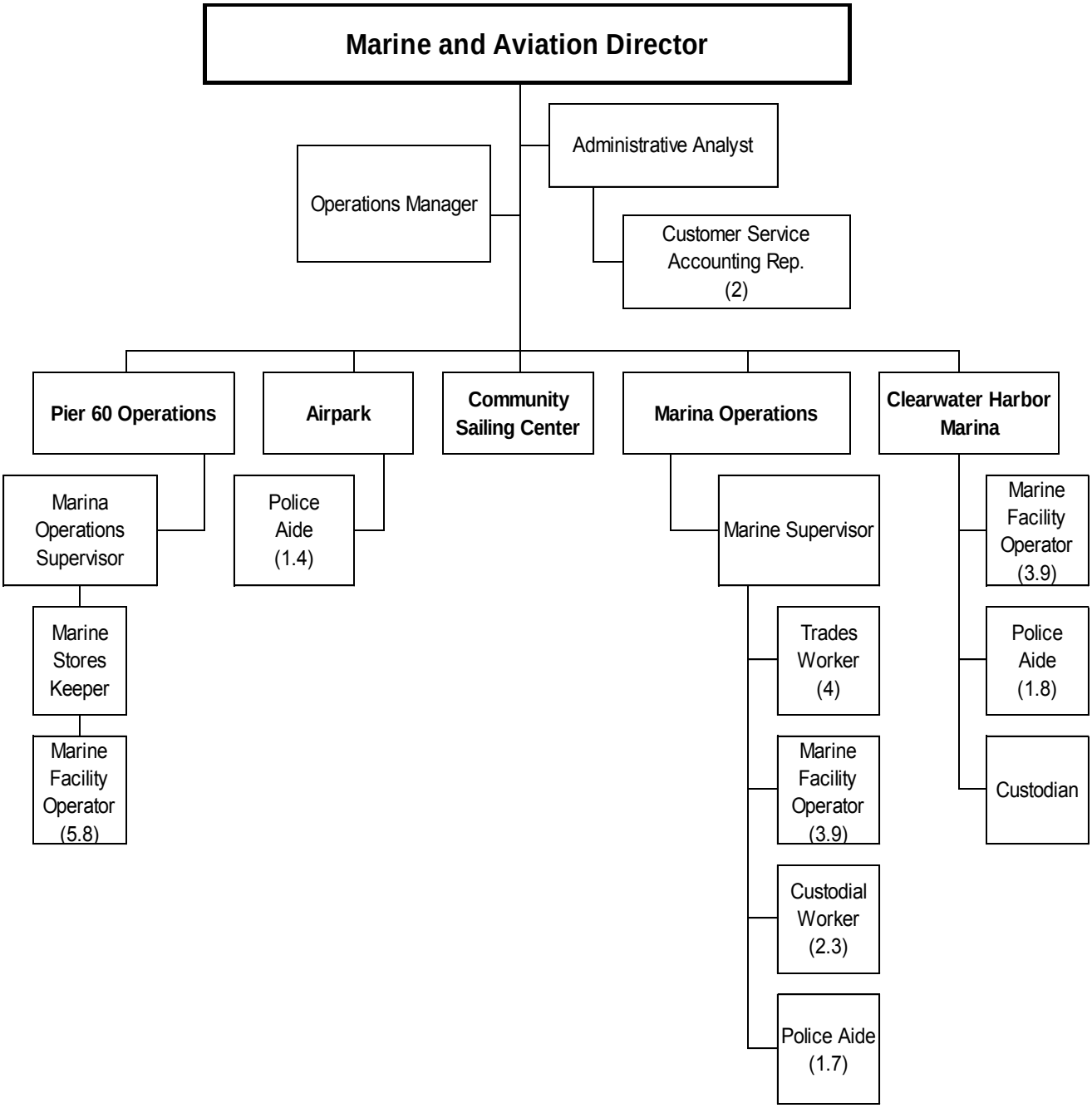
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	122,971	136,089	139,510	142,230	2%
Operating	33,759	39,510	56,940	60,040	5%
Internal Services	34,210	29,796	24,000	24,560	2%
Capital	34	-	-	50	n/a
Total North Greenwood Branch	**190,974**	**205,395**	**220,450**	**226,880**	**3%**
Full Time Equivalent Positions	**3.0**	**3.0**	**3.1**	**3.1**	**-**

Program Description

The Beach Branch Library services include reference, reader's advisory and research; circulation; periodicals; public computers and technology training; adult programming; as well as, a collection of more than 15,000 items in a variety of formats.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	60,626	63,949	79,340	85,070	7%
Operating	367	215	750	750	0%
Internal Services	5,910	6,250	6,930	7,350	6%
Capital Items	-	-	-	30	n/a
Total Beach Branch Library	**66,903**	**70,414**	**87,020**	**93,200**	**7%**
Full Time Equivalent Positions	**1.3**	**1.4**	**2.1**	**2.1**	**-**



General Fund – 7.8 FTE's
Marine Fund – 17.9 FTE's
Airpark Fund – 1.4 FTE's
Clearwater Harbor Marina Fund – 6.7 FTE's
Total Marine and Aviation – 33.8 FTE's

Mission

Maintain the Marine and Aviation department 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.

Department Description

The Marine and Aviation department administers and operates the following programs: Clearwater Beach Marina, Airpark, Sailing Center, Clearwater Harbor Marina and Pier 60 Operations. The department currently has 33.8 full time equivalent positions providing service to these areas.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Pier 60 Operations	654,507	797,768	834,720	927,800	11%
Sailing Center	29,118	27,374	36,000	40,180	12%
Subtotal	683,625	825,142	870,720	967,980	11%
Marine Fund					
Beach Marina Operations	4,308,761	4,486,229	4,526,360	4,589,840	1%
Airpark Fund					
Airpark	199,552	193,549	207,810	274,870	32%
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina	354,425	470,060	554,280	604,340	9%
Total	**5,546,363**	**5,974,980**	**6,159,170**	**6,437,030**	**5%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
General Fund	5.9	5.9	7.5	7.8
Marine Fund	17.1	17.1	17.1	17.9
Airpark Fund	1.4	1.4	1.4	1.4
Clearwater Harbor Marina Fund	5.6	5.6	5.6	6.7
Total Marine & Aviation	**30.0**	**30.0**	**31.6**	**33.8**

General Fund
Pier 60 and Sailing Center Highlights

- Pier 60 is a General Fund operation. The Pier 60 program is supported by 7.8 full time equivalent positions, an increase of 0.3 FTE's from the 2014/15 budget. In the Pier 60 program, part time hours of a Marine Facility Operator are increased representing an additional 0.3 FTE's for fiscal year 2015/16.

- 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.

- Capital Improvement Fund transfers include $20,000, for the routine maintenance of Pier 60 in 2015/16, the same level of funding as the 2014/15 budget.

- For the first time in fiscal year 2015/16 the Pier 60 program is charged an administrative service charge of $23,850 to reimburse the Marine Fund for a portion of the administrative functions, which are budgeted in the Marine Fund.

- Other operating costs in the Pier 60 program include the budget of $400,000 for inventory for resale items which represents a 7% increase from fiscal year 2014/15. There are no other significant changes in the Pier 60 program the fiscal year 2015/16 budget reflects an 11% increase over prior year.

- For the first time in fiscal year 2015/16 the Sailing Center is charged an administrative service charge of $3,570 to reimburse the Marine Fund for a portion of the administrative functions, which are budgeted in the Marine Fund. The Sailing Center reflects a 12% increase over the 2014/15 budget due to this administrative charge.

Marine Fund 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 17.9 full time equivalent positions, an increase of 0.8 FTE's from the 2014/15 budget. In fiscal year 2015/16, an additional full time Trades worker position is added which is offset by a reduction in part time hours resulting in a net increase of 0.8 FTE's.

- Inventory costs for fuel purchases are budgeted at $2.5 million in 2015/16, the same level of funding as the 2014/15 budget.

- Budgeted transfers for 2015/16 include a payment in lieu of taxes in the amount of $244,430 to support the General Fund, a 5% increase from the 2014/15 budget. Transfers to the Capital Improvement Fund of $95,000 represent funding necessary to maintain the infrastructure of the Marina as well as the City's waterways; this is a 21% decrease in funding from the 2014/15 budget.

- There have been no other significant changes in the Marine Operations budget. The budget for this program reflects a 1% increase from the 2014/15 budget.

Airpark Fund 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 1.4 full time equivalent positions, the same as the 2014/15 budget.
- The Airpark Fund is charged an administrative service charge reimbursing the Marine Fund for a portion of the administrative functions, which are budgeted in the Marine Fund. In fiscal year 2015/16, this expenditure is estimated to be approximately $66,600, an increase of 80% from the 2014/15 budget.
- Transfers to the Capital Improvement Fund of $25,000 provide funding for Airpark project for fiscal year 2015/16. Transfers also include $14,760 representing the payment in lieu of taxes to the General Fund, which is a 3% increase from the 2014/15 budget.
- There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects an increase of 32% from the 2014/15 budget.

Clearwater Harbor Marina Fund 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 6.7 full time equivalent positions, an increase of 1.1 FTE's from the 2014/15 budget. One Custodian and increased part time hours representing 0.1 FTE's for Police Aides are being added in fiscal year 2015/16.
- Other operating expenditures reflect an administrative service charge reimbursing the Marine Fund for a portion of the administrative functions, which are budgeted in the Marine Fund. In fiscal year 2015/16, this expenditure is estimated to be approximately $100,640, which is a 19% decrease from the 2014/15 budget.
- Capital Improvement Fund transfers include $25,000, for the routine maintenance of the Clearwater Harbor Marina in 2015/16, a 67% increase from the 2014/15 budget. Transfers also include $34,060 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2013/14 gross revenues. The 2015/16 contribution represents an increase of 11% over the 2014/15 budget.
- There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 9% from the 2014/15 budget.

Program Description

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 and is open from 6:00am to 9:30pm, October 1 – April 1, and 24 hours a day the rest of the year. All wood railings on the Pier were replaced with plastic lumber as part of a Pier renovation project in 2013.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	284,686	311,598	321,570	355,270	10%
Operating	349,434	448,189	476,050	525,400	10%
Internal Services	387	17,981	17,100	27,130	59%
Transfers	20,000	20,000	20,000	20,000	0%
Total Pier 60 Operations	**654,507**	**797,768**	**834,720**	**927,800**	**11%**
Full Time Equivalent Positions	**5.9**	**5.9**	**7.5**	**7.8**	**0.3**

Program Description

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 managed by a 501(c)(3) organization that saves the City in excess of $150,000 annually.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Operating	8,428	4,574	11,500	15,070	31%
Internal Services	20,690	22,800	24,500	25,110	2%
Total Sailing Center Operations	**29,118**	**27,374**	**36,000**	**40,180**	**12%**

Program Description

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. Portions of the Master plan have been implemented, with the airpark close to being fully utilized. The current footprint allows for approximately 30-40 additional T-hangars and a new FBO building. Major improvements in fiscal year 2013/14 included extending the runway 600 feet and repaving the entire runway and taxiway. An automated weather observation station was also added.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	56,165	58,243	56,940	64,290	13%
Operating	120,900	112,299	114,930	165,920	44%
Internal Services	3,507	3,601	5,780	4,300	-26%
Capital	5,149	5,116	-	-	n/a
Debt	821	790	800	600	-25%
Transfers	13,010	13,500	29,360	39,760	35%
Total Clearwater Airpark	**199,552**	**193,549**	**207,810**	**274,870**	**32%**
Full Time Equivalent Positions	**1.4**	**1.4**	**1.4**	**1.4**	**-**

Program Description

This program is responsible for the administration, operation and maintenance of the City owned Marina facility, with 189 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, the Seminole Street Launch Ramp, and the fuel dock; which generates over $4.5 million in revenues each year.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	920,236	989,771	954,390	1,000,980	5%
Operating	3,064,464	3,190,188	3,136,790	3,163,430	1%
Internal Services	84,287	78,377	82,190	86,000	5%
Capital	1,774	3,663	-	-	n/a
Transfers	238,000	224,230	352,990	339,430	-4%
Total Beach Marina Operations	**4,308,761**	**4,486,229**	**4,526,360**	**4,589,840**	**1%**
Full Time Equivalent Positions	**17.1**	**17.1**	**17.1**	**17.9**	**0.8**

Program Description

The Clearwater Harbor Marina is an ancillary facility to the main municipal marina on Clearwater Beach. This facility adds an additional 126 boat slips within two floating concrete dock basins in the downtown Clearwater area located off of 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. These slips are for private recreational boats only. Approved ferry service and advance notice pick up and drop off of passengers coordinated by the dock master is also available. This facility has 24-hour security seven days a week and is staffed from 6:00 am to 6:00 pm daily.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	179,912	168,301	202,400	245,940	22%
Operating	146,536	251,668	293,840	282,030	-4%
Internal Services	8,373	15,665	12,450	17,310	39%
Capital	1,804	8,826	-	-	n/a
Transfers	17,800	25,600	45,590	59,060	30%
Total Clearwater Harbor Marina	**354,425**	**470,060**	**554,280**	**604,340**	**9%**
Full Time Equivalent Positions	**5.6**	**5.6**	**5.6**	**6.7**	**1.1**

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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 a whole.

PROGRAM SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personal Services	-	535,200	-	-	n/a
Operating	2,347,165	2,731,427	2,543,210	2,453,480	-4%
Internal Services	14,610	15,220	-	-	n/a
Transfers	1,552,271	2,502,371	1,398,700	1,820,940	30%
Total General Fund	**3,914,046**	**5,784,218**	**3,941,910**	**4,274,420**	**8%**

Program Highlights

- The Non-Departmental program is used to budget for those items that are not directly associated with any one department or operating budget.
- Operating costs include $2,443,480 for general property and liability insurance for all General Fund programs, which represents a 4% decrease from the 2014/15 budget.
- Interfund transfers for fiscal year 2015/16 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of $918,940. This is a 13% increase in funding from the 2014/15 fiscal year.
- Other interfund transfers include $902,000 to fund on-going maintenance projects at current general government facilities which is a 54% increase from the 2014/15 budget.

Program Description

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

PROGRAM SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	4	5	15,000	-	-100%
Operating	17,027,625	17,236,101	20,256,500	22,145,690	9%
Capital Items	38,893	-	-	-	n/a
Transfers	1,194,831	779,840	-	-	n/a
Total Central Insurance Fund	**18,261,353**	**18,015,946**	**20,271,500**	**22,145,690**	**9%**

Program Highlights

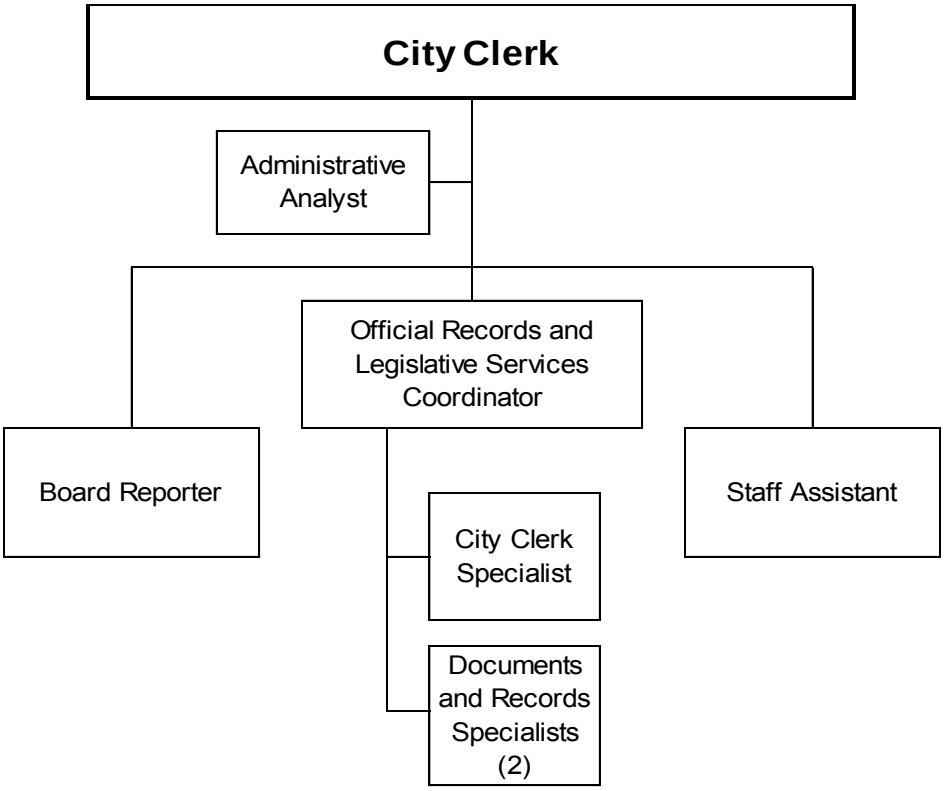
- The Central Insurance Fund Non-Departmental program is an internal service operation primarily managed by the Finance and Human Resources Departments. All anticipated costs are charged to City Departments through interfund charges to the department operating budgets based upon personnel and performance indicators.

- Worker's compensation costs are estimated to decrease by approximately 5% across all city operations. Total costs are now estimated at $2.6 million for fiscal year 2015/16, down from $2.8 million in fiscal year 2014/15.

- Property and liability insurance costs are estimated at a slight decrease citywide. Total estimated costs for property and liability insurance are estimated at $4,157,320 for fiscal year 2015/16, a decrease of approximately $31,810 from fiscal year 2014/15.

- Prior to the fiscal year 2011/12 budget, medical insurance costs have been budgeted based upon an average rate/employee, which was $6,200 per employee from fiscal year 2007/08 through 2010/11. Starting with the 2011/12 budget, medical insurance is more accurately budgeted for each employee 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 2015/16 is budgeted at $14.8 million, which is a 13% increase from the fiscal year 2014/15 budget. This increase represents the changes in employee insurance selections, increased FTE's citywide, as well as an estimated contract increase for fiscal year 2015/16. Approximately $1.5 million is also budgeted to offset the cost of the Employee Health Clinic.



Official Records and Legislative Services – 8.0 FTE's

Mission

The Official Records and Legislative Services Department is the custodian of the City's current and historical knowledge. It is our mission to receive, organize, maintain, preserve and disseminate this knowledge. We strive to do this accurately, effectively, and efficiently. Also the Department coordinates the City's legislative priorities and assists with grant programs in efforts to optimize funding opportunities. We are committed to fulfilling this mission by keeping abreast of current issues, cutting red tape, and going the extra mile to provide quality service to our customers.

Department Description

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 and files liens.

Election – Establishes the election schedule for municipal elections, and coordinates election activities with the supervisor of elections. In addition, there are two employee elections, Pension Advisory Committee and Civil Service Board, which are handled under this program.

Legislative/Lobbyist – Coordinates the City's priorities and appropriation requests with federal and state lobbyists and tracks proposed legislation through both House and Senate. It also provides the 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.

Program Summary	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	517,083	534,386	526,690	550,170	4%
Operating	264,500	392,763	301,120	407,470	35%
Internal Services	160,190	173,100	174,820	172,800	-1%
Total Official Records and Legislative Services	**941,773**	**1,100,249**	**1,002,630**	**1,130,440**	**13%**
Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**	**8.0**	**-**

Department Highlights

- The Official Records and Legislative Services Department is supported by eight full time equivalent positions, the same level of staffing as the 2014/15 budget.
- Other operating costs reflect an increase of 35% from the 2014/15 budget. This includes the budget of $100,000 for services provided from the Supervisor of Elections Office for the scheduled election in fiscal year 2015/16.
- The budget for Official Records & Legislative Services reflects an increase of 13% from the 2014/15 budget, primarily related to the budget for election costs.

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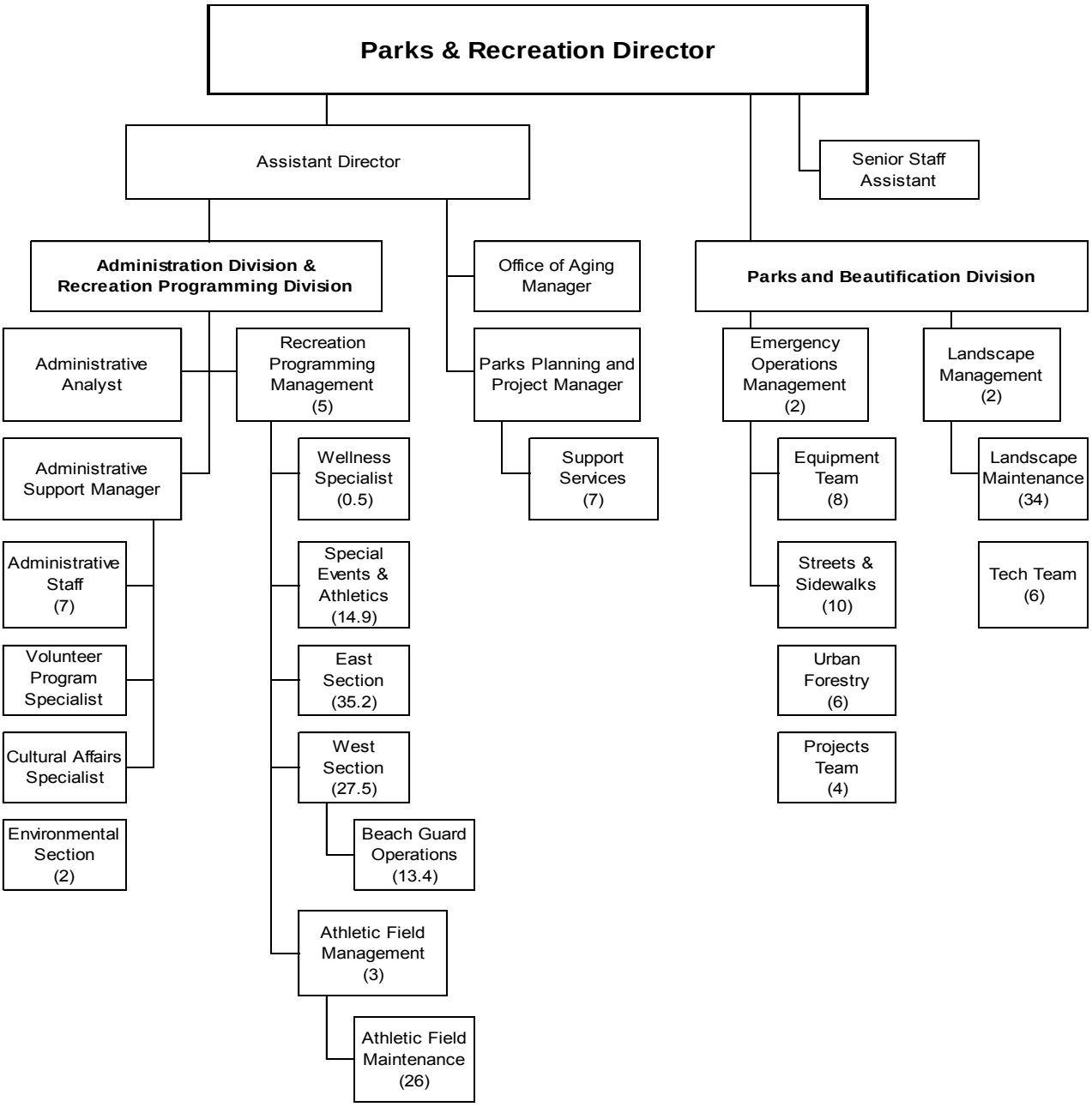

Parks and Recreation (General Fund) – 204.4 FTE's
Parks and Recreation (Parking Fund) – 13.4 FTE's
Parks and Recreation (Special Program Fund) – 4.7 FTE's
Total Parks and Recreation – 222.5 FTE's

Mission

To provide parks and recreation programs, services, facilities and beautification to benefit the residents and visitors of the City of Clearwater.

Department Description

The Parks and Recreation department consists of 222.5 full time and part time employees, and approximately 80 professional contract employees, 39 umpires, referees and officials, 103 event support staff and 2,000 volunteers, representing a budget of $24.3 million. The Department is divided into Administration, Recreation Programming, Parks and Beautification, Streets and Sidewalks, and Harborview Center. In addition, the Beach Guard Program is managed in the Parks and Recreation Department, and is funded from Parking Revenues.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Administration	2,680,777	2,651,269	2,793,130	2,972,390	6%
Recreation Programming	6,046,070	6,259,486	6,620,280	7,293,470	10%
Parks and Beautification	11,009,557	10,962,674	11,891,740	12,348,360	4%
Streets and Sidewalks	995,369	1,022,714	1,028,960	950,300	-8%
Harborview Center	-	-	26,000	26,000	0%
Subtotal	20,731,773	20,896,143	22,360,110	23,590,520	6%
Parking Fund					
Beach Guards	487,330	581,087	605,230	697,050	15%
Harborview Fund					
Harborview Center	19,842	850,231	-	-	n/a
Total Parks and Recreation	**21,238,945**	**22,327,461**	**22,965,340**	**24,287,570**	**6%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
General Fund				
Administration	20.0	20.0	20.0	20.0
Recreation Programming	69.8	71.2	73.9	75.4
Parks and Beautification	95.4	94.0	96.0	99.0
Streets and Sidewalks	12.0	12.0	11.0	10.0
Subtotal	197.2	197.2	200.9	204.4
Parking Fund				
Beach Guards	9.9	9.9	12.0	13.4
Special Progam Fund				
JWB Youth Programs	0.0	0.0	3.3	3.7
Special Events	0.0	0.0	0.0	1.0
Total Parks & Recreation	**207.1**	**207.1**	**216.2**	**222.5**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (October - June)
Registered Members *Number of registered pass holders (includes all membership types).	9,453	10,057	9,919
Utilization of Recreation Centers *Based on the number annual visits to all recreation centers.	538,585	517,378	512,872
Utilization of Athletic Programs * Based on the number annual visits to all athletic facilities.	897,130	887,830	958,057
Neighborhood/Coastal Clean-up Campaigns * Number of clean-up campaigns coordinated on an annual basis.	43	41	37
Volunteer Hours *Number of hours worked by volunteers at various events and clean-up campaigns; and associated value.	40,221 hours; valued at $814,968	45,314 hours; valued at $1,021,831	30,329 hours; valued at $671,787
Sidewalk Quality *Measured by the square feet of deteriorated or damaged sidewalk replaced annually.	28,036	23,651	13,925
Beach Lifeguard Activity *Number of actions taken by lifeguards. This includes water rescue, medical aid, missing persons, rule violations, and public assistance.	37,072	34,161	20,578

General Fund
Parks & Recreation Highlights

- The General Fund operations of the Parks and Recreation Department are supported by 204.4 full time equivalent positions, an increase of 3.5 FTE's from fiscal year 2014/15. In fiscal year 2015/16, one Recreation Program Coordinator is added to support the Athletics division, two Parks Service Technicians are added to support field maintenance, and part time hours are increased by 0.5 FTE's for seasonal Recreation Leaders for summer camps.

- Cash contributions to outside agencies include $400,000 to Ruth Eckerd Hall, Inc. (REH). Other contributions include $19,400 for the Clearwater Community Chorus at Ruth Eckerd, $4,750 for the MLK March and Rally, $5,000 for Veterans Holiday, $89,550 for Jazz Holiday, and $12,000 for Clearwater for Youth. This reflects an increase of $75,000 from fiscal year 2014/15 to provide increased funding for Jazz Holiday to support the 2015 Clearwater Centennial Celebration.

- Holiday lighting remains at $25,000, the same as fiscal year 2014/15, allowing for only pole decorations in Downtown, Memorial Causeway, Mandalay and the business portion of Gulf Blvd on Sand Key.

- Transfers of $70,000 include $40,000 for Clearwater Celebrates the 4th of July and $30,000 for Fun-N-Sun.

- Transfers to the Capital Improvement Fund are budgeted at $1,035,000 in fiscal year 2015/16, to support routine repair and maintenance of Parks and Recreation facilities. This reflects a 19% decrease from the 2014/15 budget due to onetime project funding included in the prior year.

- The Harborview Center program is managed by the Parks and Recreation Department and was included in the General Fund in the fiscal year 2014/15 budget based on audit committee recommendation. Harborview Center operating expenditures reflect estimated expenses for utility costs and building and maintenance charges. The rental revenue received from the Clearwater Marine Aquarium offset the estimated expenditures, leaving a net zero impact to General Fund expenditures.

- There are no other significant changes to Parks and Recreation General Fund programs; the budget for this department reflects an increase of 6% from the 2014/15 budget.

Parking Fund
Beach Guard Highlights

- The Beach Guard program is reflected as a program of the Parks and Recreation Department as a part of the City Manager's organizational changes in the 2009/10 budget. From FY 2006/07 to FY 2008/09 the Beach Guard program was a general fund operation however, since fiscal year 2009/10 the program has been funded through the Parking Fund as it was prior to FY 2006/07.

- The Beach Guard program is supported by 13.4 full time equivalent positions an increase of 1.4 FTE's from the 2014/15 budget. The fiscal year 2015/16 budget includes an additional 1.4 part time FTE's to staff a new life guard stand proposed for the south beach area.

- Personnel costs represent 80% of the Beach Guard Operations program budget.

- Internal service costs reflect an increase of 12% from the 2014/15 budget. This increase is due to increased support from internal service departments, primarily related to the cost of radios.

- Transfers to the Capital Improvement Fund of $20,000 provide funding for the replacement and maintenance of beach guard facilities and lifeguard towers. This is a 100% increase from the 2014/15 budget due to the construction of the new tower proposed for the south beach area.

- There are no other significant changes to the Beach Guard program; the budget reflects a 15% increase from the 2014/15 budget primarily related to increases in staffing and transfers to the capital fund.

Program Description

The Administration Division is responsible for various levels of support for all other programs within the Parks & Recreation department. This program is responsible for all administrative duties for the entire department, including: management, accounting, budget, payroll, and personnel, as well as various special programs including Cultural Affairs, Senior Affairs, Volunteers and Special Events. Detailed descriptions of all cost centers in this program are on the following page.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,493,831	1,455,287	1,537,280	1,639,540	7%
Operating	825,278	854,569	873,150	949,040	9%
Internal Services	237,061	246,413	287,700	288,810	0%
Capital	9,033	-	-	-	n/a
Debt Services	5,574	-	-	-	n/a
Transfers	110,000	95,000	95,000	95,000	0%
Total Administration	**2,680,777**	**2,651,269**	**2,793,130**	**2,972,390**	**6%**
Full Time Equivalent Positions	**20.0**	**20.0**	**20.0**	**20.0**	**-**

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 $400,000 contribution to Ruth Eckerd Hall.

Program Revenues: $ 97,200
Program Expenditures: $ 1,755,260
Program FTE's: 12.0

Special Events

This program provides staff and resources to facilitate, support, plan, manage, equip, and conduct special events and activities that appeal to both citizens and visitors to the city. Events and activities are typically of a large scale and require expertise in event management, venue preparation, logistics, sound and lighting, food and beverage operations, equipment inventory, equipment storage and maintenance, and entertainment contracts. This section also provides limited services to other City Departments and Community Groups for their special event needs. Staff manages the Special Events Application process which monitored and processed over 150 events during the past year.

Program Revenues: $ 7,000
Program Expenditures: $ 954,180
Program FTE's: 5.0

Volunteer Program

This program is responsible for recruiting volunteer groups and individuals to support the various functions of the Parks and Recreation Department. Some of the work performed by volunteers include park clean up, special event assistance, custodial work, recreation center monitoring, program assistance, and etc. Currently there are over 20 adopt a park agreements with various civic, neighborhood and business groups. There were over 4,000 hours donated by volunteers in FY 2013/14, representing a savings to the City of over $1,021,831.

Program Revenues: $ 0
Program Expenditures: $ 68,410
Program FTE's: 1.0

Office of Aging

This program focuses on the needs of the senior population and those who are approaching senior 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 Revenues: $ 0
Program Expenditures: $ 102,990
Program FTE's: 1.0

Cultural Affairs

This program provides staff and resources to not only administer and support the Public Art Ordinance and to promote cultural activities and awareness in the City of Clearwater. In fiscal year 2014/15, the Sculpture360 exhibition program began its seventh display of artwork on Cleveland Street. Numerous exhibitions with local arts organizations were held at the Main Library, the Municipal Service Building, and the Aging Well Center Gallery at the City's Long Center. The major capital project in fiscal year 2012/13 was the completion of the renovation of the Capitol Theatre, which included management of a Florida Division of Cultural Affairs grant of $1-million. Cultural Affairs also manages contracts with arts organizations such as Ruth Eckerd Hall, the Capitol Theatre, City Players, and the Clearwater Chorus. The program continues to support the Sister Cities partnership with Nagano City, Japan.

Program Revenues: $ 0
Program Expenditures: $ 91,550
Program FTE's: 1.0

Program Description

Recreation Programming is responsible for providing all Clearwater residents the opportunity to participate in a wide variety of enjoyable recreational activities. Recreation Programming activities include team leagues, individual sports, aquatics, general recreation, social recreation, senior adult activities, special facilities, recreation centers, environmental education, youth development and support services. Programming varies from one site to another, but the total delivery system is a modern comprehensive effort that offers something for everyone, as well as, services to special interest groups. A strong volunteer program, grants, sponsorship recruitment, donations and the collection of user fees to defray operating costs, help to enhance operations.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	3,393,481	3,414,847	3,567,330	3,897,400	9%
Operating	1,722,195	1,829,638	1,965,540	2,084,710	6%
Internal Services	793,127	844,136	917,410	1,071,360	17%
Capital	7,267	865	-	-	n/a
Transfers	130,000	170,000	170,000	240,000	41%
Total Recreation Programming	**6,046,070**	**6,259,486**	**6,620,280**	**7,293,470**	**10%**
Full Time Equivalent Positions	**69.8**	**71.2**	**76.8**	**80.1**	**3.3**

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 Revenues: $ 350,000
Program Expenditures: $ 1,223,500
Program FTE's: 4.5
Program FTE's: 1.0 (Special Program Fund)

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 provided for community meetings and rentals in this relatively new recreation center. 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 Revenues: $ 108,500
Program Expenditures: $ 703,150
Program FTE's: 6.9 (General Fund)
Program FTE's: 1.7 (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 2014/15 budget reflects community partnerships with Martin Luther King Neighborhood Family Center and Neighborly Seniors 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 Revenues: $ 73,100
Program Expenditures: $ 729,160
Program FTE's: 10.5 (General Fund)
Program FTE's: 2.0 (Special Program Fund)

Moccasin Lake Environmental Education Center Park

This program provides for supervision, maintenance and programming of the only Nature Park in Clearwater. Moccasin Lake Nature Environmental Education Center 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, a visitor center with live and static exhibits, 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, including summer day camp opportunities. A master plan was completed in 2013 which will help direct the future direction for the park.

Program Revenues: $ 0
Program Expenditures: $ 204,960
Program FTE's: 2.0

Leased Facilities – Kings Highway Center, Wood Valley Center, Lawnbowls Complex, Shuffleboard Complex, and Horeshoe 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 Revenues: $ 0
Program Expenditures: $ 55,410
Program FTE's: 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 Revenues: $ 871,500
Program Expenditures: $ 2,144,670
Program FTE's: 24.3

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 15 lighted tennis courts which include seven hard courts, eight 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 Revenues: $ 134,500
Program Expenditures: $ 304,270
Program FTE's: 4.3

Morningside Pool

This program provides staff and resources to supervise and program the Morningside Pool. The pool 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, and tables for patron comfort. Lockers and shower areas are provided. This junior Olympic-size pool has two one – meter diving boards, a training pool with an average depth of 2.5 feet and an activity pool which features water sprays and water slides for small children eight years of age and younger.

Program Revenues: $ 28,500
Program Expenditures: $ 136,310
Program FTE's: 1.9

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 Revenues: $ 221,900
Program Expenditures: $ 656,790
Program FTE's: 9.0

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, two lighted basketball courts, 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 and open field area and beautiful Clearwater Beach. This center is a popular place for wedding receptions as they serviced over 70 receptions last year. 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, and tables for patron comfort. Lockers and shower areas are also provided.

Program Revenues: $ 128,500
Program Expenditures: $ 441,760
Program FTE's: 6.4

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 Revenues: $ 474,500
Program Expenditures: $ 693,490
Program FTE's: 5.6

Program Description

Parks and Beautification is responsible for the general upkeep and development of all City owned properties; routine grounds and tree maintenance of properties, including certain rights of ways and medians; design and installation of City landscape projects; installation, inspection and maintenance of irrigation systems; inspection and maintenance of City playground equipment, fitness courses, basketball courts, and tennis courts; maintenance and replacement of park identification and rules signage, bleachers and grandstands, and other site amenities; maintenance of ball fields, sports complexes and Bright House Networks Field, spring training home for the Philadelphia Phillies.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	4,858,430	4,888,223	4,923,110	5,353,770	9%
Operating	3,257,755	3,453,625	3,856,820	4,100,360	6%
Internal Services	1,995,559	1,805,248	2,027,470	2,112,120	4%
Capital	135,835	186,355	-	-	n/a
Debt Services	12,297	9,223	4,340	12,110	179%
Transfers	749,681	620,000	1,080,000	770,000	-29%
Total Parks and Beautification	**11,009,557**	**10,962,674**	**11,891,740**	**12,348,360**	**4%**
Full Time Equivalent Positions	**95.4**	**94.0**	**96.0**	**99.0**	**3.0**

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/downtown, west, and east. 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 Revenues: $ 0
Program Expenditures: $ 2,072,740
Program FTE's: 4.0

Beach and Downtown Teams

This program provides staff and resources to maintain Clearwater Beach and Downtown Clearwater. Included in this maintenance effort are Beach By Design and the remodeled areas of downtown Cleveland Street and Station Square Park. 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 Revenues: $ 0
Program Expenditures: $ 911,960
Program FTE's: 12.0

West Team

This program provides staff and resources to maintain all parks and public grounds west of Keene Road to the Clearwater Bay, excluding the Downtown district. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by City code.

Program Revenues: $ 0
Program Expenditures: $ 858,270
Program FTE's: 10.0

East Team

This program provides staff and resources to maintain all parks and public grounds east of Keene Road to Tampa Bay and from Curlew Road on the north to Belleair Road on the south. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by city code.

Program Revenues: $ 0
Program Expenditures: $ 693,770
Program FTE's: 10.0

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 Revenues: $ 0
Program Expenditures: $ 567,440
Program FTE's: 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 Revenues: $ 0
Program Expenditures: $ 740,350
Program FTE's: 2.0

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 Revenues: $ 0
Program Expenditures: $ 384,880
Program FTE's: 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 Bright House Team; EC Moore Team; Countryside Team; and the Sid Lickton and Nortack Team. This program also includes management of the equipment team that provides for landscape services and restoration project services. 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 Bright House Networks Field.

Program Revenues: $ 0
Program Expenditures: $ 489,740
Program FTE's: 3.0

Carpenter/Joe DiMaggio/Bright House Team

This program provides staff and resources to maintain the ball fields and turf grass at Carpenter, Joe DiMaggio and Bright House. While the Phillies do the majority of maintenance at Carpenter and Bright House this team does provide assistance to them according to the agreement between the Phillies and City. The City provides all capital maintenance at Bright House; 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 Revenues: $ 526,000
Program Expenditures: $ 1,599,750
Program FTE's: 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 38 tournaments and 6 nights of league play per week (FY 2013/14).

Program Revenues: $ 0
Program Expenditures: $ 581,100
Program FTE's: 6.0

Countryside Team

This program provides staff and resources to maintain five Little League fields at the Countryside Recreation Complex, four soccer/football fields at the Countryside Sports Complex 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 Revenues: $ 0
Program Expenditures: $ 217,890
Program FTE's: 2.0

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 fills 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 Revenues: $ 0
Program Expenditures: $ 714,220
Program FTE's: 8.0

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.

Program Revenues: $ 0
Program Expenditures: $ 694,480
Program FTE's: 7.0

Custodial Team

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

Program Revenues: $ 0
Program Expenditures: $ 88,350
Program FTE's: 1.0

Projects / Restoration Team

This program provides for staffing and resources to assist in the restoration of landscape areas in the City. This team's primary focus is refurbishment to meet current code standards and to improve major entry points into Clearwater. Some of the tasks include replanting of existing landscape beds, planting of annuals, tree plantings, replacing damaged landscaping, re-mulching, and landscape replanting. This group assists with the design and construction of landscaping on new projects.

Program Revenues: $ 0
Program Expenditures: $ 456,200
Program FTE's: 4.0

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.

Program Revenues: $ 0
Program Expenditures: $ 634,440
Program FTE's: 8.0

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 has an inventory which helps it proactively manage the urban forest, which is a vital function of this division. Currently there are over 40,000 trees in the inventory, consisting of over 10,000 palms and 30,000 hardwoods.

Program Revenues: $ 0
Program Expenditures: $ 642,780
Program FTE's: 6.0

Program Description

The Streets and Sidewalks division provides 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. This division also provides concrete and asphalt to all City departments for in-house repairs to sidewalk and street cuts and assists on special projects as required by the City Manager's Office and other departments of the City.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	627,068	698,459	659,200	641,100	-3%
Operating	137,950	150,523	141,080	141,080	0%
Internal Services	205,227	173,732	228,680	168,120	-26%
Capital	25,124	-	-	-	n/a
Total Streets and Sidewalks	**995,369**	**1,022,714**	**1,028,960**	**950,300**	**-8%**
Full Time Equivalent Positions	**12.0**	**12.0**	**11.0**	**10.0**	**(1.0)**

Program Description

The Harborview Center is a multipurpose facility owned by the City of Clearwater that is partially closed. The second floor is currently being leased by the Clearwater Marine Aquarium as a tourist destination to see props and memorabilia from the movie "Dolphin Tale" which was filmed at the Aquarium. Aquarium exhibits inside the Harborview Center include film sets, a prop tour and a small touch tank. The facility is expected to be demolished in a few years.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Operating	17,252	19,266	21,000	21,000	0%
Internal Services	150	-	5,000	5,000	0%
Interfund Transfer	2,440	830,965	-	-	n/a
Total Harborview Center	**19,842**	**850,231**	**26,000**	**26,000**	**0%**

Program Description

Public Safety is the primary responsibility for City of Clearwater beach lifeguards located on Clearwater Beach. They provide supervision for the Gulf waters and adjacent public beach for approximately 1.0 mile of coastline on Clearwater Beach.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	406,458	493,073	490,930	559,400	14%
Operating	24,228	21,322	26,420	30,050	14%
Internal Services	56,644	62,376	77,880	87,600	12%
Capital	-	4,316	-	-	n/a
Transfers	-	-	10,000	20,000	100%
Total Beach Guard Operations	**487,330**	**581,087**	**605,230**	**697,050**	**15%**
Full Time Equivalent Positions	**9.9**	**9.9**	**12.0**	**13.4**	**1.4**

CITY OF CLEARWATER, FLORIDA

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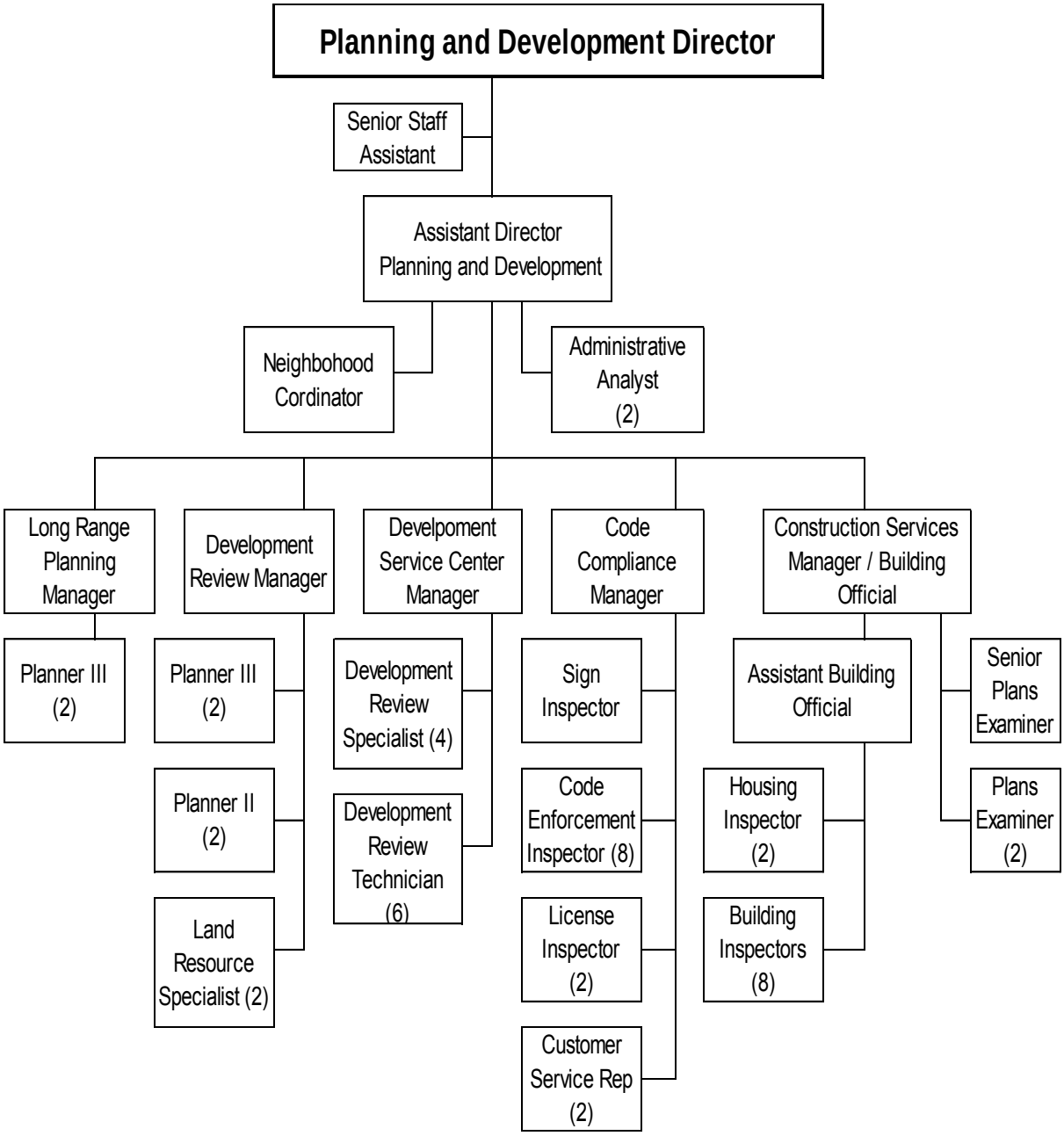

Planning & Development – 56.0 FTE's

Mission

The mission of the Planning and Development Department is to work 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.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Planning	1,325,087	1,465,152	1,481,600	1,817,880	23%
Construction Services	2,311,520	2,291,869	2,305,820	2,399,180	4%
Code Compliance	1,052,521	1,047,721	1,100,260	1,183,490	8%
Total Planning and Development	**4,689,128**	**4,804,742**	**4,887,680**	**5,400,550**	**10%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Planning	15.0	15.0	15.0	16.0
Construction Services	26.0	26.0	26.0	26.0
Code Compliance	13.0	13.0	13.0	14.0
Total Planning and Development	**54.0**	**54.0**	**54.0**	**56.0**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (October 1 - August 31)
Number of Code Cases Brought Into Compliance Objective: to improve the aesthetic appearance, safety and quality of structures in the City through effective code enforcement.	3892 Closed of 4905 Total Cases	4431 Closed of 4864 Total Cases	3782 Closed of 4584 Total Cases
Resolution of Code Cases *Measured by the percentage of total cases received that were brought into compliance for the period.	79%	91%	83%
Number of Permits Issued by Construction Services Objective: to manage the workflow of plans reviews to ensure Clearwater remains a desirable place to do business.	7,111	7,778	7,653
Number of Building Inspections Objective: to provide residential and commercial building construction inspections in accordance with the building code as required by Florida Statutes.	23,460	24,234	24,960

Department Highlights

- The Planning and Development Department is supported by 56 full time equivalent positions, an increase of two FTE's from the 2014/15 budget. For fiscal year 2015/16, one Neighborhoods Coordinator is being added to the Planning program; and one Code Enforcement Inspector is being added to the Code Compliance program.

- The budget includes $150,000 for contractual services associated with demolition of unsafe structures; and $150,000 for professional services to fund a Hercules Area redevelopment study. This is a 50% increase from the 2014/15 budget due the professional services funding.

- The budget includes $50,000 for lot mowing due to the increased number of vacant overgrown properties throughout the City. This is the same level of funding as the 2014/15 budget.

- Other operating expenses include $125,000 to fund supplies necessary for projects anticipated for the new neighborhood program.

- There have been no other significant changes in the Planning and Development Department. The budget for this department reflects a 10% increase from the 2014/15 budget.

Program Description

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 Pinellas Planning Council, Metropolitan Planning Organization, 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
- ATA (Agreement to Annex) Project
- North Marina District Master Plan
- CRA Update and Renewal of Downtown Redevelopment Plan
- U.S. 19 Land Development Regulation Implementation Changes
- Processing Community Development Code Updates and Amendments

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 and training 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. This process involves on-site inspection. This division will also perform special assignments such as corridor plans and landscape design.

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.
- Update of Downtown Design Guidelines and Signage

Program Summary					
	Actual 2012/13	**Actual 2013/14**	**Budget 2014/15**	**Budget 2015/16**	**% Change**
Personnel	1,173,482	1,210,763	1,248,990	1,360,640	9%
Operating	37,818	130,627	111,500	334,500	200%
Internal Services	113,787	123,762	121,110	122,740	1%
Total Planning	**1,325,087**	**1,465,152**	**1,481,600**	**1,817,880**	**23%**
Full Time Equivalent Positions	**15.0**	**15.0**	**15.0**	**16.0**	**1.0**

Program Description

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 Standard 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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,597,897	1,539,703	1,520,370	1,607,360	6%
Operating	195,638	229,096	232,600	237,900	2%
Internal Services	486,197	491,282	544,900	553,920	2%
Debt Services	31,788	31,788	7,950	-	-100%
Total Construction Services	**2,311,520**	**2,291,869**	**2,305,820**	**2,399,180**	**4%**
Full Time Equivalent Positions	**26.0**	**26.0**	**26.0**	**26.0**	**-**

Program Description

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 – Business tax receipt inspectors enforce the business tax receipt requirements 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, license inspectors 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.

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	882,734	900,460	888,660	967,830	9%
Operating	50,569	25,559	88,600	88,950	0%
Internal Services	119,218	121,702	123,000	124,500	1%
Debt Services	-	-	-	2,210	n/a
Total Code Compliance	**1,052,521**	**1,047,721**	**1,100,260**	**1,183,490**	**8%**
Full Time Equivalent Positions	**13.0**	**13.0**	**13.0**	**14.0**	**1.0**

CITY OF CLEARWATER, FLORIDA

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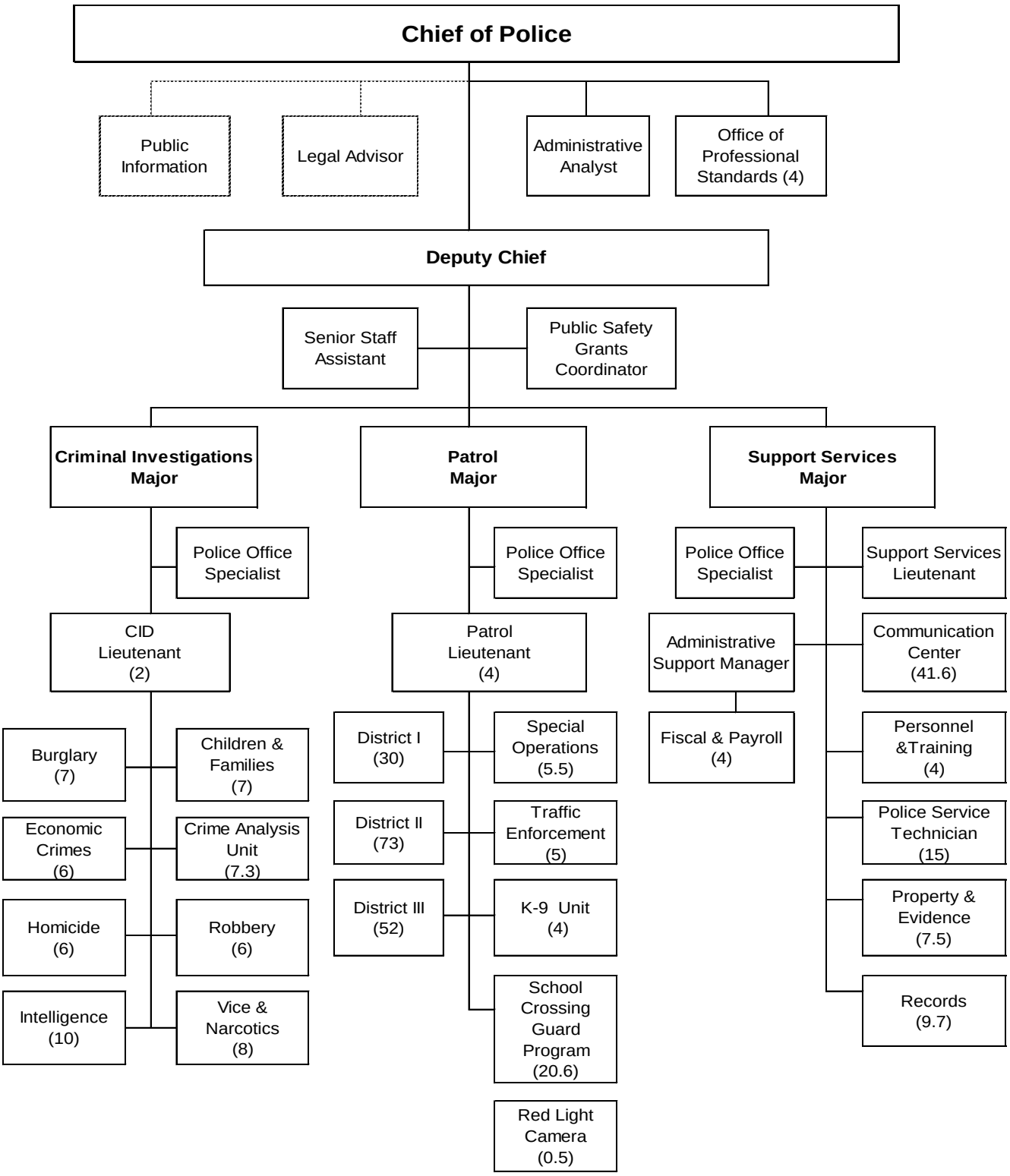

Police – (General Fund) – 352.7 FTE's
Police (Special Program Fund) – 16.3 FTE's
Total Police – 369.0 FTE's

Mission

To consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater.

Department Description

The Police department consists of 28 cost centers organized into five programs. The operation currently consists of 369 full time equivalent positions servicing the programs outlined in the following pages. The General Fund supports 352.7 FTEs and grants or other funding support 16.3 positions.

The Clearwater Police Department (CPD) has earned a national reputation as a leader in the law enforcement field. We use a proactive policing approach to reduce crime and improve the quality of life for our citizens. We remain on the forefront of technology and continue to evolve our policing strategies and practices to adapt to changing crime trends and issues.

The standards of the Clearwater Police Department are among the highest in the nation and our officers are among the best trained. CPD is accredited by the Commission for Florida Law Enforcement Accreditation (CFA); which symbolizes professionalism, excellence, and competence. CPD first became accredited in 1998 and has maintained accreditation. To achieve this, we have to demonstrate compliance and efficiency in approximately 276 rigorous law enforcement standards.

We are the third largest law enforcement agency in Pinellas County with 234 sworn police officers and 135 civilian employees; averaging over 165,800 calls for service each year.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Office of the Chief	873,249	911,889	879,200	1,012,230	15%
Criminal Investigations	6,077,148	6,068,239	6,151,200	6,626,130	8%
Patrol	20,362,615	20,414,054	19,556,400	20,856,440	7%
Support Services	6,711,404	6,775,932	7,176,880	6,757,470	-6%
Communications	2,637,852	2,705,424	3,086,030	3,887,710	26%
Total Police	**36,662,268**	**36,875,538**	**36,849,710**	**39,139,980**	**6%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
General Fund				
Office of the Chief	8.0	8.0	8.0	9.0
Criminal Investigations	56.0	56.0	53.0	61.3
Patrol	171.5	173.5	176.5	196.6
Support Services	68.4	68.4	68.4	44.2
Communications	39.6	39.6	39.6	41.6
Total General Fund	**343.5**	**345.5**	**345.5**	**352.7**
AmeriCorps Grant	11.8	11.8	11.8	11.8
Outside Duty Project	1.5	1.5	1.5	1.5
Human Trafficking Grant	1.8	1.8	0.0	0.0
SLEF - SRO Officer	3.0	3.0	3.0	3.0
Report Review Team	2.7	2.7	2.7	0.0
Total Police	**364.3**	**366.3**	**364.5**	**369.0**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (September - August)
Clearance Rate for Violent Crime *Percentage of cases where the suspect is either arrested or cleared by other standards.	70.4%	63.6%	64.5%
Clearance Rate for Property Crime *Percentage of cases where the suspect is either arrested or cleared by other standards.	24.4%	27.2%	30.2%
Police Response Time *Time elapsed between time 9-1-1 call is answered and arrival on scene. Average response time in minutes.	9:16	9:38	8:42
Average Officer Training Hours Objective: to exceed state minimum mandated per officer training hours of 40 hours every four years.	83.1	91.0	114.5

Department Highlights

- The Police Department is supported by 369 full time equivalent (FTE) positions, an increase of 4.5 FTE's from the 2014/15 budget. In fiscal year 2015/16, two Officers, one Police Service Technician and two Communications Operators are being added to the Police Department. During fiscal year 2014/15, city management approved the transfer of 0.5 FTE's to the City Attorney's office to fund a Paralegal which will offer increased support to the Police Department.

- In the Patrol Division, the three Officer positions that are assigned to work as School Resource Officers are not funded with General Fund dollars in the 2015/16 budget. Since 2009/10 these three FTE's have been funded with Special Law Enforcement Trust Fund revenue.

- Funding for the Police Supplemental Pension plan of $905,000 is included in the budget for fiscal year 2015/16. 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. In prior years this item was added through budget amendments. Inclusion in the preliminary budget results in a 6% personnel increase.

- The Police Department personnel budget reflects a 4% general wage increases for FOP union employees.

- Personnel costs represent approximately 80% of the Police Department total operating budget.

- Other operating expenses include funding in contractual services for the Pinellas County Sheriff's Office contract estimated at $465,740 and the Communications Center Tri-Tech Maintenance contract for $185,200.

- Internal Services expenditures reflect a 13% increase from prior year due primarily due to the funding of debt payments associated with the radio P25 upgrade.

- Interfund transfers include a transfer to the special program fund of $30,000 to provide funding for bullet proof vests and equipment; and a transfer of $200,000 to fund Capital Improvement projects for fiscal year 2015/16.

- There have been no other significant changes in the Police Department budget. The overall budget is approximately 6% greater than the 2015/16 budget primarily due to position increases and the funding of supplemental pension expenditures.

Program Description

The Office of the Chief is responsible for the overall administration and leadership of the department. Support staff assigned to this office are also responsible for public safety grants management. Also assigned to the Office of the Chief is the Professional Standards Section, which is responsible for policy development and implementation, investigation of complaints filed against police department employees. The cost centers within the Office of the Chief program are described on the following pages.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	795,573	857,341	818,190	957,860	17%
Operating	15,257	8,415	14,930	15,480	4%
Internal Services	62,419	46,133	46,080	38,890	-16%
Total Office of the Chief	**873,249**	**911,889**	**879,200**	**1,012,230**	**15%**
Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**	**9.0**	**1.0**

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. Support staff assigned to this office are also responsible for public safety grants.

Program Revenues: **$ 0**
Program Expenditures: **$ 559,580**
Program FTE's: **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 accredited status.

Program Revenues: **$ 0**
Program Expenditures: **$ 452,650**
Program FTE's: **4.0**

Program Description

The Criminal Investigations Division is responsible for the supervision of follow-up investigations of all crimes occurring within the corporate city limits of Clearwater, as well as, coordinating the investigation of crimes involving vice, narcotics, and organized crime; the collection, evaluation, and retention of criminal intelligence information. The cost centers within the Criminal Investigations program are described on the following pages.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	5,694,522	5,705,810	5,553,670	6,139,630	11%
Operating	147,275	133,145	159,910	182,140	14%
Internal Services	235,351	229,284	437,620	304,360	-30%
Total Criminal Investigations	**6,077,148**	**6,068,239**	**6,151,200**	**6,626,130**	**8%**
Full Time Equivalent Positions	**57.8**	**57.8**	**53.0**	**61.3**	**8.3**

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, gambling and prostitution activity.

Program Revenues: **$ 0**
Program Expenditures: **$ 732,770**
Program FTE's: **4.0**

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 Revenues: **$ 0**
Program Expenditures: **$ 774,140**
Program FTE's: **7.0**

Homicide Unit

The Homicide Unit is supervised by a Sergeant and is manned with five Detectives and one Police Information Technician (PIT). The PIT is also shared with the Crimes Against Children & Families Unit and the Robbery Unit to provide clerical support. 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 well being of the citizens of Clearwater.

Program Revenues: $ 0
Program Expenditures: $ 676,010
Program FTE's: 6.0

Crimes Against Children & Families Unit (Juvenile Unit)

The Crimes Against Children & Families Unit is supervised by a Sergeant and is responsible for the investigation of child and elderly abuse/neglect, child pornography, lewd and lascivious, sexual battery and other like crimes including cyber-porn. The unit is also responsible for administering the juvenile diversion program and the victim advocate program.

Program Revenues: $ 0
Program Expenditures: $ 720,250
Program FTE's: 7.0

Robbery Unit

The Robbery Unit is supervised by a Sergeant and is manned with five Detectives. The Robbery Unit is responsible for the investigation of all robberies, aggravated assault, obstructing and resisting, shooting into occupied dwelling and weapon offenses. The Robbery Unit's primary hours of operation are evenings and weekends to provide support to Patrol by responding to any crime type where a detective is required after normal business hours.

Program Revenues: $ 0
Program Expenditures: $ 613,970
Program FTE's: 6.0

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 is the lead agency for a Human Trafficking Task Force, as well as an active member for the Regional Domestic Security Taskforce, and the department's liaison with local, state and federal law enforcement.

Program Revenues: $ 0
Program Expenditures: $ 976,850
Program FTE's: 10.0

Economic Crimes Unit

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

Program Revenues: $ 0
Program Expenditures: $ 637,080
Program FTE's: 6.0

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 Revenues: $ 0
Program Expenditures: $ 1,024,700
Program FTE's: 8.0

Crime Analysis Unit (CAU)

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

Program Revenues: $ 0
Program Expenditures: $ 470,360
Program FTE's: 7.3

Program Description

The Patrol Division is responsible for uniform patrol functions of the department including 24-hour response to the initial investigation of crimes and incidents, traffic enforcement and control, accident investigation, anti-crime units, community policing programs, crime prevention functions, specialized operations such as SWAT, Traffic, K-9, school crossing guards, and coordination for special events. The uniformed patrol operations are spread throughout three patrol districts. The cost centers within the Patrol Division program are described on the following pages.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	18,394,021	18,377,628	17,265,530	18,733,680	9%
Operating	323,362	319,217	355,000	369,820	4%
Internal Services	1,645,232	1,717,209	1,770,870	1,722,940	-3%
Interfund Transfers	-	-	165,000	30,000	-82%
Total Patrol	**20,362,615**	**20,414,054**	**19,556,400**	**20,856,440**	**7%**
Full Time Equivalent Positions	**186.8**	**188.8**	**191.8**	**211.9**	**20.1**

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 the Traffic Section, as well as all special events.

Program Revenues: **$ 0**
Program Expenditures: **$ 3,455,560**
Program FTE's: **6.0**

District II

Commanded by a Lieutenant, District 2 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 2 has a Bike Team, and a Community Liaison Team. These teams are responsible for addressing crime and quality of life issues in their areas, including responding to calls for service, surveillance, drug buys and arrests, and other proactive enforcement duties. The Bike Team provides security at the Soup Kitchen.

Program Revenues: **$ 160,700**
Program Expenditures: **$ 6,667,880**
Program FTE's: **73.0**

District III

Commanded by Lieutenant, District 3 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 3 has a Community Liaison Team and an Anti-Crime 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. The Anti Crime Team covers both Districts II and III, and reports out of District III.

Program Revenues: $ 0
Program Expenditures: $ 5,289,760
Program FTE's: 52.0

District I

Commanded by a Lieutenant, District 1 includes the Clearwater Beach area, as well as responsibility for the Marine Patrol Unit. 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 an Anti-Crime/Community Liaison 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.

The District 1 Anti-Crime/Liaison Sergeant is responsible for attending community meetings, and administrative support to the Lieutenant. In addition, this District is responsible for the management of Beach Police Aides.

Program Revenues: $ 0
Program Expenditures: $ 3,006,950
Program FTE's: 30.0

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 Revenues: $ 135,000
Program Expenditures: $ 551,760
Program FTE's: 20.6

Traffic Enforcement Unit

The Traffic Enforcement Unit is responsible for the enforcement of all traffic laws and regulations throughout the City. The Motorcycle Enforcement Team and the Traffic Enforcement Team (cars) work flexible hours to address traffic issues, conduct D.U.I. checkpoints, traffic accident completion, hit and run follow-up, parking complaints, and traffic calming. The Unit also manages the Traffic Homicide Program.

Program Revenues: $ 325,050
Program Expenditures: $ 593,390
Program FTE's: 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 buildings, perform security checks on area businesses and conduct narcotics searches on vehicles, residences, 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 currency for seizure. 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 daily 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 Revenues: $ 0
Program Expenditures: $ 564,740
Program FTE's: 4.0

Special Operations

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

There are three School Resource Officers who work at two high schools and one middle school. These personnel are responsible for responding to calls at the schools, proactive patrol and enforcement, as well as crime prevention and public education instruction.

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.

AmeriCorps personnel are utilized for a number of functions including: Beach Walk Ambassadors, Downtown Ambassadors, perimeter control at special events, traffic control, and assisting at the schools.

Program Revenues: $ 0
Program Expenditures: $ 535,780
Program FTE's: 5.5 (General Fund)
Program FTE's: 15.3 (Special Program Fund)

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. An additional FTE was approved to allow for review of prospective violations, citation issuance, and prosecution/courtroom presentation related to Red Light Camera violations.

Program Revenues: $ 270,000
Program Expenditures: $ 190,620
Program FTE's: 0.5

Program Description

Support Services Division is responsible for providing budget and fiscal services, information gathering and analysis, and other ancillary services in support of police department operations. Specific functions of the division include the Personnel & Training, fiscal manager, payroll processing, records services, property & evidence storage services, Crime Scene Processing, the Police Service Technician Program, overseeing communication center operations, and maintenance of police department buildings and facilities. The cost centers within the Support Services program are described on the following pages.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	3,606,756	3,696,001	3,799,910	3,130,530	-18%
Operating	1,310,465	1,135,748	1,414,670	1,394,420	-1%
Internal Services	1,768,679	1,939,072	1,887,300	2,026,520	7%
Capital	2,159	707	-	6,000	n/a
Debt Service	23,345	4,404	-	-	n/a
Interfund Transfers	-	-	75,000	200,000	167%
Total Support Services	**6,711,404**	**6,775,932**	**7,176,880**	**6,757,470**	**-6%**
Full Time Equivalent Positions	**72.1**	**72.1**	**72.1**	**45.2**	**(26.9)**

Support Services Cost Center Descriptions

Support Services Administration

The Support Services Administration area 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 Revenues: $ 0
Program Expenditures: $ 533,410
Program FTE's: 4.0

Records

The Records Section receives, processes, disseminates and maintains a variety of law enforcement records for the Police Department. The Records Section Manager is responsible for responding to all requests for public records contained within the Police Department to the citizens, law enforcement agencies, news media and other governmental agencies within the guidelines of Florida State Statutes and Public Record Laws.

Program Revenues: $ 72,300
Program Expenditures: $ 533,390
Program FTE's: 9.7

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.

Program Revenues: $ 0
Program Expenditures: $ 1,031,050
Program FTE's: 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 Revenues: $ 0
Program Expenditures: $ 3,569,640
Program FTE's: 0.0

Personnel & Training Units

The Personnel and Training Units are responsible for the hiring and training of all Police Department personnel. The units are 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 Revenues: $ 0
Program Expenditures: $ 508,690
Program FTE's: 4.0

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 Revenues: $ 0
Program Expenditures: $ 211,490
Program FTE's: 4.0 (General Fund)
Program FTE's: 1.0 (Special Program Fund)

Property & Evidence Units

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

Program Revenues: $ 3,000
Program Expenditures: $ 369,800
Program FTE's: 7.5

Program Description

The Communications Division is responsible for the receiving of all calls for service from the public, both emergency and non-emergency and dispatching them to units in the field. The division is also responsible for maintaining access to the national, state, and local computers. This is a 7 days a week, 24 hours a day operation. Additionally, the division is responsible for hiring and training new operators, radio programming, and Computer Aided Dispatch enhancements.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,245,686	2,286,470	2,364,220	2,504,240	6%
Operating	196,016	170,734	198,000	213,550	8%
Internal Services	196,150	248,220	523,810	1,169,920	123%
Total Communication Division	**2,637,852**	**2,705,424**	**3,086,030**	**3,887,710**	**26%**
Full Time Equivalent Positions	**39.6**	**39.6**	**39.6**	**41.6**	**2.0**

CITY OF CLEARWATER, FLORIDA

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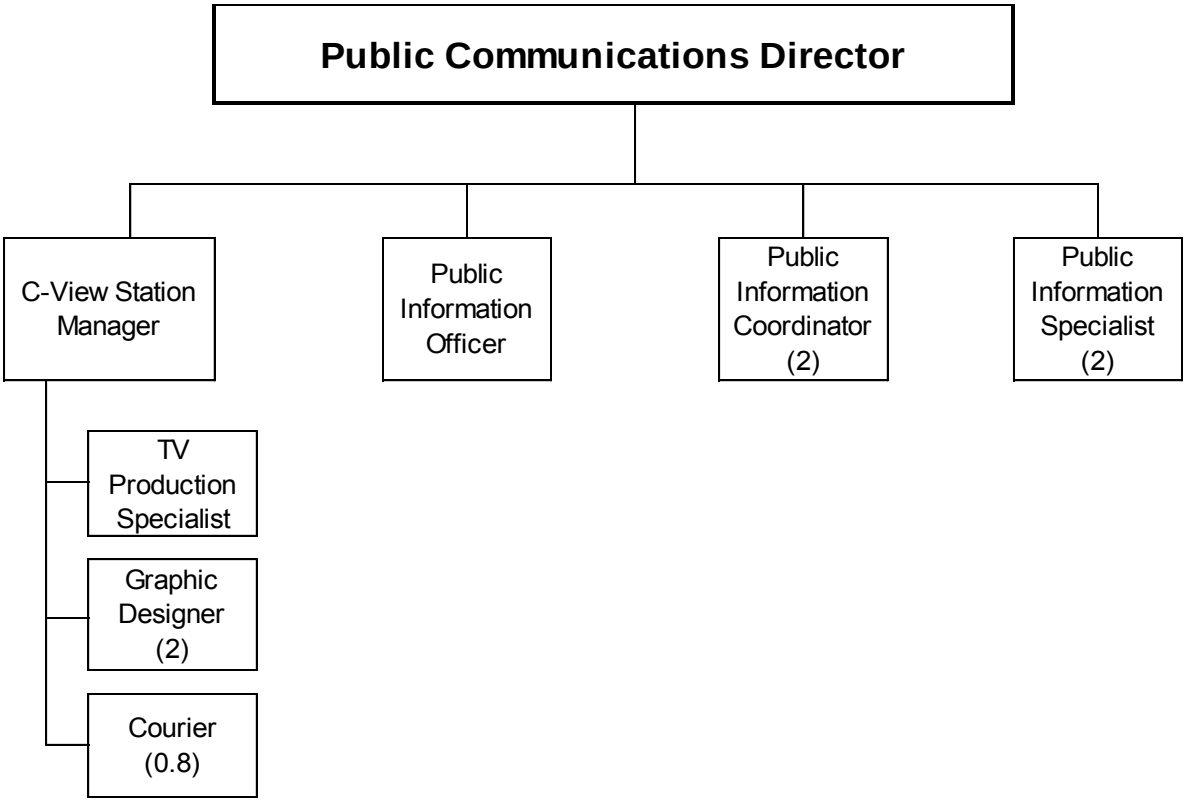


Public Communications (General Fund) – 10.0 FTE's
Courier (Administrative Services Fund) – 0.8 FTE's
Total Public Communications – 10.8 FTE's

Mission

To strengthen and empower our community through active dialogue and communication with Clearwater's residents, businesses and visitors.

Department Description

The Public Communications department is responsible for citywide media, neighborhood and community relations, marketing communications and video/television production. The department also leads any special community engagement projects and manages the City's print production and mail services. Public Communications works closely with Imagine Communications, the City's advertising agency of record, to promote Clearwater as a destination for visitors from all over the globe.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
General Fund					
Public Communications	873,680	910,815	1,012,470	990,180	-2%
Administrative Svcs Fund					
Courier	176,697	131,030	153,430	153,180	0%
Total Public Communications	**1,050,377**	**1,041,845**	**1,165,900**	**1,143,360**	**-2%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Public Communications	9.0	9.0	9.0	10.0
Courier	0.8	0.8	0.8	0.8
Total Public Communications	**9.8**	**9.8**	**9.8**	**10.8**

General Fund
Public Communications Program Highlights

- The General Fund operation of the Public Communications Department is supported by ten full time equivalent positions, an increase of one FTE from the 2014/15 budget. One Graphics Designer is being added in fiscal year 2015/16.
- Operating expenses reflect a 32% decrease from the fiscal year 2014/15 budget primarily due to increased contractual services for additional design services for branding that was included in the prior year budget.
- There have been no other significant changes in the Public Communications program. The budget for this program reflects a decrease of 2% from the 2014/15 budget.

Administrative Services Fund
Courier Program Highlights

- The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2014/15 budget.
- Postage costs are budgeted at $125,000 in this program, the same as the 2014/15 budget.
- There have been no significant changes in the Courier program. The budget for this program reflects a slight decrease from the 2014/15 budget.

Program Description

Public Communications (PC) currently includes the following distinct areas of responsibility:

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 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 like the Citizen's Academy and neighborhoods programs. Key achievements in fiscal year 2014/15 included efficiently communicating the City's accomplishments and events and starting a re-branding process. Communication efforts have focused on special events such as the Sugar Sand Festival, tourism promotions, social media, and communicating key management changes. The division continues to place an emphasis on employee communications.

In fiscal year 2015/16, the division will roll out new branding and a new website and will look for ways to more efficiently and effectively communicate. The division continues to explore new technologies as a way to reach new audiences. The division will work with a branding consultant to redefine the look and feel of public relations and marketing collateral in the years ahead.

C-VIEW TV

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

In fiscal year 2014/15, C-VIEW staff produced more than 5 PSAs. 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. More than 100 separate VBB pages are produced each year. The development of streaming services has lessened costly DVD duplication and provided the citizens of Clearwater with free access to the city's digital archives. Last year there were nearly 11,592 downloads 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.

In fiscal year 2015/16 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 in video surveillance and emergency communications systems. An increased area of focus will be marketing and graphic design with the roll out of a new brand identity.

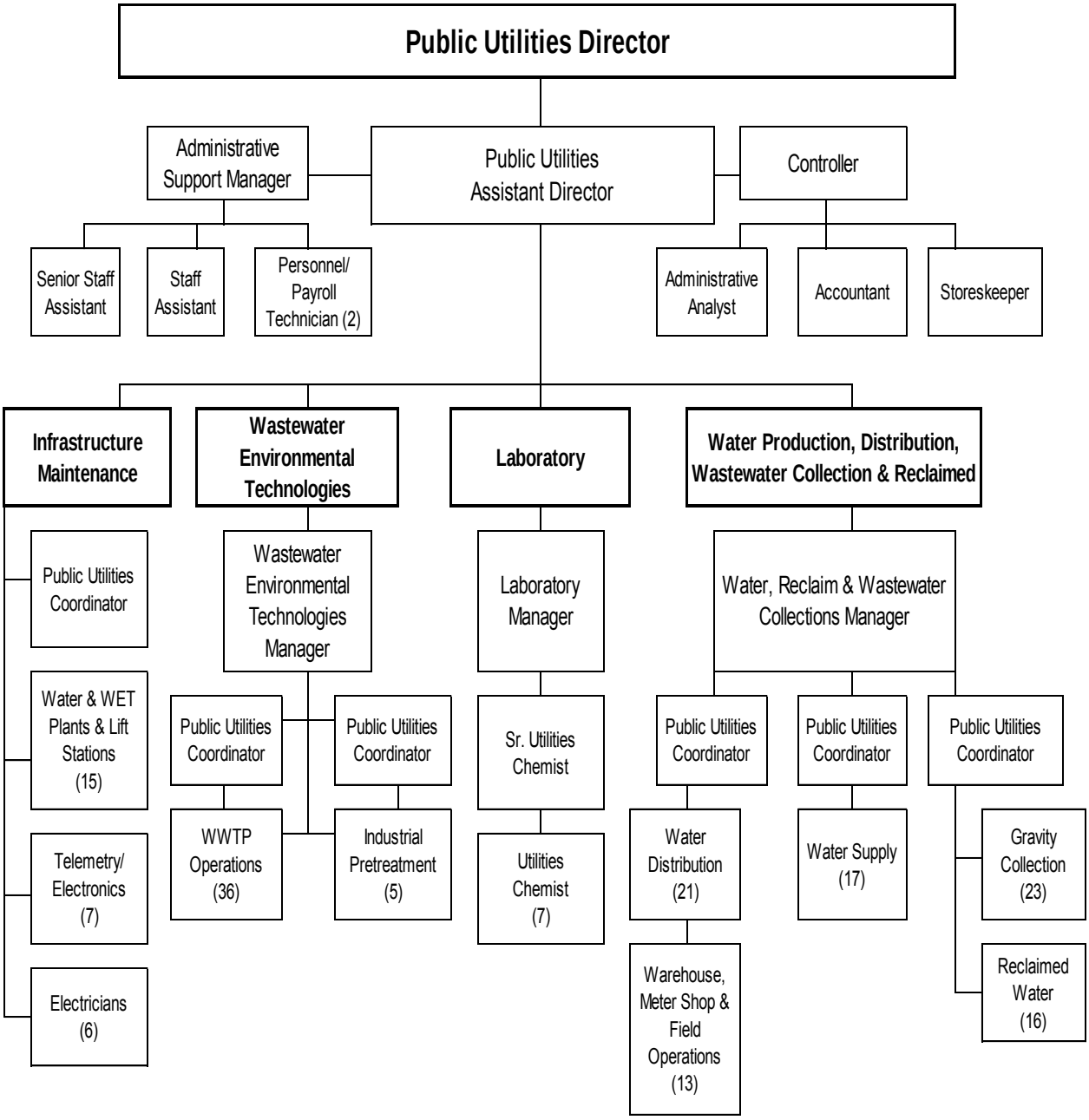
Program Summary					
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	680,150	714,501	705,860	749,980	6%
Operating	106,608	108,801	220,700	150,560	-32%
Internal Services	86,922	87,513	85,910	89,640	4%
Total Public Communications	**873,680**	**910,815**	**1,012,470**	**990,180**	**-2%**
Full Time Equivalent Positions	**9.0**	**9.0**	**9.0**	**10.0**	**1.0**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	17,059	18,448	18,060	17,010	-6%
Operating	145,846	106,511	125,460	125,480	0%
Internal Services	13,792	6,071	9,910	10,690	8%
Total Courier	**176,697**	**131,030**	**153,430**	**153,180**	**0%**
Full Time Equivalent Positions	**0.8**	**0.8**	**0.8**	**0.8**	**-**



Water and Sewer Fund – 187.0 FTE's

Mission

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.

Department Description

The Public Utilities Department consists of nine programs described in the following pages. Public Utilities operations are budgeted to have 187 full time equivalent (FTE) positions servicing the programs described below.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Water and Sewer Fund					
Administration	874,400	958,841	1,056,980	1,122,590	6%
Wastewater Collection	4,866,467	5,734,448	7,362,400	13,730,220	86%
Infrastructure Maintenance	3,245,739	4,085,171	3,929,730	5,769,310	47%
WW Environmental Technologies	10,033,214	10,640,252	16,349,420	16,604,510	2%
Laboratory Operations	1,212,203	1,443,786	1,304,530	1,502,590	15%
Industrial Pretreatment	666,921	707,539	844,440	914,050	8%
Water Distribution	14,389,503	13,607,460	12,565,920	11,678,080	-7%
Water Supply	10,381,714	15,529,905	10,714,310	14,571,550	36%
Reclaimed Water	2,175,360	2,352,747	2,365,340	2,490,510	5%
Non-Departmental	13,900,736	13,870,711	13,913,530	13,770,350	-1%
Subtotal	61,746,257	68,930,860	70,406,600	82,153,760	17%
General Fund					
Maintenance Facility	235,310	239,170	275,480	275,450	0%
Total Public Utilities	**61,981,567**	**69,170,030**	**70,682,080**	**82,429,210**	**17%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Water & Sewer Fund	167.0	176.0	184.0	187.0
Total Public Utilities	**167.0**	**176.0**	**184.0**	**187.0**

Water and Sewer Fund 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 includes all Public Utilities programs: Administration, Potable Water Supply, Water Distribution, Reclaimed Water, Wastewater Collection, Infrastructure Maintenance, Wastewater Environmental Technologies, Industrial Pretreatment, and the Laboratory. These programs have 192 full-time equivalent (FTE) positions, an increase of 8 FTE's from the 2014/15 budget. For fiscal year 2015/16, the following positions have been added: an Electronics Technician and Utility Mechanic in the Infrastructure Maintenance program, two Wastewater Treatment Plant Operator Trainees in the WW Environmental Technologies program, one Utilities Chemist in the Laboratory Operations program, one Water Distribution Operator Trainee in the Water Distribution program, and two Water Plant Operators in the Water Supply program.

- Operating expenses include $4.7 million for water purchases for resale from Pinellas County, which is approximately 21% of total operating expenses in the Water and Sewer Fund. This reflects a 20% reduction from prior year due the increased water production at the new RO plant.

- 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 $1,872,950 for 2015/16, a 20% increase from the 2014/15 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 $2,620,230 for fiscal year 2015/16, an increase of 2% from the 2014/15 budget.

- Other Operating expenditures reflect a 21% increase from the 2014/15 budget due to increases in electric utility charges, chemical supplies and operating supplies to support the new RO #2 plant which opened June 2015.

- Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of $3,686,040 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2013/14 gross revenues. The 2015/16 contribution represents a 3% increase from the 2014/15 budget.

- Small Capital costs include purchases totaling $73,800 across all programs. Purchases include root cutters, a lateral camera, an inflatable light system, fiber splicer, and laser alignment system. Also included is the purchase of a truck for a new position at the RO plant.

- Debt Service cost for the 2015/16 budget total $13,886,860 approximately a 1% decrease from the 2014/15 budget.

- Transfers to the Capital Improvement Fund to support Water and Sewer projects as planned in the 2014 Rate Study are $19,772,130 for the 2015/16 budget.

- There are no other significant changes to the Water and Sewer Fund budget. The 2015/16 budget reflects a 17% increase from the 2014/15 budget primarily the result of increased transfers to the Capital Improvement Fund, increased personnel cost and expenditures for the operations of RO #2.

General Fund
Maintenance Facility 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 2015/16 budget reflects an increase of 1% from the fiscal year 2014/15 budget.

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	490,093	506,072	575,300	616,730	7%
Operating	232,984	296,311	317,250	328,720	4%
Internal Services	33,383	30,379	28,090	42,750	52%
Capital	-	6,639	-	-	n/a
Transfers	117,940	119,440	136,340	134,390	-1%
Total Public Utilities Administration	**874,400**	**958,841**	**1,056,980**	**1,122,590**	**6%**
Full Time Equivalent Positions	**6.0**	**6.0**	**7.0**	**7.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,394,547	1,416,876	1,447,150	1,513,520	5%
Operating	1,932,852	2,757,477	1,065,740	1,159,470	9%
Internal Services	1,067,298	1,067,648	1,055,120	1,270,330	20%
Capital	-	14,667	28,200	17,800	-37%
Debt Services	-	-	8,370	16,220	94%
Transfers	471,770	477,780	3,757,820	9,752,880	160%
Total Wastewater Collection	**4,866,467**	**5,734,448**	**7,362,400**	**13,730,220**	**86%**
Full Time Equivalent Positions	**24.0**	**24.0**	**24.0**	**24.0**	**-**

Program Description

The Infrastructure Maintenance program provides for safe transmission and pumping of wastewater through the City's 74 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 advanced wastewater treatment plants, 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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,233,653	1,514,645	1,682,070	1,887,710	12%
Operating	963,302	1,831,040	1,299,890	1,421,510	9%
Internal Services	627,716	288,704	293,560	361,840	23%
Capital	26,601	31,727	10,000	13,500	35%
Debt	1,327	1,005	18,340	28,000	53%
Transfers	393,140	418,050	625,870	2,056,750	229%
Total Infrastructure Maint.	**3,245,739**	**4,085,171**	**3,929,730**	**5,769,310**	**47%**
Full Time Equivalent Positions	**20.0**	**26.0**	**27.0**	**29.0**	**2.0**

Program Description

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 advanced wastewater treatment facilities including bio-solids residual management facilities. The Wastewater Environmental Technologies program supplies highly treated wastewater to the Reclaimed Water program.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,843,455	2,738,144	2,954,730	3,189,290	8%
Operating	5,832,735	6,388,179	7,623,520	8,244,640	8%
Internal Services	567,296	707,381	701,100	699,160	0%
Capital	-	5,179	26,000	-	-100%
Debt	3,448	5,069	5,000	5,100	2%
Transfers	786,280	796,300	5,039,070	4,466,320	-11%
Total Water Pollution Control	**10,033,214**	**10,640,252**	**16,349,420**	**16,604,510**	**2%**
Full Time Equivalent Positions	**40.0**	**40.0**	**40.0**	**40.0**	**-**

Program Description

The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water and the Wastewater Collection programs.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	516,572	497,322	524,080	584,970	12%
Operating	450,913	694,811	530,720	637,960	20%
Internal Services	87,458	92,393	93,920	106,880	14%
Transfers	157,260	159,260	155,810	172,780	11%
Total WPC Lab Operations	**1,212,203**	**1,443,786**	**1,304,530**	**1,502,590**	**15%**
Full Time Equivalent Positions	**8.0**	**8.0**	**8.0**	**9.0**	**1.0**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	293,755	323,632	388,040	416,640	7%
Operating	203,867	186,171	267,090	305,120	14%
Internal Services	45,210	49,107	67,030	72,330	8%
Capital	6,149	29,189	-	-	n/a
Debt Service	-	-	5,420	4,770	-12%
Transfers	117,940	119,440	116,860	115,190	-1%
Total WPC Industrial Pretreatment	**666,921**	**707,539**	**844,440**	**914,050**	**8%**
Full Time Equivalent Positions	**6.0**	**6.0**	**6.0**	**6.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,072,816	1,896,848	2,209,170	2,373,980	7%
Operating	2,492,383	2,629,550	1,656,930	1,705,760	3%
Internal Services	1,324,223	1,269,559	1,520,090	1,533,000	1%
Capital	5,653	-	10,000	-	n/a
Debt	7,806,428	7,094,833	33,570	35,010	4%
Transfers	688,000	716,670	7,136,160	6,030,330	-15%
Total Water Distibution	**14,389,503**	**13,607,460**	**12,565,920**	**11,678,080**	**-7%**
Full Time Equivalent Positions	**35.0**	**36.0**	**36.0**	**36.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	631,270	835,707	1,178,430	1,343,950	14%
Operating	9,284,842	14,137,440	8,857,340	12,430,360	40%
Internal Services	249,372	280,782	292,220	350,740	20%
Capital	-	17,176	-	25,000	n/a
Debt	-	-	16,260	18,340	13%
Transfers	216,230	258,800	370,060	403,160	9%
Total Water Supply	**10,381,714**	**15,529,905**	**10,714,310**	**14,571,550**	**36%**
Full Time Equivalent Positions	**11.0**	**13.0**	**19.0**	**19.0**	**-**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	929,219	971,131	1,042,460	1,101,030	6%
Operating	558,453	681,567	557,130	562,520	1%
Internal Services	352,274	360,694	422,630	449,020	6%
Capital	-	-	-	42,500	n/a
Debt	1,244	925	12,010	9,070	-24%
Transfers	334,170	338,430	331,110	326,370	-1%
Total Reclaimed Water	**2,175,360**	**2,352,747**	**2,365,340**	**2,490,510**	**5%**
Full Time Equivalent Positions	**17.0**	**17.0**	**17.0**	**17.0**	**-**

Program Description

This program reflects the debt costs for outstanding Water & Sewer revenue bonds issued in 2003, 2009, 2011 and 2015.

PROGRAM SUMMARY

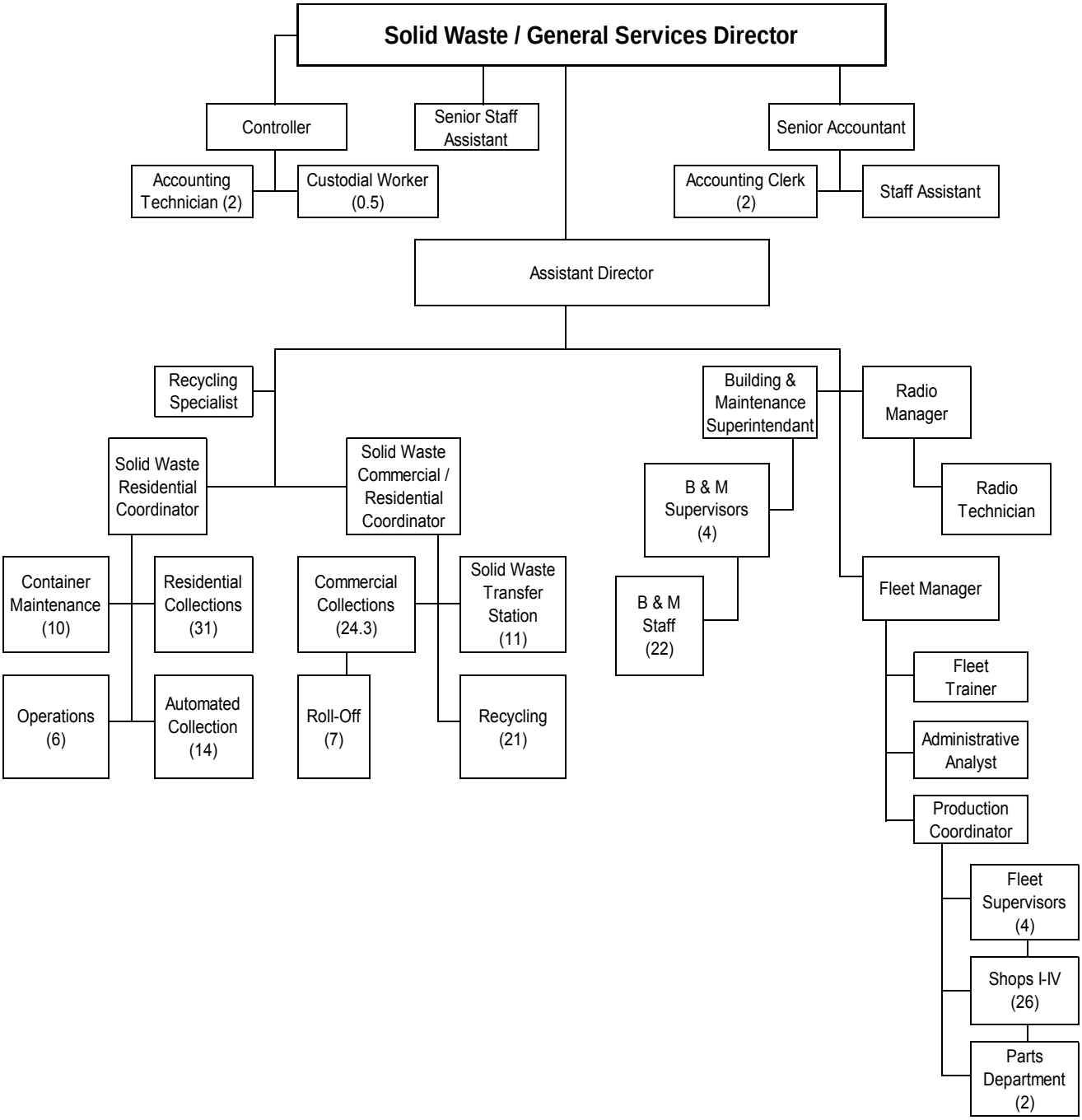
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Debt Service	13,900,736	13,870,711	13,913,530	13,770,350	-1%
Total Non-Departmental	**13,900,736**	**13,870,711**	**13,913,530**	**13,770,350**	**-1%**

Program Description

The Maintenance Facility (formerly Public Service Complex) provides for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.

PROGRAM SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	88	1,290	-	-	n/a
Operating	113,100	105,422	120,000	119,050	-1%
Internal Services	122,122	132,458	155,480	156,400	1%
Total Maintenance Facility	**235,310**	**239,170**	**275,480**	**275,450**	**0%**



Solid Waste Fund – 111.5 FTE's
Recycling Fund – 22.0 FTE's
General Services/Fleet – 69.3 FTE's
Total Solid Waste/General Services – 202.8 FTE's

Mission

The mission of the Solid Waste/General Services department is two-fold: 1) to provide solid waste and recycling services to the citizens of Clearwater, and 2) to provide building maintenance, fleet maintenance, and radio service to City departments. Because the scope of the department is so broad, the mission, descriptions and strategic objectives are separated into the basic programs of Solid Waste and General Services.

DEPARTMENT SUMMARY

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Solid Waste and Recycling Fund					
Solid Waste					
Administration	1,940,179	987,353	1,066,530	1,116,070	5%
Collection	14,592,466	14,961,503	16,113,370	17,260,030	7%
Transfer	1,460,998	1,482,460	1,621,590	1,608,160	-1%
Container Maintenance	783,043	815,048	845,500	889,870	5%
Subtotal Solid Waste	18,776,686	18,246,364	19,646,990	20,874,130	6%
Recycling					
Residential	2,459,724	1,314,143	1,206,750	1,266,850	5%
Multi-Family	422,136	370,760	421,840	445,360	6%
Commercial	1,215,888	1,395,799	1,446,210	1,337,890	-7%
Subtotal Recycling	4,097,748	3,080,702	3,074,800	3,050,100	-1%
Total Solid Waste and Recycling	22,874,434	21,327,066	22,721,790	23,924,230	5%
General Services Fund					
Administration	498,644	386,548	474,270	424,830	-10%
Building & Maintenance	3,940,491	3,928,218	3,912,160	4,128,560	6%
Subtotal General Services	4,439,135	4,314,766	4,386,430	4,553,390	4%
Garage Fund					
Fleet	10,883,499	12,019,442	14,123,740	14,329,760	1%
Radio Comm	597,871	312,756	724,280	1,528,380	111%
Subtotal Garage	11,481,370	12,332,198	14,848,020	15,858,140	7%
Total Solid Waste/General Services	**38,794,939**	**37,974,030**	**41,956,240**	**44,335,760**	**6%**

DEPARTMENT FULL TIME EQUIVALENT POSITIONS	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16
Solid Waste	112.2	112.5	111.5	111.5
Recycling	22.3	22.0	22.0	22.0
General Services	37.3	37.3	32.3	33.3
Garage	34.0	34.0	34.0	36.0
Total Solid Waste/General Services	**205.8**	**205.8**	**199.8**	**202.8**

Key Performance Indicator	FY 2012/13	FY 2013/14	FY 2014/15 (October - August)
Avoided Disposal Savings *Savings from yard waste and recyclables diverted from Pinellas County waste-to-energy plant/landfills. Objective: to maintain lowest possible disposal cost by diverting tonnage.	$388,150	$523,546	$525,923
Marketable Tons Recycled *Total tons of waste diverted from the Solid Waste program and sold in the recycling market. Objective: to maintain lowest possible disposal cost by diverting tonnage.	8,143	11,716	11,082
Solid Waste Tonnage Disposed * Total tons of waste disposed by the Solid Waste program.	9,462	8,448	8,428

Mission

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.

Department Description

Solid Waste/Recycling is an integrated municipal solid waste management organization consisting of 133.5 full time equivalent (FTE) personnel with responsibilities divided into nine cost centers: Solid Waste Administration, Residential Collection, Commercial Collection, Roll-Off Collection, Transfer Station, Container Maintenance, Residential Recycling, Multi-Family Recycling, and Commercial Recycling.

Solid Waste/Recycling provides solid waste collection, transfer, disposal, container maintenance, and recycling to approximately 26,800 single-family residences, approximately 30,000 multi-family living units and approximately 2,500 commercial establishments throughout the Clearwater area. In addition, Solid Waste/Recycling manages recovered material dealer registration and private roll-off hauler service registration.

Solid Waste
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 2014/15 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 2015/16, this reimbursement is estimated to be approximately $744,050, an increase of approximately 1% from the 2014/15 budget.
- Interfund transfers in the Solid Waste Fund include a reimbursement to the Recycling Fund for the collection and disposition of recyclables diverted away from the Solid Waste Stream. This transfer is budgeted at $350,000 in fiscal year 2015/16, a 16% increase from prior year.
- Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of $1,073,710 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2013/14, gross revenues. The 2015/16 contribution represents a 2% increase over the 2014/15 budget.
- Dump fees of $4,850,000 represent 23% of the total budgeted cost for Solid Waste operations.
- Debt costs reflect a 100% reduction from the 2014/15 budget due to scheduled loan payoff.
- Transfers to the Capital Improvement Fund to support capital projects for the Solid Waste Fund are $535,000, reflecting a 3% increase from prior year funding.
- There are no other significant changes to the Solid Waste programs in fiscal year 2014/15. The budget for the Solid Waste Fund is approximately 6% greater than the 2014/15 budget.

Recycling
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 2014/15 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 2015/16, this reimbursement is estimated to be approximately $118,000, an increase of 1% from the 2014/15 budget.

- Per City Council policy, the Recycling Fund makes a payment in lieu of taxes in the amount of $130,340 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2013/14, gross revenues. The 2015/16 contribution represents a 3% decrease from the 2014/15 budget.

- There are no other significant changes to Recycling Fund programs in fiscal year 2015/16. The budget for the Recycling Fund reflects a 1% decrease from the 2014/15 budget.

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	502,394	522,725	517,890	531,070	3%
Operating	165,222	176,435	231,230	235,840	2%
Internal Services	217,227	230,398	263,600	294,360	12%
Debt Services	2,825	4,035	-	-	n/a
Transfers	1,052,511	53,760	53,810	54,800	2%
Total Solid Waste Administration	**1,940,179**	**987,353**	**1,066,530**	**1,116,070**	**5%**
Full Time Equivalent Positions	**6.7**	**6.7**	**6.7**	**6.7**	**-**

Program Description

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 (204 open-top containers and 84 compactors) is provided six days per week with six trucks and drivers. Residential collection serves approximately 26,800 customers and consists of 11 automated side-loader refuse routes and one manual route. Yard waste and trash collection consists of seven rear-end refuse loaders four days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic fork (jaws) 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 83.8 FTE's, 49.0 in Residential Collection, 26.8 in Commercial Collection, and 8.0 in Roll-off Collection.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	4,642,378	4,724,520	4,754,110	4,899,500	3%
Operating	5,356,825	5,452,304	5,808,070	5,980,720	3%
Internal Services	3,791,038	3,720,774	4,009,080	4,794,980	20%
Capital Items	-	-	-	-	n/a
Debt Service	4,435	2,205	32,230	-	-100%
Transfers	797,790	1,061,700	1,509,880	1,584,830	5%
Total Collection	**14,592,466**	**14,961,503**	**16,113,370**	**17,260,030**	**7%**
Full Time Equivalent Positions	**85.0**	**84.8**	**83.8**	**83.8**	**-**

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Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	655,072	673,841	622,330	648,060	4%
Operating	276,397	244,196	220,580	225,940	2%
Internal Services	426,589	460,023	554,180	502,730	-9%
Transfers	102,940	104,400	224,500	231,430	3%
Total Transfer Station	**1,460,998**	**1,482,460**	**1,621,590**	**1,608,160**	**-1%**
Full Time Equivalent Positions	**11.5**	**11.0**	**11.0**	**11.0**	**-**

Program Description

Container Maintenance is responsible for the maintenance of approximately 3,600 commercial dumpsters, 27,000 residential black barrels, 1,200 multi-family recycling carts, 27,800 curbside recycling carts, 204 open roll-off containers, and 84 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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	485,510	525,734	546,250	577,140	6%
Operating	152,708	144,979	151,010	164,710	9%
Internal Services	60,045	58,355	62,180	60,370	-3%
Transfers	84,780	85,980	86,060	87,650	2%
Total Container Maintenance	**783,043**	**815,048**	**845,500**	**889,870**	**5%**
Full Time Equivalent Positions	**9.0**	**10.0**	**10.0**	**10.0**	**-**

Program Description

The Residential Recycling program provides automated curbside collection of recyclables to approximately 26,800 single-family residences in Clearwater, 1,427 single-family residences in Belleair, and 367 single-family residences in unincorporated Pinellas County. The program operates 24 recycling routes divided into 6 routes, 4 days per week. The Residential Recycling program collects 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, newspapers, aluminum and steel cans, mixed paper, glass containers, plastic bottles, and household cooking grease and cooking oil.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	466,643	508,143	504,430	540,450	7%
Operating	1,612,189	364,695	220,430	239,810	9%
Internal Services	351,232	415,935	448,670	454,160	1%
Transfers	29,660	25,370	33,220	32,430	-2%
Total Recycling - Residential	**2,459,724**	**1,314,143**	**1,206,750**	**1,266,850**	**5%**
Full Time Equivalent Positions	**9.2**	**10.0**	**10.0**	**10.0**	**-**

Program Description

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 cardboard, newspaper, aluminum and steel cans, mixed paper, glass containers and plastic bottles.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	184,062	188,371	176,540	185,850	5%
Operating	80,652	20,233	53,690	54,900	2%
Internal Services	98,672	111,916	145,640	160,200	10%
Transfers	58,750	50,240	45,970	44,410	-3%
Total Recycling - Multi-Family	**422,136**	**370,760**	**421,840**	**445,360**	**6%**
Full Time Equivalent Positions	**3.6**	**3.0**	**3.0**	**3.0**	**-**

Program Description

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, newspapers, aluminum and steel cans, and mixed paper. 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 970 tons per month of processed and shipped recyclables this past fiscal year.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	468,943	420,320	410,630	429,180	5%
Operating	260,432	467,074	258,810	298,410	15%
Internal Services	401,239	436,350	631,030	466,800	-26%
Debt Service	1,274	215	-	-	n/a
Transfers	84,000	71,840	145,740	143,500	-2%
Total Recycling - Commercial	**1,215,888**	**1,395,799**	**1,446,210**	**1,337,890**	**-7%**
Full Time Equivalent Positions	**9.5**	**9.0**	**9.0**	**9.0**	**-**

Mission

The mission of General Services is to provide quality service to all departments and divisions of the City of Clearwater. General Services focuses on efficiency so that users of building and maintenance services, fleet maintenance services, and radio communications can cost effectively serve the citizens of Clearwater.

Description of Services

General Services consists of 69.3 employees divided into four divisions: Administration, Building and Maintenance, Fleet Maintenance, and Radio Communications. Its main goal 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.

General Services Fund
General Service Administration and Building and Maintenance
Program 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 33.3 full time equivalent positions, an increase of two FTE from the 2014/15 approved budget. During fiscal year 2015, City management approved the elimination of the Assistant Director position and the transfer of that FTE to the Garage Fund Radio communications program. For fiscal year 2015/16, one Electrician and one Trades Worker/Plumber are being added to Building and Maintenance.

- Other Operating expenses reflect a 3% increase from the 2014/15 budget primarily related to increases in Contractual Services for maintenance contracts.

- There have been no other significant changes in the General Service Fund programs. The budget for this fund reflects a 4% increase from the 2014/15 budget.

Garage Fund
Fleet Maintenance and Radio Communications
Program Highlights

- The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.

- Garage Fund is supported by 36 full time equivalent positions, an increase of 2 FTE's from the prior year adopted budget. During fiscal year 2015, management approved the transfer of one FTE from General Services to create the new Radio Manager position in the Radio Communications program. For fiscal year 2015/16, one Fleet Mechanic is being added to the Fleet Maintenance program.

- 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 $3.5 million for the year, a 2% decrease from the 2014/15 budget. The cost of vehicle parts and tires are estimated at $1.8 million, the same level of funding as the 2014/15 budget.

- Debt costs budgeted in the Garage fund reflects financing for the replacement of motorized vehicles/equipment for all City departments. The fiscal year 2015/16 debt service budget is estimated at $5.7 million, a 17% increase from the 2013/14 budget. This includes the budget for a full year of debt funding for the Radio P25 Upgrade project which began in fiscal year 2014/15.

- Transfers to the Capital Improvement Fund to support fleet services are budgeted at $77,400 for 2015/16, a decrease of 67% from the 2014/15 budget.

- There have been no other significant changes in the budget for the Garage Fund Programs. This budget reflects an increase of 7% from the 2014/15 budget.

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	466,405	355,897	439,190	386,010	-12%
Operating	8,834	4,477	11,280	14,160	26%
Internal Services	23,405	26,174	23,800	24,660	4%
Total General Services/Administration	**498,644**	**386,548**	**474,270**	**424,830**	**-10%**
Full Time Equivalent Positions	**7.3**	**7.3**	**7.3**	**6.3**	**(1.0)**

Program Description

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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	1,859,185	1,814,975	1,604,930	1,766,270	10%
Operating	1,853,604	1,871,060	2,062,660	2,113,280	2%
Internal Services	227,511	242,173	244,570	249,010	2%
Capital Items	191	10	-	-	n/a
Total Bldg & Maintenance	**3,940,491**	**3,928,218**	**3,912,160**	**4,128,560**	**6%**
Full Time Equivalent Positions	**30.0**	**30.0**	**25.0**	**27.0**	**2.0**

Program Description

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.

Program Summary

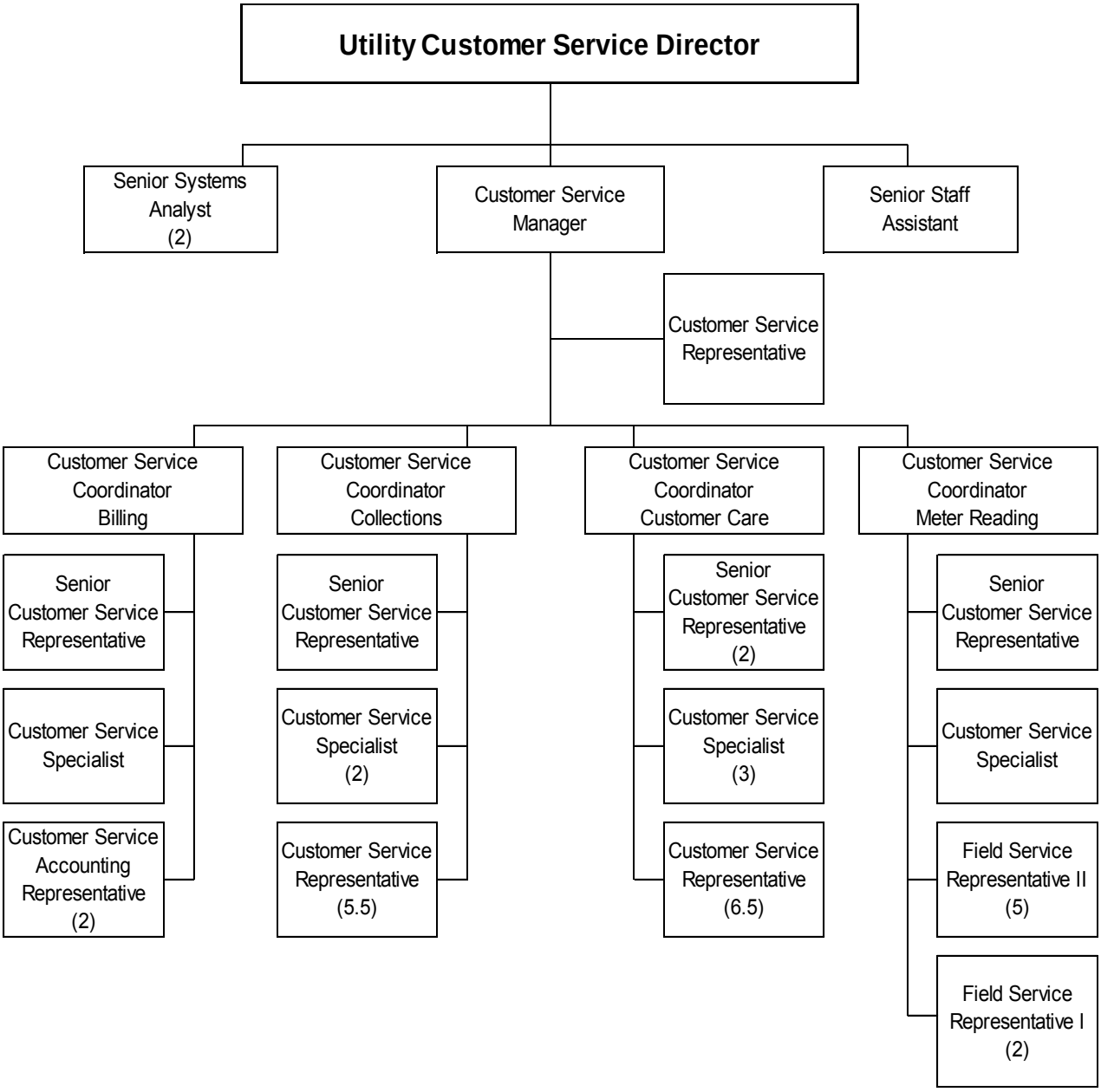
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,261,905	2,321,435	2,315,940	2,401,680	4%
Operating	6,064,537	6,697,069	6,540,080	6,629,840	1%
Internal Services	294,407	322,671	355,840	334,480	-6%
Capital Items	6,726	32	16,000	15,600	-3%
Debt Service	2,255,924	2,678,235	4,663,880	4,870,761	4%
Transfers	-	-	232,000	77,400	-67%
Total Fleet Maintenance	**10,883,499**	**12,019,442**	**14,123,740**	**14,329,761**	**1%**
Full Time Equivalent Positions	**33.0**	**33.0**	**33.0**	**34.0**	**1.0**

Program Description

This program provides highly technical radio communication services for departments throughout the City by utilizing an 800 MHz 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.

Program Summary

	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	49,039	51,589	50,070	151,640	203%
Operating	505,762	224,013	439,060	491,930	12%
Internal Services	16,767	17,427	18,420	21,340	16%
Capital Items	-	-	-	19,000	n/a
Debt Service	26,303	19,727	216,730	844,470	290%
Total Radio Communications	**597,871**	**312,756**	**724,280**	**1,528,380**	**111%**
Full Time Equivalent Positions	**1.0**	**1.0**	**1.0**	**2.0**	**1.0**



Utility Customer Service – 43.0 FTE's

Mission

Utility Customer Service provides courteous, understanding, efficient service to customers of the City of Clearwater utilities and to the internal departments that we are privileged to serve.

Department Description

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), Gas and Wastewater (based on metered potable water usage). Each month Meter Reading Representatives visit each service location and record meter readings in a hand held device 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.

The Billing section 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.

The Collections section 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.

The Customer Care section 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.

Program Summary					
	Actual 2012/13	Actual 2013/14	Budget 2014/15	Budget 2015/16	% Change
Personnel	2,278,652	2,164,280	2,289,820	2,422,410	6%
Operating	607,056	621,995	639,690	696,540	9%
Internal Services	366,667	404,334	437,410	431,990	-1%
Transfers	-	-	50,000	50,000	0%
Total Utility Customer Service	**3,252,375**	**3,190,609**	**3,416,920**	**3,600,940**	**5%**
Full Time Equivalent Positions	**45.0**	**44.0**	**44.0**	**43.0**	**(1.0)**

Department 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 approximately 50,000 monthly billable accounts. For fiscal year 2014/15, Utility Customer Service billed revenues of over $154 million.

- The Utility Customer Service program is supported by forty-three full time equivalent positions, a decrease of one FTE from the 2014/15 budget. One Meter Reader has been eliminated in the fiscal year 2015/16 budget.

- Other operating costs reflect a 9% increase from the 2014/15 budget. This includes $25,000 budgeted for consulting services in support of the improvements necessary in the utility billing system, and anticipated increases in postage.

- 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 2014/15 budget.

- There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a 5% increase from the 2014/15 budget.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2015/16

SPECIAL DEVELOPMENT FUND

Revenues:	
Ad Valorem Taxes	2,060,100
Infrastructure Tax	9,689,920
Interest Earnings	625,000
Open Space Fees	20,000
Recreation Facility Impact Fees	25,000
Recreation Land Impact Fees	25,000
Transportation Impact	125,000
Local Option Gas Tax	1,472,080
Allocation of Assigned Fund Balance	65,000
Total Revenues	**14,107,100**
Expenditures:	
Transfer to Capital Improvement Fund	
Road Millage	2,060,100
Infrastructure Tax	6,021,820
Transportation Impact	190,000
Local Option Gas Tax	1,438,330
Infrastructure Tax - Debt on Internal Loans	699,230
Total Expenditures	**10,409,480**

SPECIAL PROGRAM FUNDS

Revenues:	
Intergovernmental:	
CDBG/Home Funds	946,370
Interest Earnings	130,000
Transfers from General Fund	
Sister City Program	3,000
Special Events	70,000
Bullet Proof Vests	30,000
Allocation of Fund Balance	805,000
Total Revenues	**1,984,370**
Expenditures:	
CDBG/Home Program	946,370
Sister City Program	3,000
Special Events	70,000
Bullet Proof Vests	30,000
Transfer to Capital Fund (U.S. 19 Wayfinding)	900,000
Transfer to Capital Fund (Special Events Equipment)	35,000
Total Expenditures	**1,984,370**

LOCAL HOUSING ASSISTANCE TRUST FUND

Revenues:	
SHIP Funds	**394,410**
Expenditures:	
SHIP Funds	**394,410**

Community Redevelopment Agency
Fiscal Year 2015/16 Budget
For the Period of October 1, 2015 - September 30, 2016

		2014/15 Approved Budget	2015/16 Approved Budget
Revenues & Transfers In			
Tax Increment Financing Revenues			
338930	Pinellas County	874,952	958,325
381115	City of Clearwater	854,967	925,156
381116	Downtown Development Board	160,064	173,273
	Total TIF Revenues	**1,889,983**	**2,056,754**
Other Revenues			
361101	Interest Earnings	50,000	50,000
Transfers In			
381782	DDB Administration	63,724	65,317
Use of Fund Reserves			
389902	Unappropriated Retained Earnings		
	Total Revenues & Transfers In	**2,003,707**	**2,172,071**
Expenditures & Transfers Out			
Operating Expenditures			
530100	Professional Services	60,000	60,000
540300	Telephone Service Variable	1,000	1,300
540700	Postal Service	250	250
542200	Electric-Utility Charges	1,000	1,000
542500	Postage	200	200
543100	Advertising	5,000	5,000
543200	Other Promotional Activities	5,000	5,000
543400	Printing & Binding (Outside)	2,500	2,500
544100	Equipment Rental	0	2,000
547100	Uniforms	150	150
547200	Employee Expense-Travel	5,000	6,000
547300	Mileage Reimbursement	1,000	1,500
548000	Other Services	2,000	2,000
550100	Office Supplies	1,000	2,000
550400	Operating Supplies	3,000	3,000
557100	Memberships and Subscriptions	2,000	2,500
557300	Training and Reference	5,000	6,000
581000	Payments to Other Agencies-DDB	160,064	173,273
582000	Aid to Private Organizations	6,000	0
	Total Operating Expenditures	**260,164**	**273,673**
Transfers Out			
590200	General Fund- Administrative	373,262	461,281
590800	Library Activation Project (94887)		99,600
590800	East Gateway Project (94849)	174,288	171,597
590800	Cleveland Street Maintenance (99968)	25,000	25,000
590800	Economic Development Incentives (99963)	0	50,000
590800	Marriott Residence Inn (94856)	21,239	0
590800	Restricted County TIF Funds	874,952	958,325
590800	Downtown Redevelopment Fund (97414)	113,724	132,595
590800	Cleveland District Branding (94853)	15,000	0
590800	Technology District Incentives (94872)	100,000	0
590800	Downtown Intermodal (92839)	46,078	0
	Total Transfers Out	**1,743,543**	**1,898,398**
	Total Expenditures & Transfers Out	**2,003,707**	**2,172,071**
Excess of Revenues & Transfers In Over Expenditures & Transfers Out		**$ -**	**$ -**

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 2015/16 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. During one of the recent State legislative sessions, the State of Florida relaxed the rules on growth by removing state government oversight of the comprehensive planning process. Still, the City of Clearwater continues the use of a formal Capital Improvement Program that has been in existence since fiscal year 1974/75, during that time local planning was poor. The Capital Improvement Plan provides the mechanism to implement the capital portion of the City Comprehensive Plan, providing a proven means to review and maintain the Cities infrastructure.

Clearwater's Capital Improvement Program

This document includes a total of $69,963,350 in projects for fiscal year 2015/16 and a six-year total of $406,087,630.

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 4, 2014, and a revised plan was approved formally at that meeting.

The Council approved six-year plan includes $47.7 million of Penny for Pinellas III projects over the six year plan, including $6 million of projects in fiscal year 2015/16. The following Penny projects appear for the first time in the six-year capital improvement plan.

- Joe DiMaggio Sports Complex Multipurpose Fields – This new project, with a total budget of $1,750,000, will provide for construction of three (3) multipurpose fields including site work, sub-drains in fields, irrigation, lighting and spectator areas. The funding in 2015/16 is a reallocation of Penny funds from the Youth Sports Fields Renovation project that was planned in fiscal year 2018/19.

- Cooper's Point Park Improvements – This new project, with a total budget of $600,000, will provide for the construction of an observation tower, supporting walking trails, and provides specific access points to Cooper's Point Park; and will conserve critical wetlands through preserving the land use as one for conservation and limited recreation. The Penny funding of $150,000 is a reallocation of Penny funds from the Neighborhood Parks Renovations project that was planned in fiscal year 2016/17.

- Bridge Maintenance & Improvements – This existing project has added Penny III funding for a total budget of $669,000 to provide the additional funds needed 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. The Penny funding in the amount of $133,000 in fiscal years 2015/16 through 2018/19, and $137,000 in fiscal year 2019/20 is reallocated from the City-wide Seawall Replacement project.

- Sid Lickton Batting Tunnels – This new project, with a total budget of $100,000 will provide for the construction of outdoor batting tunnels to be used by City co-sponsored groups. The Penny funding of $50,000 is a reallocation of Penny funds from the Youth Sports Fields Renovation project that was planned in fiscal year 2017/18.

- Morningside Recreation Center Replacement – This project has been added to the project list with a budget of $2,580,000. The funding will provide additional funds needed for the construction of a new facility. The funding in 2016/17 has been reallocated from Undesignated Future Penny Projects.

- Crest Lake Park Improvements – This project has been established in the amount of $250,000 to provide funding for the conceptual design and permitting necessary for the future construction project. The 2015/16 funding has been reallocated from the Neighborhood Parks Renovation project that was planned for fiscal year 2016/17.

Penny for Pinellas Changes

Lakeview Fire Station – Originally funded for fiscal years 2016 and 2017 in the amount of $400,000 and $3,798,460 respectively, the funding periods have been postponed to fiscal year 2018 ($400,000) and fiscal year 2019 ($3,798,460). This was due to issues related to the possible change in location for the Lakeview station, the availability of appropriate property, and the need for more analysis of the need to move this station.

Clearwater Beach Fire Station – Originally funded for fiscal years 2018 and 2019 in the amount of $400,000 and $3,905,560 respectively, but due to the changes required for the Lakewood Fire station, the funding has been moved up to fiscal year 2016 ($400,000) and fiscal year 2017 ($3,905,560).

Youth Sports Field Renovations – Penny funding in the amount of $1,750,000 planned for fiscal year 2019, has been reallocated to the Joe DiMaggio Multipurpose Fields project in fiscal year 2016. Also, Penny funding in the amount of $93,500 for planned for fiscal year 2018 has been reallocated; $50,000 to the Sid Lickton Batting Tunnels project to be utilized in fiscal year 2017, and $43,500 to the Countryside Plex Restroom/Concession to be utilized in fiscal year 2016.

City-wide Seawall Replacement – Penny funding has been reduced by $669,000 and reallocated to Bridge Maintenance & Improvement project.

Bicycle Paths-Bridges – Originally planned for allocation in fiscal year 2017 in the amount of $750,000, Penny funds have been amended to fund $250,000 in fiscal year 2015 and the remaining $500,000 will be funded in fiscal year 2016.

Countryside Plex Restroom/Concession/Storage – Originally funded in the amount of $656,500, the project funding has been increased by $43,500 reallocated from the Youth Sports Fields Renovation project.

Neighborhood Parks Renovations – Penny funding in the amount of $150,000 planned for fiscal year 2017, has been reallocated to the new Cooper's Point Park Improvements project in fiscal year 2016.

Project Highlights

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

Public Works Complex: This project provides for the redevelopment of the City's Public Works Complex (PWC). The master plan for redevelopment of the 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. The project contains five phases beginning in fiscal year 2016 with estimated completion in 2030. The six year plan includes funding for fiscal years 2016 – 2020 which totals $16,554,180.

Police District 3 Sub Station: The 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. The funding source for this project will be General Fund revenue in the amount of $200,000 in fiscal year 2016 and the remaining amount of $3,305,000 has not been determined for fiscal year 2017.

Pelican Walk Parking Garage: This project will provide funding for 450 public parking spaces inside of Pelican Walk Parking Garage on Clearwater Beach. Parking fund revenue will be utilized in fiscal year 2016 in the amount of $2,000,000 and the remaining funding of $9,300,000 has not been determined for fiscal year 2017.

Gas System – Pasco Building: This project will provide funding for a new office building that will be located near State Road 54 and Starkey Boulevard. The project will be funded with $2,000,000 of Gas revenue in fiscal year 2016.

U.S. 19 Wayfinding Project: This project provides for the restructure and re-focus of development on the U.S. 19 corridor utilizing "Wayfinding Signage" to brand and promote key activity center locations and to facilitate access in the U.S. 19 Corridor. The project will be funded with Special Program Fund revenues, in fiscal years 2016 and 2017 in the amount of $900,000 and $500,000 respectively.

Jack Russell Demolition and Refurbishment: The project will provide for the demolition and removal of several buildings and structures at Jack Russell Stadium which will no longer be needed once the current lease with the Winning Inning expires in 2017. The project will be funded in fiscal year 2016 utilizing $100,000 in General Fund revenue and $100,000 in grant revenue.

New Muliplane Hangar: This project provides funding for the construction of a specialty hangar that is larger than the existing "T" hangars and will provide office spaces for our business clients. The project will be funded in fiscal year 2017 utilizing $560,000 in grant revenue from the Florida Department of Transportation, and matching funds of $140,000 in Airpark revenue.

Permanent Terminal Building: This project provides funding for the construction of a new permanent terminal at the Clearwater Airpark. The project is planned for fiscal year 2020, funded with grant revenue of $3,040,000 from the Florida Department of Transportation with matching funds of $760,000 which have yet to be determined.

Radio P25 Upgrade: The first phase of this project provided funding for the P25 upgrade and the replacement of the old portable and mobile radios and accessories for the Police Department planned in fiscal year 2015 and 2016. The project was amended to complete Phase I in fiscal year 2015, utilizing planned 2016 funding. The next phase, now planned in fiscal year 2016, will complete the two part terminal migration of approximately 500 non-public safety communications system users. In fiscal years 2017 and 2018, the funding will provide for the final build out of the system infrastructure. Funding for this project is planned with Garage Fund Lease Purchase budgeted at $500,000 in fiscal year 2016, 2017 and 2018.

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 2015/16, 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, Solid Waste and Recycling.

DEFINITIONS

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

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

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

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

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

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.

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
- 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
91152								
Police District 3 Sub Station								
	General Fund	200,000						200,000
	T.B.D.		3,305,000					3,305,000

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.

Total Police Protection:	**200,000**	**3,305,000**	**-**	**-**	**-**	**-**	**3,505,000**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
91218								
Fire Engine Replacement								
	Penny III	571,820						571,820
	L/P General Fund				643,220	668,950		1,312,170

This project provides for the replacement of one (1) of the eight (8) 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: Annual debt service expenditures to be funded by the General Fund.

91229								
Replace & Upgrade Air Packs								
	General Fund	25,000	26,000	27,040	28,120	29,240	30,410	165,810

This project provides for the replacement of breathing apparatus needed for worn or damaged front line units. Funding is included to replace 20 self contained breathing (SCBA) air tanks annually and provide replacement repair parts. Funding is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

FIRE PROTECTION

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
91236								
Rescue Vehicle								
	L/P General Fund	190,000	240,000	240,000		240,000	240,000	1,150,000

This project provides for the scheduled replacement of Fire/EMS first response vehicles. Clearwater Fire and Rescue provides EMS services on behalf of Pinellas County and the current contract allows for replacing five (5) rescue units after a minimum service life of five years.

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

91257								
Auto External Defibrillator Program								
	General Fund	32,350	20,500	20,500	20,500	21,320	22,170	137,340

The Department oversees fifty-four (54) biphasic Lifepak AED devices currently in key City facilities such as City Hall, MSB, Libraries, Police, Fire department facilities, and on vehicles and apparatus. Thirteen (13) units will be replaced in FY 2016 and eight (8) each year thereafter. Funding for replacement is partially reimbursed by the County since the equipment also serves the unincorporated area of the Clearwater Fire District.

91259								
Radio Replacements								
	L/P General Fund			1,155,000				1,155,000

Pinellas County Communications has adopted the APCO (International Association of Public Safety Communicators) Project 25 communication standards. This project includes funding in FY 2017/18 for the replacement of radios when the current technology reaches it's end of serviceable life. Funding will be partially reimbursed by Pinellas County, as the equipment will help serve any unincorporated resident of the Clearwater Fire District.

91260								
Thermal Imaging Cameras (TIC)								
	General Fund	25,270	26,030	27,070	28,150	29,280	30,450	166,250

This project will provide funding for the replacement of two (2) 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.

91261								
Personal Protective Equipment								
	General Fund	191,380	199,040	207,000	215,280	223,890	232,850	1,269,440

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. An additional 16 sets are budgeted to replace unrepairable gear damaged during fires. 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.

FIRE PROTECTION

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
91263								
Extrication Tools								
	General Fund		56,000			65,000		121,000

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.

91264								
Fire Hose Replacement								
	General Fund	40,570	41,790	43,040	44,330	45,660	47,030	262,420

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.

91269								
Clearwater Beach Fire Station								
	Penny III	400,000	3,905,560					4,305,560

This project will provide funding for the renovation/reconstruction of the existing Clearwater Station #46. This facility will be approximately 55 years old at the time of planned renovation/reconstruction. The facility was not constructed to accommodate a diverse workforce, and the technological changes that have occurred since its construction in 1964. The current geographic location of the station continues to serve the community.

912xx								
Lakeview Fire Station								
	Penny III			400,000	3,798,460			4,198,460

This project will provide funding for the renovation/reconstruction of the existing Clearwater Station #47. This facility will be approximately 43 years old at the time of planned renovation/reconstruction. The facility was not constructed to accommodate a diverse workforce, and the technological changes that have occurred since its construction in 1974. The current geographic location of the station continues to serve the community.

912xx								
Fire Boat								
	L/P General Fund		343,000			68,000		411,000

This project will provide funding for the replacement of the department's two fire boats, Marine 44 in FY 2017, and Marine 49 in 2020. Marine 44 was purchased in 2008 and Marine 49 was acquired from another city department in 2010. 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 debt service expenditures to be funded by the General Fund.

FIRE PROTECTION

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
912xx								
Ladder Truck Replacement								
	L/P General Fund			1,155,820			1,592,800	2,748,620

This project will provide funding for the purchase and equipping of a replacement aerial unit for one of the three (3) existing 2006 Pierce Aerial 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 debt service expenditures to be funded by the General Fund.

Total Fire Protection:	**1,476,390**	**4,857,920**	**3,275,470**	**4,778,060**	**1,391,340**	**2,195,710**	**17,974,890**

MAJOR STREET MAINTENANCE

This section includes all major street maintenance projects for the City. Projects in this section are normally funded with Local Option Gas Tax and/or Road Millage. As defined by Florida Statutes, Local Option Gas 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 maintenance program is to maintain an overall roadway network Pavement Condition Index (PCI) of 70 for city maintained streets.

Projects in the Major Street 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92274								
Bridge Maintenance & Improvements								
	Gas Tax	1,163,330	1,175,000					2,338,330
	T.B.D.			1,186,750	1,186,750	1,186,750	1,319,750	4,880,000
	Penny III	133,000	133,000	133,000	133,000	137,000		669,000

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.

MAJOR STREET MAINTENANCE

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92276								
Traffic Calming Program								
	Gas Tax	25,000	25,000					50,000
	Trans Impact	150,000	150,000					300,000
	T.B.D.			150,000	150,000	150,000	150,000	600,000
	Penny III	170,000	170,000	170,000	170,000	170,000		850,000

This project is to promote traffic calming within Clearwater neighborhoods and establishment of a methodology for implementation. Traffic calming serves to reduce speeding and deter cut-through traffic, resulting in safe neighborhoods for pedestrians and vehicular traffic. These projects provide comprehensive neighborhood solutions using various traffic calming elements as deemed necessary for the particular location. Neighborhood involvement from the beginning is crucial to the success of traffic calming projects. City staff is to implement in succeeding years through capital programming. Specific projects in FY 2015/16 will include the start of Greenlea Otten and completion of Wood Valley.

Comprehensive Plan Objective: (A.6.5.2) On an ongoing basis, the City shall explore traffic calming techniques in the effort to improve safety and promote a livable environment within the City's residential and tourist areas.

92277								
Streets & Sidewalks								
	Road Millage	2,015,100	2,015,100	2,015,100	2,015,100	2,015,100	2,015,100	12,090,600

This project provides continuous maintenance for deterioration prevention of City streets and sidewalks. Various street maintenance methods are employed, however the most common maintenance technique is milling and overlaying. Work on streets include curb repair, replacement and striping. The project also provides for the maintenance, repair and construction of sidewalks on a continuous, as needed basis.

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

922xx								
Downtown Streetscaping								
	Penny III		2,000,000	2,000,000	2,000,000			6,000,000

This project will continue the downtown Streetscaping theme completed on Cleveland Street between Osceola and Myrtle Avenues. This project will focus on streets within the downtown area between Court and Drew Streets and between Myrtle and Highland Avenues.

Total Major Street Maintenance:	**3,656,430**	**5,668,100**	**5,654,850**	**5,654,850**	**3,658,850**	**3,484,850**	**27,777,930**

SIDEWALKS

This section includes all new sidewalk construction projects. These projects are traditionally funded Road Millage or Penny for Pinellas revenue.

Projects in the Sidewalks 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92339								
New Sidewalk Construction								
	Penny III	472,000	472,000	472,000	472,000	473,250		2,361,250
	T.B.D.						473,250	473,250

This project provides for construction of new sidewalks and ADA Upgrades throughout the City. Locations will be prioritized from the City streets, which are identified in the City Bicycle and Pedestrian Master Plan and as requested by residents.

Comprehensive Plan Objective: (A.6.8.5) Provide easy access to residential, commercial and recreational areas by providing direct routes such as trails and continuous sidewalks between destinations, in order to minimize potential conflicts between pedestrians and motor vehicles.

Total Sidewalk:	**472,000**	**472,000**	**472,000**	**472,000**	**473,250**	**473,250**	**2,834,500**

INTERSECTIONS

This section includes improvements to intersections as well as new signal installation and signal renovation. These projects are funded with Transportation Impact Fees, Road Millage and Local Option Gas Tax. The Local Option Gas Tax funding in the Signal Renovation project is used in conjunction with major intersection improvements and road widening projects. The Transportation Impact Fee revenue is required to be used for capital improvements and the expansion of transportation facilities. Local Option Gas 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92559								
City-Wide Intersection Improvements								
	T.B.D.			46,990	30,410	30,400	30,390	138,190
	Gas Tax	50,000	50,000					100,000

The project provides intersection improvements of a minor nature to facilitate traffic flow, such as radii, right turning lanes, and minor channelization, which often accompany the new signalization of an intersection. May also include the installation of speed humps and/or tables.

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.

92560								
Signal Renovation								
	Gas Tax	100,000	100,000					200,000
	T.B.D.			100,000	100,000	100,000	100,000	400,000

Renovation of substandard signalized intersections is required to meet the standards set by the national and State of Florida mandates to increase safety and reduce liability. This project also provides money to support the costs of relocating traffic signal equipment due to road widening projects or intersection improvement projects where the cost of such relocation cannot be included in the cost of that project.

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.

INTERSECTIONS

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92561								
New Signal Installations								
	Trans Impact	40,000	40,000	40,000	40,000	40,000	40,000	240,000

The project provides for new traffic signals installed at previously unsignalized intersections that meet traffic signal warrants and / or replacement of span wire with mast arms and/or installation of RRFB's (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.

92562								
Intersection Improvements								
	Gas Tax	100,000	100,000					200,000
	Trans Impact			100,000	100,000	100,000	100,000	400,000
	Road Millage	45,000	45,000	45,000	45,000	45,000	45,000	270,000

These are intersection improvements of a relatively major nature to facilitate traffic flow by increasing the capacity of the intersection. Specific projects in FY 2015/16 may include the intersection at Fort Harrison and Lakeview.

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

Total Intersections:	**335,000**	**335,000**	**331,990**	**315,410**	**315,400**	**315,390**	**1,948,190**

PARKING

The Parking section includes projects for the maintenance of the City owned parking garages, as well as City owned parking lots. 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92652								
Parking Lot Resurfacing								
	Parking Fund	61,000	61,000	50,000	50,000	50,000	50,000	322,000

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

92654								
Parking Lot Improvements								
	Parking Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000

The project provides for interior 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.

PARKING

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92656								
Pelican Walk Parking Garage								
	Parking Fund	2,000,000						2,000,000
	T.B.D.		9,300,000					9,300,000

This project provides funding for 450 public parking spaces inside of Pelican Walk Parking Garage on Clearwater Beach.

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.

Annual Operating Costs: Annual costs include personal services for three (3) F.T.E.'s in the amount of $119,350 and other operating expenses for insurance, equipment repair, utilities, etc. in the amount of $238,700.

92657								
Parking Facilities								
	Parking Fund	178,000	179,500	181,000	182,500	184,000	184,000	1,089,000

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.

926xx								
Downtown Parking Garage								
	T.B.D.		9,792,000					9,792,000

This project provides for the construction of a five level, 567 space, parking garage downtown (exact location TBD) to serve the proposed Clearwater Marine Aquarium and other downtown businesses.

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.

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:	**2,389,000**	**19,482,500**	**381,000**	**382,500**	**384,000**	**384,000**	**23,403,000**

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 dollars if the project is equipment or vehicles. Projects in this section could also include major construction projects that don't easily fit in another category, i.e., the replacement of the Memorial Causeway Bridge, when active, was included in this section. The Downtown Intermodal Facility project is now included in this section to be funded in the later years of this plan. 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92839								
Downtown Intermodal Facility								
	Penny III					2,425,000		2,425,000

This project would provide for the construction of a new Intermodal Terminal in downtown Clearwater which would allow the opportunity for growth and expansion of public transit, including Bus Rapid Transit (BRT) service to Clearwater Beach. This facility could provide for a variety of travel modes including: bike, pedestrian, taxi, charter bus, local bus and premium bus/BRT modes. A new terminal is consistent with the downtown redevelopment concepts and the Long-range Transportation Plan for Fixed Guideway/Light Rail Service. Penny III funding has been reduced $3,000,000 and the project funding moved out to fiscal year 2019/20.

Comprehensive Plan Policy: (B.4.3.2) Where appropriate, the City shall support the placement and / or improvements of the local transit service terminal in the downtown.

MISCELLANEOUS ENGINEERING

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
92841								
Miscellaneous Engineering								
	General Fund	35,000	35,000	35,000	35,000	35,000	35,000	210,000

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.

92842								
U.S. 19 Wayfinding Project								
	Special Program Fund	900,000	500,000					1,400,000

This project provides for the restructure and re-focus development in the U.S. 19 corridor utilizing "Wayfinding Signage" to brand and promote key activity center locations and to facilitate access in the U.S. 19 Corridor.

Comprehensive Plan Objective: (A.5) The City of Clearwater shall identify and utilize a citywide design structure comprised of a hierarchy of places and linkages. The citywide design structure will serve as a guide to development and land use decisions while protecting those elements that make the City uniquely Clearwater. This is further supported by establishment of a hierarchy of places as called for in policies A.5.1.1 through A.5.1.8.

Total Miscellaneous Engineering:	**935,000**	**535,000**	**35,000**	**35,000**	**2,460,000**	**35,000**	**4,035,000**

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 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.

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93203								
Carpenter Field Infrastructure Repairs & Improvements								
	General Fund	30,000	30,000	30,000	40,000	40,000	50,000	220,000

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93205								
Brighthouse Field Infrastructure Repairs / Improvements								
	General Fund	120,000	150,000	150,000	150,000	150,000	150,000	870,000

This project provides for the phased repairs and improvements needed at the Brighthouse Field, according to the Joint Project Agreement (JPA) between the City of Clearwater and the Phillies. This project will allow for the Brighthouse Field to be maintained in a manner to meet current major league professional standards. The stadium is reaching an age where major maintenance renovations are needed, including painting steel infrastructure, air conditioner replacements, roofing, painting exterior of stadium etc. A maintenance and repair master plan for Brighthouse is being prepared in 2014/2015 and will be used to develop separate CIP projects to address these larger renovations.

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	50,000	30,000	50,000	50,000	30,000	30,000	240,000

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

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

93251								
Morningside Recreation Center Replacement								
	Penny III		2,580,000					2,580,000

This project provides for the construction of a new recreation center at the Morningside Recreation Complex. The new center will replace an old renovated bar and restaurant that was used as a recreation center for many years prior to its removal in 2010. The remainder of the park was previously renovated in 2010. The recreation center is proposed to be approximately 22,000 square feet and provide a variety of recreation program spaces and programs similar to the Countryside Recreation Complex. Design for the Center will take place beginning in fiscal year 2015/2016 from existing funds so that construction can begin in fiscal year 2016/2017.

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.

93271								
Swimming Pool Renovations and Repairs								
	General Fund	90,000	100,000	100,000	100,000	150,000	150,000	690,000

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.

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

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93272								
Bicycle Paths-Bridges								
	Penny III	500,000		750,000	750,000			2,000,000
	Grant	200,000						200,000

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. Funding for 2015/16 will be used to improve a portion of the Ream Wilson Trail between the southern boundary of N.E. Coachman Park and the Duke Energy Trail at Carpenter Field and replace a bridge on the trail north of Carpenter field.

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.

93278								
Long Center Infrastructure Repairs								
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

This project will provide for the replacement and repairs of various capital items at the Long Center. This capital project replaces the annual sinking fund included in the past Long Center agreement with the City. Some of the infrastructure items that will need to be repaired or replaced include furnishings, equipment, pool, parking lot, driveway, ball field, etc.

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

93286								
Parking Lot/Bicycle Path Resurfacing & Improvements								
	General Fund	50,000	60,000	60,000	60,000	70,000	100,000	400,000

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								
	Sp Events Revenue	35,000	30,000	30,000	30,000	30,000	30,000	185,000

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

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

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93604								
Boardwalks & Docks Repair & Replacement								
	General Fund	10,000	50,000	50,000	50,000	50,000	50,000	260,000

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.

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

93618								
Miscellaneous Parks & Recreation Contract Services								
	General Fund	25,000	30,000	30,000	30,000	30,000	30,000	175,000

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

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

93633								
Pier 60 Park & Beachwalk Repairs and Improvements								
	General Fund	50,000	50,000	60,000	60,000	60,000	60,000	340,000

This project provides for phased repairs and improvements needed at Pier 60 Park and Beachwalk, including seating, wall repair, site furniture, grounds renovations, irrigation repairs, etc. This project will allow Pier 60 Park to continue to be maintained and accommodate Special Event functions in a professional manner while serving as a premier destination facility. It allows for annual renovations and repairs needed to keep the Pier 60 Park area as well as the entire Beach Walk area as an attractive inviting beach experience for citizens and visitors to Clearwater Beach.

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

93634								
Concrete Sidewalk & Pad Repairs & Replacement								
	General Fund	45,000	50,000	50,000	50,000	60,000	60,000	315,000

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.

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93635								
Park Amenity Purchase, Repair & Replacement								
	General Fund	100,000	80,000	80,000	80,000	80,000	80,000	500,000

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.

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								
	General Fund	40,000	47,500	200,000	200,000	200,000	200,000	887,500

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 most of the courts (over 25 years) in fiscal year 2017/18 funding will increase to begin a program to rebuild the courts a minimum of three to four per year.

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	75,000	120,000	200,000	150,000	150,000	150,000	845,000

This project provides replacement of playground equipment and the purchase of new equipment at the City's playgrounds that are considered unsafe for public use. Included in this project is the appropriate support items such as safety resilient surfacing, landscaping, benches, shade shelters and fencing. This project also includes phased replacement of fitness court equipment. As equipment is added and/or replaced, it is evaluated to assure it meets ADA requirements.

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

93638								
Fencing Replacement Program								
	General Fund	75,000	80,000	85,000	100,000	100,000	100,000	540,000

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.

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

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93648								
Moccasin Lake Park Master Plan Renovations								
	Penny III	400,000						400,000
	Grants	200,000						200,000

This project provides for renovations to Moccasin Lake Park in order to comply with the Master Plan for the Park and is in line with the major goals and objectives of the park. This park is over 32 years old and while it has grown in its programs and services to the community some of the infrastructure has far outlived its useful life and in need of renovations or demolition. Based on the direction of the new master plan emphasis is being placed on preserving the natural elements of the park and education for the public. Several of the existing buildings and amenities will be removed while others will be renovated.

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

93650								
Crest Lake Park Improvements								
	Penny III	250,000						250,000

This project will provide for the design, public engagement process and permitting needed for the renovations at Crest Lake Park in fiscal year 2015/2016. Construction funding for the project will be addressed in future capital improvement budgets once a design and cost have been approved. Improvements to the park may include sidewalk/path improvements; park amenities for exampe water fountains, benches and bike rack; restrooms; additional parking and landscaping improvements.

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.

93651								
EC Moore 8 and 9 Renovations/Press Box								
	Penny III	175,000						175,000
	Grant	495,000						495,000

This project will provide for the renovations to the restroom concession building at EC Moore Fields 8 and 9 by adding a second story which will provide a press box area and meeting room space. The first story will be renovated to include upgraded and improved office, restroom and concession area. This project will allow for the City to attract national tournaments to Clearwater and provide additional space to meet the growing needs of the softball youth groups. In addition, new stadium bleachers and other technological improvements will be made to the facility.

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93652								
Countryside Plex Restroom/Concession/Storage								
	Penny III	700,000						700,000
	Donations	100,000						100,000

This project provides for the construction of a new restroom/storage/concession building at the Countryside Sports Complex, similar to the building located at Countryside Community Park and Joe DiMaggio. The building will supply improved restrooms/concession and needed storage facility for all of the various activities held at this large complex. There are currently several small buildings which were constructed over twenty years ago that have been meeting this need however, they are inadequate and need to be replaced in an area that will be more accessible to all participants and visitors at the facility. Also, included in the building is a series of rooms that can be used for storage, meetings, and office areas as well as a fully functioning concession stand. The city will provide for minimal furnishing of the concession area as user groups will be responsible for operations of the concession areas.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

93653								
Countryside Community Park Renovations								
	Penny III	100,000						100,000

This project provides for renovation to Countryside Community Park by refurbishing the existing outdoor basketball court and constructing an additional court to accommodate the growing need for basketball courts and to handle the larger demand for basketball leagues at Countryside Community Center. This center has only one indoor regulation court and one outdoor court.

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.

93654								
Recreation Centers Infrastructure Repairs								
	General Funds	75,000	75,000	175,000	75,000	75,000	100,000	575,000

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 2015/16 may be used to replace lighting system in gym at Countryside, improve security systems at Ross Norton and North Greenwood Recreation Centers.

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93655								
Joe DiMaggio Sports Complex Multipurpose Fields								
	Penny III	1,750,000						1,750,000

This project will provide for the first phase of construction of three (3) multipurpose fields including site work, sub-drains in fields, irrigation, lighting and spectator areas. The first phase will address construction of one new field located north of the existing football field and hopefully a portion if not all of two new fields on the existing parking lot adjacent to Drew Street. Phase II will be the completion of the fields as well as the construction of improved parking for Brighthouse Stadium and the complex in the area currently south of the baseball fields on existing grass fields.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of $36,000 per year to cover increased utility costs and supplies needed to maintain the fields.

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.

93656								
Jack Russell Demolition and Refurbishment								
	General Fund	100,000						100,000
	Grant	100,000						100,000

This project will provide for the demolition and removal of several buildings and structures at Jack Russell Stadium which will no longer be needed once the current lease with the Winning Inning expires in 2017. The City will reclaim the baseball field, some buildings and practice infield for public use. These fields will become a part of the Walter Campbell Park Complex and will be managed by the City Park and Recreation department. There is a need for baseball fields in Clearwater so this will help meet the demand for fields. A portion of the funds will be used to renovate and repair the remaining facilities on the premises most notably the rest rooms.

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.

93657								
Mini Bobcat Loader and Trailer								
	L/P General Fund	35,000						35,000

This project provides for the purchase of a new mini bobcat loader and trailer to be used by the Urban Forestry Section of the Parks and Recreation Department. Due to increase pressure to keep up with the number of tree trimming and removal projects, it was necessary to realign staffing resources to increase personnel in the forestry section. This section now has two separate crews that can work independently of one another, however one crew is not as productive as they could be with the additional piece of equipment.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of $3,600 per year to cover fuel and maintenance costs.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93658								
Cooper's Point Park Improvements								
	Penny III	150,000						150,000
	Grant	450,000						450,000

This project consists of the construction of an observation tower, supporting walking trails, and provides specific access points to Cooper's Point Park. Because the site does not presently provide designated access points, the site is being degraded by trespassers. The project will conserve critical wetlands through preserving the land use as one for conservation and limited recreation. This project is expected to decrease vagrancy by way of defined land use, and increased foot traffic. Building the educational observation tower and opening access to Cooper's Point will allow residents and visitors to enjoy the natural beauty that makes Clearwater special.

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.

936xx								
Youth Sports Field Renovations								
	Penny III			114,840				114,840

This project provides for renovation and improvements needed at the various City youth sports fields. Currently, the City maintains over fifty (50) sports fields, including baseball, soccer, football, lacrosse and multipurpose fields.

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.

936xx								
Neighborhood Park Renovation								
	Penny III		850,000	1,250,000	1,250,000	750,000		4,100,000

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, Crest Lake Park, etc., all have various needs which will need to be addressed. Also, there are several parks that have little or no facilities and this project will allow the City to address these needs.

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

936xx								
Frank Tack Parking Lot								
	Penny III		399,500					399,500

This project provides for the renovation of the existing restroom facility and improvement to the parking lot at Frank Tack fields. Currently, the parking lot does not meet city code requirements as it is a dirt parking lot and the restrooms are in need of renovations. The parking lot needs to be brought up to current standards and provide improved drainage systems for the property.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
936xx								
Coachman Park Redevelopment								
	Penny III					5,000,000		5,000,000

This project provides for expansion of Coachman Park. The expansion will allow for a cohesive downtown waterfront as determined by the citizens of Clearwater that would support the economic and development goals of Clearwater.

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.

936xx								
Sid Lickton Batting Tunnels								
	Penny III		50,000					50,000
	Donations		50,000					50,000

This project will provide for the construction of outdoor batting tunnels to be used by City co-sponsored groups as well as for tournaments held at Sid Lickton Complex. This project is designed to be a partnership project between the City and other local non-profit groups. The batting tunnels will have lights and thus a slight increase in operating expenses to cover the additional operating costs. This project was part of the original design for the Sid Lickton Complex but at the time of construction, funds were not available for completion of the tunnels. Also, these tunnels replace the old tunnels torn down with reconstruction of the complex.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of $1,200 per year to cover increased utility costs.

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.

936xx								
Administration Vehicle								
	L/P General Fund		25,000					25,000

This project provides for the purchase of a new sedan for use by the Parks and Recreation Director. The director is on call 24/7 and is in need of reliable transportation to perform the duties of his job. A small sedan is being requested for this purpose.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of $6,000 per year to cover debt, fuel and maintenance costs.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94878								
Asset Management Upgrades								
	Adm Svcs	60,000						60,000

This project provides for upgrading the technology throughout the Parks and Recreation Department primarily in the area of asset management systems for urban forestry, park infrastructure inventory, work order system, etc. This project will provide funding to cover the necessary license fees, professional data collection services and hardware.

Comprehensive Plan Objective: (G.1.1) The City shall ensure that parks, open spaces, trails and recreation facilities are efficiently and adequately maintained for all segments and districts of population according to the level of service standards established for the City. (I.1.1.5.3) New or expanded facilities that reduce or eliminate deficiencies in levels of service for existing demand.

Annual Operating Costs: Costs include for service and licensing maintenance. Estimated average yearly costs will be $2,000.

Total Parks Development:	**6,735,000**	**5,037,000**	**3,564,840**	**3,325,000**	**7,125,000**	**1,440,000**	**27,226,840**

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 & Aviation 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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93403								
Beach Guard Facility Maintenance								
	Parking Fund	20,000	20,000	25,000	25,000	25,000	25,000	140,000

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. In FY 2015/16 a new tower will be constructed to replace a tower taken out of service in 2010.

93410								
Clearwater Harbor Marina Maintenance								
	Clearwater Harbor Marina Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

This project provides funding for the continuous repair and/or replacement of electrical services, water services, fire protection equipment and structural components of the Clearwater Harbor Marina infrastructure.

93412								
City-wide Seawall Replacement								
	Penny III	150,000	150,000	150,000	150,000	150,000		750,000
	T.B.D.						150,000	150,000

This project provides funding to replace or upgrade seawalls as needed. There are numerous seawalls located on City property, many of which are reaching the end of their useful life. Replacement or upgrading of these seawalls prior to their failure is of vital importance to protect the upland uses adjacent to them.

MARINE FACILITIES

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93418								
Utilities Service Replacement								
	Marine Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000

The project provides for continuous repair and/or replacement of deteriorated electrical wiring, and water service at the City's Municipal Marina and Island Estates Marina to continue to maintain the City-owned marinas in usable conditions. In fiscal year 2015/16, the Beach Marina will be replacing electric pedestals.

93419								
Dock R & R								
	Marine Fund	35,000	25,000	25,000	25,000	25,000	25,000	160,000

The project provides for continuous repair and/or replacement of deteriorated docks at municipal docking facilities and Island Estates Marina, utilizing the Marine Services section and equipment to continue to maintain the City-owned marinas in usable conditions.

93420								
Fuel System R & R								
	Marine Fund	25,000	10,000	10,000	10,000	10,000	10,000	75,000

The project provides for continuous repair and/or replacement of deteriorated fuel lines, dispenser and underground pollutant storage tanks at the municipal marina, utilizing contractors to continue to maintain City-owned marina fuel system in usable conditions.

93421								
Marine Facility Maintenance								
	Marine Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000

This project will provide funding for any facility that the Beach Marina is responsible for that requires maintenance and repairs or replacement of ramps and pilings. Also included in fiscal year 2015/16, will be funding for the replacement of the security system at the Beach Marina.

93497								
Docks & Seawalls								
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

This is a continuous maintenance program to keep the City's several thousand feet of seawalls at street ends and docks, other than at Marina facilities, in good repair.

MARINE FACILITIES

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93499								
Pier 60/Sailing Center Maintenance								
	General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000

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. Also included in fiscal year 2015/16, will be funding for the replacement of the security system.

Total Marine Facilities:	**410,000**	**385,000**	**390,000**	**390,000**	**390,000**	**390,000**	**2,355,000**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94817								
Airpark Maintenance & Repair								
	Airpark Fund	15,000	15,000	15,000	15,000	15,000	15,000	90,000

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.

94886								
Clearwater Airpark Masterplan Update								
	Airpark Fund	10,000						10,000
	FDOT Grant	40,000						40,000

This project will provide funding for an update to the Masterplan which is the professional planning document for the Airpark. This is required to meet F.A.A. & F.D.O.T. standards before modifications are made to the Airpark facility that are not included in the current Masterplan completed in fiscal year 2000.

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

AIRPARK FACILITIES

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
948xx								
Ground Support Equipment Upgrade								
	Airpark Fund			20,000				20,000
	FDOT Grant			80,000				80,000

This project will provide funding for the replacement of ground support equipment at the Airpark that has reached the end of it's useful life. The items to be replace may include a "tug" for moving aircraft, and a fuel trailer for taking fuel to the aircrafts.

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

948xx								
Replace Hangar "C"								
	Penny III				240,000			240,000
	FDOT Grant				960,000			960,000

This project will provide funding for razing hangar C, and rebuilding. This is a vintage 1960's building that is in poor condition and needs to be replaced. Airpark revenues are expected to increase with the rebuilding. The cost will include engineering assistance from City Engineers; and will include electrical work, plumbing, and general contracting.

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

948xx								
New Multiplane Hangar								
	Airpark Fund		140,000					140,000
	FDOT Grant		560,000					560,000

This project will provide funding for the construction of a new multiplane hangar. This will be a specialty hangar, larger than existing "T" hangars, for business clients which will include office spaces.

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

AIRPARK FACILITIES

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
948xx								
Permanent Terminal Building								
	T.B.D.					760,000		760,000
	FDOT Grant					3,040,000		3,040,000

This project will provide funding for the construction of a new permanent terminal, 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.

Total Airpark Facilities:	**65,000**	**715,000**	**115,000**	**1,215,000**	**3,815,000**	**15,000**	**5,940,000**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
93531								
North Greenwood Library Children's Discovery Area								
	General Fund	27,600						27,600

The funding for this project will provide for the reconfiguration of the youth area so that hands-on interactive exhibits and learning labs can be utilized.

93532								
Library Maker Space Maintenance and Upgrade								
	General Fund	28,470	84,510	27,340		35,000		175,320

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 as recommended by consultants. The project will require new computers/electronics, computer software/hardware, construction design, installation and new furniture fixtures and equipment. Fiscal year 2016 funding provides for construction of the fourth maker spaces studio in the Main Library, and funding in fiscal year 2018 provides for maker spaces at the Countryside Library. Funding in fiscal year 2020 and future years will provide for maintenance and upgrades needed to maintain Maker Space facilities.

93533								
Main Library Upgrade to Support Alternative Usage								
	General Fund	59,510	230,340					289,850

The following updates to the Main Library are anticipated to support alternative usage. This project will provide for a major audio visual upgrade to all meeting and conference rooms and will add decorative gates and barriers in youth services, reference and circulation areas. This project will require design, installation and new audio/sound equipment and other furniture fixtures and equipment.

LIBRARIES

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
935xx								
Countryside Library Demolition								
	General Fund		72,500					72,500

The project provides for the demolition of the Countryside Library. Due to location changes, the existing Countryside Library building will no longer be necessary for City use. The land on which it stands is sufficiently valuable and land improvements including asbestos survey, asbestos removal, demolition and disposal of structure, parking lot removal, grade and sod site will be necessary. Funding has been moved to fiscal year 2016/17 so that the Fire Department can utilize the Countryside Library in fiscal year 2016.

935xx								
Ross Norton Recreation Center / South Greenwood Library								
	T.B.D.				300,000			300,000

This is a place holder project to create a library service space within the existing Ross Norton Recreation Center. The South Greenwood area is a very underserved part of our community, with many families and children unable to easily get to any library. A library presence in that area would help improve an F rated school in achieving a passing grade, and encourage reading and educational activities. The Beach Library / Recreation Center would be the model for this project.

94861								
Library Technology								
	T.B.D.				162,720			162,720

The funding for this project provides for the implementation and upgrade of Radio Frequency Identification (RFID) technology at all City of Clearwater 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 will move material quickly and accurately. With the more efficient use of staff, our reduced staff will be able to continue to provide the service our public demands. The system also provides the most effective security system currently available. The funding in fiscal year 2018/19 will provide for the upgrades to the system wide smartserve self-checkout machine upgrades.

Total Libraries:	**115,580**	**387,350**	**27,340**	**462,720**	**35,000**	**-**	**1,027,990**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94233								
Motorized Equipment Replacement - Cash								
	Garage Fund	77,400	79,720	82,110	84,580	87,110	89,730	500,650

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					200,000

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

94241								
Motorized Equipment Replacement - L/P								
	L/P Garage Fund	4,922,000	5,020,440	5,120,850	5,223,270	5,327,730	5,434,290	31,048,580

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.

GARAGE

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94243								
~~Police~~ Radio P25 Upgrade								
	L/P Garage Fund	500,000	500,000	500,000				1,500,000

This project will fund a program to complete the P25 upgrade and the replacement of the old portable and mobile radios and accessories and options (such as radio chargers, spare batteries, belt clip, etc.) In fiscal year 2016, the approximately 500 non-public safety communications system users will complete the two part terminal migration. In fiscal years 2017 - 2018, the funding will provide for the final buildout of the system infrastructure.

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

94244								
Miscellaneous Vehicle Additions								
	L/P General Fund	21,000						21,000
	L/P Garage Fund	19,000						19,000

This project will fund the addition of new vehicles to the City's fleet. The fiscal year '16 funding will provide for a vehicle to be utilized by an additional code enforcement officer and a vehicle for the radio technicians to use for serving the City's radios and radio infrastructure.

Annual Operating Costs: Annual debt service expenditures to be funded by the department purchasing the vehicle.

Total Garage:	**5,639,400**	**5,700,160**	**5,702,960**	**5,307,850**	**5,414,840**	**5,524,020**	**33,289,230**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94510								
Air Conditioners-City Wide Replacements								
	General Fund	257,000	250,000	230,000	100,000	100,000	297,930	1,234,930

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 2015/16 facilities may include: Clearwater Beach Recreation Center, The Long Center, Main Library, Fire Station 46, The Sailing Center, Parks & Beautification and miscellaneous small units.

94512								
Roof Repairs								
	General Fund	20,000	20,600	21,220	21,850	22,510	23,180	129,360

The project includes roof repair of various City buildings as needed to prevent water damage to interiors of buildings. For fiscal year 2015/16 facilities may include Countryside Police Department Range Trailer and Nursery Building.

94514								
Roof Replacements								
	General Fund	250,000	257,500	265,230	273,180	281,380	289,820	1,617,110

This project includes roof replacements of various City buildings. For fiscal year 2015/16 facilities may include Coachman Park Bandshell, Pier 60 Bait House & Canopies, Municipal Services Building and the South Beach Restroom Building.

94517								
Painting of Facilities								
	General Fund	50,000	51,500	53,050	54,640	56,280	57,960	323,430

This project includes scheduled painting and waterproofing of City facilities. For fiscal year 2015/16 facilities may include: PBI Complex, Lifeguard Building, Countryside Police Department Trailers and the Countryside Park Concession Building.

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94519								
Flooring for Facilities								
	General Fund	50,000	51,500	53,050	54,640	56,280	57,960	323,430

This project includes the scheduled replacement of worn or damaged flooring. For fiscal year 2015/16**,** facilities may include: North Greenwood Substation, Fire Station 48 Training Building and miscellaneous small replacements.

94521								
Elevator Refurbishment & Modernization								
	General Fund	25,000	25,750	26,520	27,320	28,140	28,980	161,710

This project provides funding for the refurbishment and modernization of elevator equipment.

94528								
Light Replacement & Repair								
	General Fund	250,000	175,000	95,000	80,000	90,000	289,820	979,820

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. For fiscal year 2015/16 locations may include: Joe DiMaggio field and E.C. Moore soccer fields and miscellaneous service, pole, security replacement.

94530								
Building Systems								
	General Fund		50,000	50,000	250,000			350,000

This project provides funding for interior pool area metal painting in fiscal year 2019 at the Long Center facility.

945xx								
New A/C System Chiller - Police and MSB								
	Penny III				1,300,000	450,000		1,750,000

This project provides funding for the replacement of the air-conditioning systems at the main Police Department building and the Municipal Services Building due to age, deterioration, and excess energy usage, and the chiller system at both the main Police Department building and the Municipal Service Building.

Total Maintenance of Buildings:	**902,000**	**881,850**	**794,070**	**2,161,630**	**1,084,590**	**1,045,650**	**6,869,790**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94626								
Public Works Complex								
	General Fund	44,000	87,080	465,920	411,520	4,327,500		5,336,020
	Future W&S Bond Issue	50,000	325,000	3,100,000	400,000	4,000,000		7,875,000
	Stormwater Fund	16,000	110,720	1,080,710	174,130	1,729,740		3,111,300
	Adm Svc Fund					231,860		231,860

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. The project contains five phases beginning in fiscal year 2016 with estimated completion in 2030.

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.

Total Gen Public City Building & Equip:	**110,000**	**522,800**	**4,646,630**	**985,650**	**10,289,100**	**-**	**16,554,180**

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 two environmental projects funded by the General Fund and an undesignated future Penny for Pinellas project.

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:

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Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94729								
Citywide Connectivity Infrastructure								
	Adm Svc Fund	450,000	300,000	100,000	100,000	50,000	50,000	1,050,000

This project will continue the deployment of fiber optic and high-speed wireless infrastructure connecting City operating facilities to the City's voice and data network. This stage will connect facilities on the beach to the wide area network (marina, police beach sub-station, north beach fire station).

94736								
Geographic Information System								
	Adm Svc Fund					100,000	100,000	200,000

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

94761								
Pollutant Storage Tank Remv/Rplcmnt-Gen Fd								
	General Fund	20,000	20,000	20,000	20,000	20,000	20,000	120,000

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.

MISCELLANEOUS

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94803								
Environmental Assmt & Clean								
	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.

94814								
Network Infrastructure & Server R&R								
	L/P - Adm Svc Fund	350,000	350,000	350,000	350,000	350,000	400,000	2,150,000

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.

94824								
IT Disaster Recovery								
	L/P - Adm Svc Fund	30,000	30,000	30,000	35,000	35,000	50,000	210,000

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.

94827								
Telecomm Upgrades								
	L/P - Adm Svc Fund	25,000	25,000	25,000	25,000	25,000	50,000	175,000

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.

94828								
Financial System Upgrades								
	Adm Svc	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000

This project provides funding to keep the financial systems (PeopleSoft, Ross and Risk Management) up to date, operating at optimum condition and to pay for upgrades as needed. This project encompasses hardware, software and professional services. The additional funding per year will provide funding for the eventual replacement of the Ross system.

MISCELLANEOUS

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94829 **CIS Upgrades**	Adm Svc	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project provides funding for upgrades of the Customer Information System (CIS). This system supports City utilities.

94830 **MS/Licensing Upgrades**	Adm Svc					200,000	200,000	400,000

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

94833 **Computer Monitors**	Adm Svc	50,000						50,000

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 Enfcmnt Upgrade**	Adm Svcs	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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.

94873 **Citywide Cameras System**	Adm Svcs	75,000						75,000

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

94874 **City Enterprise Time Keeping System**	Adm Svcs	25,000						25,000

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

MISCELLANEOUS

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
94880								
Granicus Agenda Management System								
	Adm Svcs					75,000	75,000	150,000

This project will integrate the City's current video streaming services and meeting minutes production with a paperless agenda management system. The project will address decreased support services provided by current agenda management program, 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	150,000	150,000	150,000	150,000	150,000	150,000	900,000

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

9xxxx								
Undesignated Future Penny for Pinellas Project								
	Penny III		4,170,000					4,170,000

To set aside funding for undesignated future unplanned Penny for Pinellas projects.

Total Miscellaneous:	**2,125,000**	**5,995,000**	**1,625,000**	**1,630,000**	**1,955,000**	**2,045,000**	**15,375,000**

STORMWATER UTILITY

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:

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Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96124								
Storm Pipe System Improvements								
	Stormwater	1,682,550	1,914,380	951,150	2,374,320	1,199,690	2,494,000	10,616,090

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.

96168								
Stormwater System Expansion								
	Stormwater	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000

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.

96169								
Stevenson Creek								
	Stormwater	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000

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.

STORMWATER UTILITY

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96170								
Coastal Basins Projects								
	Stormwater	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000

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.

96173								
Alligator Creek Watershed Projects								
	Stormwater	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000

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.

96189								
Dump Trailer								
	L/P Stormwater Fund	60,000						60,000

This project provides for the purchase of a Dump Trailer which is needed in the Stormwater Maintenance operation to haul dirt, rock, concrete, road base, asphalt and remove debris from maintenance and repair sites. This trailer will play a major role in debris removal after a storm event.

Annual Operating Costs: Annual costs include other operating expenses and debt service in the amount of $10,676 for the first fiscal year.

96190								
Roll-Off Truck								
	L/P Stormwater Fund	230,000						230,000

An additional Roll-off truck is needed due to high demand in Stormwater Maintenance operations and subsequent downtime of the only existing unit. The Roll-off truck is tasked with triple duty; hauling containers, flatbed transport, and water tanker. This truck will play a major role in the street sweeping program, and is needed to transport containers used in work zones to collect sweeper debris directly from collection units, which increases program efficiency. The roll-off truck will also be used for transient camp clean-up efforts and debris removal in storm events.

Annual Operating Costs: Annual costs include other operating expenses and debt service in the amount of $49,592 for the first fiscal year.

STORMWATER UTILITY

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96191								
Stormwater Vehicle								
	L/P Stormwater Fund	30,000						30,000

The funding will provide for the purchase of an additional vehicle to investigate citizen complaints, inspect on-going projects and attend permit meetings.

Annual Operating Costs: Annual costs include other operating expenses and debt service in the amount of $6,229.02.

Total Stormwater Utility:	**5,802,550**	**5,714,380**	**4,751,150**	**6,174,320**	**4,999,690**	**6,294,000**	**33,736,090**

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:

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Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96358								
Environmental Remediation								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This project will provide funding for cleaning up the old gas plant site as may be required by the Florida Department of Environmental Protection. The site is located between Jones Street on the south, Maple Street on the north, Myrtle Avenue on the east, and Railroad Avenue on the west. The Florida Department of Environmental Protection will be providing us, at some future date, their requirements for the remediation on the property. Other environmental locations requiring remediation will also be funded from this project, as the requirement is determined. Funding for this will be recovered through the Environmental Imposition Adjustment clause in the Gas System rates.

96365								
Line Relocation Pinellas - Maintenance								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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

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.

GAS SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96376								
Line Relocation Pasco - Maintenance								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

This is a continuing project to fund the removal of abandoned gas lines as required by the State Department of Transportation.

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

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	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000

This project will provide for extension of gas mains and services as well as new mains and services within Pasco County. It will fund related activities such as capital replacement of obsolete cast iron and galvanized mains, liquid propane service.

96379								
Gas Meter Change Out - Pasco								
	Gas Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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.

96384								
Gas System - Pinellas Building ~~Renovation~~								
	Gas Fund	200,000	200,000	10,000,000	200,000	200,000	200,000	11,000,000

This project provides funding to build a new office building and provide for future offices as required. Funding for this project will come from available gas system revenues.

GAS SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96386								
Expanded Energy Conservation								
	Gas Fund	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000

This project provides funding for gas load building objectives to include a System-wide Neighborhood Expansion program and any other capital marketing programs. Initial funding from Gas Supply Acquisition Project #2. Additional funding from Gas System revenues.

96387								
Natural Gas Vehicle								
	Gas Fund	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000

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. Initial funding from Gas Supply Acquisition Project #2. Additional funding from Gas System revenues.

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								
Ford Trucks								
	L/P Gas Fund	161,000						161,000

This project provides funding for the lease purchase of two (2) Ford F-450 and one (1) Ford F-250 Transit. The two F-450's will be utilized for the Gas installation and distribution crews, while the F-250 will be utilized by the meter proofing crew.

96391								
Gas System - Pasco Building								
	Gas Fund	2,000,000						2,000,000

This project provides funding for a new office building that will be located near State Road 54 and Starkey Boulevard in Pasco County. Funding for this project will come from available Gas system revenues.

Total Gas System:	**6,211,000**	**4,050,000**	**13,850,000**	**4,050,000**	**4,050,000**	**4,050,000**	**36,261,000**

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 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:

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Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	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. Major emphasis on maintenance and extending useful lives of fixed assets is required to ensure minimum downtime. The Transfer Station requires replacement of necessary components to maintain and upgrade the original equipment installed in 1971.

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	135,000	135,000	135,000	135,000	135,000	135,000	810,000

This project includes the replacement of approximately 5-10% of the 26,800 automated containers in the field, and the acquisition of new 90-gallon automated containers to meet the anticipated less than 1% annual growth of residential customers. Experience indicates that as many as 2,500 containers could be required annually, at a current cost of approximately $54 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.

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96444								
Commercial Container Acquisition								
	Solid Waste Revenue	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000

This is an on-going project for the purchase and replacement of roll-off containers, compactors and dumpsters for approximately 3,200 commercial accounts. This project includes the replacement of containers damaged or deteriorated during their normal useful life of five (5) years and the acquisition of additional containers **(**compactors, roll-offs or dumpsters**)** to meet system growth.

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

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 devise.

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.

96447								
Solid Waste Transfer Station Upgrade & Retrofit								
	Solid Waste Revenue							-

This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for the new Transfer Station Facility. The department is currently reviewing options that may include the incorporation of a gravity feed system into the replacement facility that would eliminate the need for hydraulic pushing and packing of the trailers. The waste dumped into these trailers would be arranged and tamped down by a claw-type loader to ensure that our outbound loads are of appropriate weights. The on-going maintenance for the facility would be less expensive because the hydraulics now used and maintained would not be present in the new facility. Future funding for the project will be determined once the project scope is better defined.

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	80,000	90,000	90,000	90,000	90,000	90,000	530,000

This project provides for the purchase and replacement of recycling carts/containers and dumpsters for 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.

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96805								
Recycling Expansion R&R & Participation Programs								
	Recycling Revenue	10,000	10,000	10,000	10,000	10,000	10,000	60,000

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. The current available balance in the project will provide funding for this project through FY 2019/20 and includes the following repairs and replacements: maintenance on the shelter, and recycling processing equipment, concrete floor resurfacing, security system addition, and minor drainage improvements.

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.

96809

Recycling Processing Center Expansion & Upgrade

Recycling Revenue -

This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, preliminary design, and equipment needed for the new Recycling Processing facility. The expansion is necessary for the increased volumes of recyclables and the equipment will be necessary to separate the comingled materials for market, because separated materials bring substantially higher market price than co-mingled materials. Future funding for the project will be determined once the project scope is better defined.

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.

Total Solid Waste and Recycling:	**625,000**	**635,000**	**635,000**	**635,000**	**635,000**	**635,000**	**3,800,000**

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 Solid Waste 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:

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Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96523								
Public Utilities Administration Building R & R								
	Utility R&R	20,000	20,000	20,000	20,000	20,000	20,000	120,000

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.

Total Utilities Miscellaneous:	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**20,000**	**120,000**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96202								
WWTP Screw Pump Replacement								
	Future Bond Issue		110,000	800,000				910,000

This project provides funding for modifications improvements to the existing Archimedes Screw Pump facilities at the Marshall Street, Northeast and East WWTP facilities. The funding for fiscal year 2016/17 is for the East Plant. Work replaces the existing screw pumps to the internal recycle process at all three plants.

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.

96204								
WWTP UV Disinfection System								
	Future Bond Issue		3,700,000					3,700,000

This project provides funding for the installation of UV disinfection systems at all three (3) plants, including lamp systems and electrical modifications.

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.

Annual Operating Costs: Costs include utilities and maintenance. Estimated average yearly costs will be $386,180, increasing by inflation each year.

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96209 **Maintenance Vehicle**	L/P Sewer Fund	109,000						109,000

This project provides funding for the purchase of one (1) additional Ford-250 and two (2) Ford Transit Cargo Vans in FY15/16 to be used by one (1) additional personnel in fiscal year 2015 and two (2) additional F.T.E.'s in fiscal year 2016. The vehicles will be utilized for the electrical, mechanical and electronic technician for work needed in the installation, modification and repair of mechanical equipment.

Annual Operating Costs: Garage and Debt service costs of approximately $47,000 starting in FY 2016.

962xx
NE WWTP Thermal Dryers

This project provides for the installation of bio-solids dryers for the disposal of dried bio-solids to meet FDEP and EPA class A regulations.

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.

962xx
WET NNC Rule Compliance

	Future Bond Issue			2,000,000				2,000,000

This project provides for the design & implementation of wastewater facilities required under Numeric Nutrient Criteria.

Comprehensive Plan Objective: (D.4.1) The protection, restoration and enhancement of water quality associated with stormwater runoff will be considered a function of the City's overall stormwater management plans.

Annual Operating Costs: Increase of operating expenses and additional personnel of four (4) FTE's. One (1) in cost center 01351 in fiscal year 2019, two (2) in fiscal year 2020 and one (1) in cost center 01347 in fiscal year 2019) in the amount of $308,840 starting in fiscal year 2019.

962xx
Trailer Mounted Bio-solids Centrifuge

	L/P Sewer Fund			700,000				700,000

This project provides funding for a mobile centrifuge to backup single centrifuges at the Marshall Street and Northeast facilities. This will replace aging belt filter presses which are at the end of their useful life. Back-up capacity is required to dewater bio-solids when the fixed centrifuges are off line for maintenance or repair.

Annual Operating Costs: Debt service costs of approximately $150,520 starting in FY 2018.

96611
Biosolids Treatment

	Future Bond Issue	5,000,000						5,000,000

This project provides funding for rehabilitation of the anaerobic digester and associated equipment at the Northeast and the Marshall Street WWTP's. It also provides to convert existing tankage to provide sludge feed equalization at the Northeast Plant and to modify the Marshall Street Plant sludge feed system to accept sludge from the East Plant. These upgrades will provide increased efficiency of the entire bio-solids treatment facilities, as well as increased reliability and cost effectiveness.

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.

Annual Operating Costs: Costs include maintenance, and operating supplies/chemicals. Estimated average yearly costs will be $50,000.

SEWER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96615								
Odor Control								
	Sewer Revenue	410,000						410,000

This project provides for the evaluation of aging control technology at the Marshall Street and East Plants to determine if it is more cost effective to replace existing units with more modern technology or rehabilitate the existing units.

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.

96619								
WWTP Generator Replacements								
	Future Bond Issue			900,000				900,000

This project provides funding for the replacement of the backup generators at the Northeast WWTP.

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.

96630								
Sanitary Sewer Extensions								
	Sewer Impact	82,130	12,460	12,460	12,460	12,460	12,460	144,430
	Future Bond Issue	2,517,870	1,032,580	487,540	2,033,650	1,365,670		7,437,310
	Sewer Revenue		1,354,960		553,890	2,121,870	987,540	5,018,260

This project provides new sanitary sewer service to residents within the City of Clearwater service area. The initial full neighborhood project is Idlewild/The Mall, which began in FY 2011/12 with design and continued construction into 2014/15. 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.

Annual Operating Costs: Costs include personnel services, maintenance, and operating supplies/chemicals. Estimated average yearly costs will be $76,650 starting in FY 2013, increasing by inflation each year.

96634								
Sanitary Utility Relocation								
	Utility R&R	1,200,000	900,000	100,000	100,000	100,000	100,000	2,500,000

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.

SEWER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96645								
Laboratory Upgrade and R & R								
	Utility R&R	50,000	50,000	60,000	100,000	100,000	50,000	410,000

The project provides for the repair, replacement and upgrade of the existing laboratory instrumentation to meet state and federal testing requirements for wastewater, bio-solids, reclaimed water, and environmental monitoring, stormwater treatment and potable water.

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	1,000,000				500,000	1,000,000	2,500,000
	Future Bond Issue	2,400,000	3,700,000	3,000,000	1,000,000			10,100,000

The project provides funding for future improvements and upgrades at the City's three (3) AWT plants and bio-solids facility.

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

96664								
Water Pollution Control R&R								
	Sewer Revenue	413,830		2,000,000	1,600,000	1,000,000	1,000,000	6,013,830
	Utility R & R	1,786,170	3,500,000					5,286,170

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

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

96665								
Sanitary Sewer R&R								
	Utility R&R	2,911,000	2,375,680	1,799,040	2,300,390	2,460,390	2,947,030	14,793,530
	Sewer Revenue	5,089,000	4,624,320	3,200,960	2,699,610	539,610	52,970	16,206,470

The project provides general system wide condition inspections, rehabilitation and new appurtenances.

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

SEWER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96686								
Pump Station Replacement								
	Sewer Revenue	1,500,000	1,900,000			2,000,000	4,000,000	9,400,000
	Future Bond Issue			1,200,000	1,000,000			2,200,000

This project provides funding to inspect, rehabilitate or replace existing 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.

Total Sewer System:	**24,469,000**	**23,260,000**	**16,260,000**	**11,400,000**	**10,200,000**	**10,150,000**	**95,739,000**

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	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96721								
System R&R - Maintenance								
	Utility R&R	490,000	1,450,000	500,000	500,000	500,000	500,000	3,940,000
	Water Revenue	510,000		500,000	500,000	100,000	100,000	1,710,000

This is an on-going program relating to maintenance, repair or replacement of water mains, service lines, valves, fire hydrants, miscellaneous equipment, damaged facilities, painting tanks and maintenance of thirty-one (31) existing wells and eight (8) new wells. Work involves maintenance, repair and replacement of facilities that do not involve upgrading.

Comprehensive Plan Objective: (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96739								
Reclaimed Water Distribution System								
	Water Revenue	1,800,000	200,000	500,000	600,000	600,000	600,000	4,300,000

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

Comprehensive Plan Objective: (D.5.2) To provide adequate quantity and quality of water service to all customers in the Clearwater service area. Current service level (FY 2010) is 39,971 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. (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.

96740								
Water Supply & Treatment								
	Water Revenue		989,470		500,000	500,000	500,000	2,489,470
	Future Bond Issue	900,000	10,530	1,000,000				1,910,530

This project provides funding for maintenance, replacement, and upgrade of supply facilities.

Comprehensive Plan Objective: (D.5.2) To provide adequate quantity and quality of water service to all customers in the Clearwater service area. Current service level (FY 2010) is 39,971 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.

WATER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96741								
System R&R - Capitalized								
	Utility R&R	600,000	750,000	1,200,000	750,000	500,000	450,000	4,250,000

This project involves the repair and replacement of water mains, service lines, valves, fire hydrants, and facilities equipment, etc. that are upgraded during the repair/replacement process. Funding for capitalized labor, equipment and material for in-house work is included.

Comprehensive Plan Objective: (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96742								
Line Relocation - Capitalized								
	Utility R&R	1,600,000	150,000	250,000	250,000	250,000	200,000	2,700,000

This is an on-going project provides funding for the relocation of potable water pipeline infrastructure 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.5.4) Continue to provide sound fiscal management for the operation and maintenance of potable water service in the City's service area.

96743								
Meter & Backflow Replacement & Change Out								
	Utility R&R	10,000	10,000	10,000	10,000	100,000	100,000	240,000

This is an on-going project to repair/replace water meters, backflow prevention devices, and accessories to assure accurate flow measurement, maximum revenues, and proper operation.

Comprehensive Plan Objective: (D.5.3) Continue to maintain the water system in a safe, sound and efficient manner on a daily basis.

96744								
System Expansion								
	Water Impact	24,000	24,000	24,000	24,000	24,000	24,000	144,000
	Water Revenue	51,000	51,000	51,000	51,000	51,000	51,000	306,000

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.5.1) To maintain adequate Levels of Service for existing and future populations through the year 2018.

WATER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96752								
Water Service Lines								
	Water Revenue	200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,200,000

This project is to upgrade the City's existing galvanized water service lines that are in poor condition.

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations through the year 2018.

96768								
Rebate - Well, Lake, Pond Irrigation Abandonment								
	Water Revenue	25,000		20,000		20,000		65,000

This project provides funding for the Well, Lake, Pond Irrigation Abandonment program that was approved by the City Council May 3, 2007. This program provides a homeowner a rebate if they are willing to properly abandon a private well, lake or pond irrigation system, when establishing reclaimed water service at their residence.

Comprehensive Plan Objective: (D.5.2) To provide adequate quantity and quality of water services to all customers in the Clearwater service area. Current service level (FY 2010) is 39,971 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.

96773								
Groundwater Replenishment Facility								
	Future Bond Issue		1,500,000	8,500,000				10,000,000

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) To provide adequate quantity and quality of water services to all customers in the Clearwater service area. Current service level (FY 2010) is 39,971 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.

Annual Operating Costs: Annual operating costs beginning in FY 2017 will approximately amount to $1,170,000, which includes three (3) new FTE's.

96774								
Automated Meter Reading								
	Future Bond Issue							-

This project will fund conversion to an automated meter reading system (AMR) for the potable water and reclaimed water systems.

Comprehensive Plan Objective: (D.5.3) Continue to maintain the water system in a safe, sound, and efficient manner on a daily basis.

WATER SYSTEM

Project # / Project Name	Funding Source	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
96775								
Arsenic Removal Water Treatment Plant #3								
	Future Bond Issue	1,000,000	1,000,000					2,000,000
	Water Revenue			1,000,000	2,000,000	2,000,000	2,000,000	7,000,000

This project provides funding for a treatment system to reduce regulated constituents levels in the raw water, total dissolved solids including arsenic, etc. that serves as a source water for Water Treatment Plant #3.

Comprehensive Plan Objective: (D.5.3) Continue to maintain the water system in a safe, sound, and efficient manner on a daily basis.

Annual Operating Costs: Annual operating costs beginning in FY 2017 will approximately amount to $500,000.

96780								
Valve Turner Maintenance Trailer								
	L/P Water Fund	60,000						60,000

This project provides funding for the purchase of a Wach's Standard LX (gas) VMT - for use in the valve maintenance program. Aiding in location, excavation below ground valves.

Annual Operating Costs: Debt service costs of approximately $15,000 starting FY 2015.

Total Water System:	**7,270,000**	**7,135,000**	**14,555,000**	**6,185,000**	**5,645,000**	**5,525,000**	**46,315,000**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

TOTAL BY CATEGORY

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Police Protection	200,000	3,305,000	0	0	0	0	3,505,000
Fire Protection	1,476,390	4,857,920	3,275,470	4,778,060	1,391,340	2,195,710	17,974,890
Major Street Maintenance	3,656,430	5,668,100	5,654,850	5,654,850	3,658,850	3,484,850	27,777,930
Sidewalk and Bike Trails	472,000	472,000	472,000	472,000	473,250	473,250	2,834,500
Intersections	335,000	335,000	331,990	315,410	315,400	315,390	1,948,190
Parking	2,389,000	19,482,500	381,000	382,500	384,000	384,000	23,403,000
Miscellaneous Engineering	935,000	535,000	35,000	35,000	2,460,000	35,000	4,035,000
Parks Development	6,735,000	5,037,000	3,564,840	3,325,000	7,125,000	1,440,000	27,226,840
Marine Facilities	410,000	385,000	390,000	390,000	390,000	390,000	2,355,000
Airpark Facilities	65,000	715,000	115,000	1,215,000	3,815,000	15,000	5,940,000
Libraries	115,580	387,350	27,340	462,720	35,000	0	1,027,990
Garage	5,639,400	5,700,160	5,702,960	5,307,850	5,414,840	5,524,020	33,289,230
Maintenance of Buildings	902,000	881,850	794,070	2,161,630	1,084,590	1,045,650	6,869,790
General Public City Building	110,000	522,800	4,646,630	985,650	10,289,100	0	16,554,180
Miscellaneous	2,125,000	5,995,000	1,625,000	1,630,000	1,955,000	2,045,000	15,375,000
Stormwater Utility	5,802,550	5,714,380	4,751,150	6,174,320	4,999,690	6,294,000	33,736,090
Gas System	6,211,000	4,050,000	13,850,000	4,050,000	4,050,000	4,050,000	36,261,000
Solid Waste & Recycling	625,000	635,000	635,000	635,000	635,000	635,000	3,800,000
Utilities Miscellaneous	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Sewer System	24,469,000	23,260,000	16,260,000	11,400,000	10,200,000	10,150,000	95,739,000
Water System	7,270,000	7,135,000	14,555,000	6,185,000	5,645,000	5,525,000	46,315,000
TOTAL	**69,963,350**	**95,094,060**	**77,087,300**	**55,579,990**	**64,341,060**	**44,021,870**	**406,087,630**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

SUMMARY OF GENERAL FUND REVENUE

Program	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Police Protection	200,000						200,000
Fire Protection	314,570	369,360	324,650	336,380	414,390	362,910	2,122,260
Miscellaneous Engineering	35,000	35,000	35,000	35,000	35,000	35,000	210,000
Park Development	1,035,000	1,052,500	1,420,000	1,295,000	1,345,000	1,410,000	7,557,500
Marine Facilities	120,000	120,000	120,000	120,000	120,000	120,000	720,000
Libraries	115,580	387,350	27,340		35,000		565,270
Maintenance of Buildings	902,000	505,400	516,060	702,050	638,380	580,000	3,843,890
General Public City Bldgs & Equip	44,000	87,080	465,920	411,520	4,327,500		5,336,020
Miscellaneous	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Total General Fund	**2,836,150**	**2,626,690**	**2,978,970**	**2,969,950**	**6,985,270**	**2,577,910**	**20,974,940**

POLICE PROTECTION:	11xx - Police District 3 Sub Station	200,000	200,000
FIRE PROTECTION:	1229 - Replace & Upgrade Air Packs	25,000	
	1257 - Auto External Defibrillator Program	32,350	
	1260 - Thermal Imaging Cameras	25,270	
	1261 - Personal Protective Equipment	191,380	
	1264 - Fire Hose Replacement	40,570	314,570
MISC ENGINEERING:	2841 - Miscellaneous Engineering	35,000	35,000
PARK DEVELOPMENT:	3203 - Carpenter Fld Infrastructure Repairs & Improvements	30,000	
	3205 - Bright House Field Infrastructure Repairs & Impv	120,000	
	3247 - Fitness Equipment Replacement	50,000	
	3271 - Swimming Pool Renovations & Repairs	90,000	
	3278 - Long Center Infrastructure Repairs	100,000	
	3286 - Parking Lot/Bike Path Resurfacing & Improvements	50,000	
	3604 - Broadwalk & Docks Repair & Replacement	10,000	
	3618 - Miscellaneous Park & Recreation Contract Svcs	25,000	
	3633 - Pier 60 Park & Beachwalk Repairs and Improvements	50,000	
	3634 - Concrete Sidewalk & Pad Repair & Replacement	45,000	
	3635 - Park Amenity Purchase, Repair & Replacement	100,000	
	3636 - Tennis & Basketball Court Resurfacing	40,000	
	3637 - Playground & Fitness Equip Purchase & Replacement	75,000	
	3638 - Fencing Replacement Program	75,000	
	36xx - Recreation Centers Infrastructure Repairs	75,000	
	36xx - Jack Russell Demolition and Refurbishment	100,000	1,035,000
MARINE FACILITIES:	3497 - Docks & Seawalls	100,000	
	3499 - Pier 60/Sailing Center Maintenance	20,000	120,000
LIBRARIES:	35xx - North Greenwood Library Children's Discovery Area	27,600	
	35xx - Library Maker Space Maintenance and Upgrade	28,470	
	35xx - Main Library Upgrade to Support Alternative Usage	59,510	115,580
MAINTENANCE OF BUILDINGS:	4510 - Air Conditioners - City Wide Replacements	257,000	
	4512 - Roof Repairs	20,000	
	4514 - Roof Replacement	250,000	
	4517 - Painting of Facilities	50,000	
	4519 - Flooring for Facilities	50,000	
	4521 - Elevator Refurbishment & Modernization	25,000	
	4528 - Light Replacement & Repair	250,000	902,000
GENERAL PUBLIC CITY BUILDINGS & EQUIPMENT	46xx - Public Works Complex	44,000	44,000
MISCELLANEOUS:	4761 - Pollutant Storage Tank Removal/Replacement	20,000	
	4803 - Environmental Assessment & Clean-up	50,000	70,000
		TOTAL GENERAL FUND FY 2015/16:	**2,836,150**

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
GENERAL SOURCES							
General Revenue							
91152 - Police District 3 Sub Station	200,000						200,000
91229 - Replace & Upgrade Air Packs	25,000	26,000	27,040	28,120	29,240	30,410	165,810
91257 - Automatic External Defib Program	32,350	20,500	20,500	20,500	21,320	22,170	137,340
91260 - Thermal Imaging Cameras	25,270	26,030	27,070	28,150	29,280	30,450	166,250
91261 - Personal Protective Equipment	191,380	199,040	207,000	215,280	223,890	232,850	1,269,440
91263 - Extrication Tools		56,000			65,000		121,000
91264 - Fire Hose Replacement	40,570	41,790	43,040	44,330	45,660	47,030	262,420
92841 - Miscellaneous Engineering	35,000	35,000	35,000	35,000	35,000	35,000	210,000
93203 - Carpenter Fld Infrast Reps & Imprvmts	30,000	30,000	30,000	40,000	40,000	50,000	220,000
93205 - Brighthouse Field Infrast Repair/Imprv	120,000	150,000	150,000	150,000	150,000	150,000	870,000
93247 - Fitness Equipment Purch & Replacement	50,000	30,000	50,000	50,000	30,000	30,000	240,000
93271 - Swimming Pool Renovations & Repairs	90,000	100,000	100,000	100,000	150,000	150,000	690,000
93278 - Long Center Infrastructure Repairs	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93286 - Pking Lot/Bike Path Resurf & Imprvmt	50,000	60,000	60,000	60,000	70,000	100,000	400,000
93497 - Docks & Seawalls	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93499 - Pier 60/Sailing Center Maint	20,000	20,000	20,000	20,000	20,000	20,000	120,000
93531 - No Greenwood Lib Child Discovery	27,600						27,600
93532 - Library Maker Space Maint & Upgrade	28,470	84,510	27,340		35,000		175,320
93533 - Main Library Upgrade to Support Alt Usage	59,510	230,340					289,850
935xx - Countryside Library Demolition		72,500					72,500
93604 - Boardwalks & Docks Repair & Rplcmt	10,000	50,000	50,000	50,000	50,000	50,000	260,000
93618 - Miscellaneous Park & Recr Contract Svcs	25,000	30,000	30,000	30,000	30,000	30,000	175,000
93633 - Pier 60 Park & Beachwalk Repairs and Improveme	50,000	50,000	60,000	60,000	60,000	60,000	340,000
93634 - Concrete Sidewalk, Pad R & R	45,000	50,000	50,000	50,000	60,000	60,000	315,000
93635 - Park Amenity Purchase & Replacement	100,000	80,000	80,000	80,000	80,000	80,000	500,000
93636 - Tennis & Basketball Court Resurfacing	40,000	47,500	200,000	200,000	200,000	200,000	887,500
93637 - Playground & Fit Equip Purch, & Rplcmt	75,000	120,000	200,000	150,000	150,000	150,000	845,000
93638 - Fencing Replacement Program	75,000	80,000	85,000	100,000	100,000	100,000	540,000
93654 - Recreation Centers Infrastructure Repairs	75,000	75,000	175,000	75,000	75,000	100,000	575,000
93656 - Jack Russell Demolition and Refurbishment	100,000						100,000
94510 - Air Conditioners-City Wide Replacements	257,000	250,000	230,000	100,000	100,000	297,930	1,234,930
94512 - Roof Repairs	20,000	20,600	21,220	21,850	22,510	23,180	129,360
94514 - Roof Replacements	250,000	257,500	265,230	273,180	281,380	289,820	1,617,110
94517 - Painting of Facilities	50,000	51,500	53,050	54,640	56,280	57,960	323,430
94519 - Flooring for Facilities	50,000	51,500	53,050	54,640	56,280	57,960	323,430
94521 - Elevator Refurbishment & Modernization	25,000	25,750	26,520	27,320	28,140	28,980	161,710
94528 - Light Replacement & Repair	250,000	175,000	95,000	80,000	90,000	289,820	979,820
94530 - Building Systems		50,000	50,000	250,000			350,000
94626 - Public Works Complex	44,000	87,080	465,920	411,520	4,327,500		5,336,020
94761 - Pollutant Storage Tank R&R-General Fd	20,000	20,000	20,000	20,000	20,000	20,000	120,000
94803 - Environmental Assessment & Cleanup	50,000	50,000	50,000	50,000	50,000	50,000	300,000
Subtotal General Revenue	**2,836,150**	**3,003,140**	**3,256,980**	**3,129,530**	**6,981,480**	**3,043,560**	**22,250,840**
Road Millage							
92277 - Streets & Sidewalks	2,015,100	2,015,100	2,015,100	2,015,100	2,015,100	2,015,100	12,090,600
92562 - Intersection Improvements	45,000	45,000	45,000	45,000	45,000	45,000	270,000
Subtotal Road Millage	**2,060,100**	**2,060,100**	**2,060,100**	**2,060,100**	**2,060,100**	**2,060,100**	**12,360,600**
Penny for Pinellas							
91218 - Fire Engine Replacement	571,820						571,820
91269 - Clearwater Beach Fire Station	400,000	3,905,560					4,305,560
912xx - Lakeview Fire Station			400,000	3,798,460			4,198,460
92274 - Bridge Maintenance & Improvements	133,000	133,000	133,000	133,000	137,000		669,000
92276 - Traffic Calming Program	170,000	170,000	170,000	170,000	170,000		850,000
922xx - Downtown Streetscaping		2,000,000	2,000,000	2,000,000			6,000,000
92339 - New Sidewalk Construction	472,000	472,000	472,000	472,000	473,250		2,361,250
92839 - Downtown Intermodal Facility					2,425,000		2,425,000

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Penny for Pinellas (continued)							
93251 - Morningside Recreation Center		2,580,000					2,580,000
93272 - Bicycle Paths-Bridges	500,000		750,000	750,000			2,000,000
93412 - City-wide Seawall Replacement	150,000	150,000	150,000	150,000	150,000		750,000
93648 - Moccasin Lake Park Master Plan Reno	400,000						400,000
93650 - Crest Lake Park Improvements	250,000						250,000
93651 - EC Moore 8 and 9 Renovation/Press Box	175,000						175,000
93652 - Countryside Plex Restroom/Concession	700,000						700,000
93653 - Countryside Community Park Reno	100,000						100,000
93655 - Joe DiMaggio Sports Complex Multipurpose Field	1,750,000						1,750,000
93658 - Cooper's Point Park Improvements	150,000						150,000
936xx - Youth Sports Field Renovations			114,840				114,840
936xx - Neighborhood Park Renovations		850,000	1,250,000	1,250,000	750,000		4,100,000
936xx - Frank Tack Parking Lot		399,500					399,500
936xx - Coachman Park Redevelopment					5,000,000		5,000,000
936xx - Sid Lickton Batting Tunnels		50,000					50,000
94238 - Police Vehicles	100,000	100,000					200,000
945xx - New A/C System Chiller - Police & MSB				1,300,000	450,000		1,750,000
948xx - Replace Hangar "C"				240,000			240,000
9xxxx - Undesignated Future Penny for Pinellas Project		4,170,000					4,170,000
Subtotal Penny for Pinellas	**6,021,820**	**14,980,060**	**5,439,840**	**10,263,460**	**9,555,250**	**0**	**46,260,430**
Transportation Impact Fees							
92276 - Traffic Calming Program	150,000	150,000					300,000
92561 - New Signal Installations & Renovations	40,000	40,000	40,000	40,000	40,000	40,000	240,000
92562 - Intersection Improvements			100,000	100,000	100,000	100,000	400,000
Subtotal Transportation Impact Fees	**190,000**	**190,000**	**140,000**	**140,000**	**140,000**	**140,000**	**940,000**
Local Option Gas Tax							
92274 - Bridge Maintenance & Improvements	1,163,330	1,175,000					2,338,330
92276 - Traffic Calming Program	25,000	25,000					50,000
92559 - City-Wide Intersection Improvements	50,000	50,000					100,000
92560 - Signal Renovation	100,000	100,000					200,000
92562 - Intersection Improvements	100,000	100,000					200,000
Subtotal Local Option Gas Tax	**1,438,330**	**1,450,000**	**0**	**0**	**0**	**0**	**2,888,330**
Special Program Fund							
92842 - U.S. 19 Wayfinding Project	900,000	500,000					1,400,000
93602 - Special Events Equip Repairs & Rplcmt	35,000	30,000	30,000	30,000	30,000	30,000	185,000
Subtotal Special Program	**935,000**	**530,000**	**30,000**	**30,000**	**30,000**	**30,000**	**1,585,000**
Grants - Other Agencies							
93272 - Bicycle Paths-Bridges	200,000						200,000
93648 - Moccasin Lake Park Master Plan Reno	200,000						200,000
93651 - EC Moore 8 and 9 Renovation/Press Box	495,000						495,000
93656 - Jack Russell Demolition and Refurbishment	100,000						100,000
93658 - Cooper's Point Park Improvements	450,000						450,000
94886 - Clearwater Airpark Masterplan Update	40,000						40,000
948xx - New Multiplane Hangar		560,000					560,000
948xx - Ground Support Equipment Upgrade			80,000				80,000
948xx - Replace Hangar "C"				960,000			960,000
948xx - Permanent Terminal Building					3,040,000		3,040,000
Subtotal Grants - Other Agencies	**1,485,000**	**560,000**	**80,000**	**960,000**	**3,040,000**	**0**	**6,125,000**

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Donations							
93652 - Countryside Plex Restroom/Concession	100,000						100,000
936xx - Sid Lickton Batting Tunnels		50,000					50,000
Subtotal Donation Revenue	**100,000**	**50,000**	**0**	**0**	**0**	**0**	**150,000**
To Be Determined							
91152 - Police District 3 Sub Station		3,305,000					3,305,000
92274 - Bridge Maint & Improvements			1,186,750	1,186,750	1,186,750	1,319,750	4,880,000
92276 - Traffic Calming Program			150,000	150,000	150,000	150,000	600,000
92339 - New Sidewalk Construction						473,250	473,250
92559 - City-Wide Intersection Improvements			46,990	30,410	30,400	30,390	138,190
92560 - Signal Renovation			100,000	100,000	100,000	100,000	400,000
92656 - Pelican Walk Parking Garage		9,300,000					9,300,000
926xx - Downtown Parking Garage		9,792,000					9,792,000
93412 - City-wide Seawall Replacement						150,000	150,000
935xx - Ross Norton Rec Ctr / So. Greenwood Lib				300,000			300,000
94861 - Library Technology				162,720			162,720
948xx - Permanent Terminal Building					760,000		760,000
Subtotal TBD Revenue	**0**	**22,397,000**	**1,483,740**	**1,929,880**	**2,227,150**	**2,223,390**	**30,261,160**
Subtotal General Sources	**15,066,400**	**45,220,300**	**12,490,660**	**18,512,970**	**24,033,980**	**7,497,050**	**122,821,360**
SELF-SUPPORTING FUNDS							
Marine Revenue							
93418 - Utilities Service Replacement	20,000	20,000	20,000	20,000	20,000	20,000	120,000
93419 - Dock R & R	35,000	25,000	25,000	25,000	25,000	25,000	160,000
93420 - Fuel System R & R	25,000	10,000	10,000	10,000	10,000	10,000	75,000
93421 - Marine Facilities Maintenance	15,000	15,000	15,000	15,000	15,000	15,000	90,000
Subtotal Marine Revenue	**95,000**	**70,000**	**70,000**	**70,000**	**70,000**	**70,000**	**445,000**
Clearwater Harbor Marina Fund							
93410 - Clearwater Harbor Marina Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Subtotal Clw Harbor Revenue	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**25,000**	**150,000**
Aviation Revenue							
94817 - Airpark Maintenance & Repair	15,000	15,000	15,000	15,000	15,000	15,000	90,000
94886 - Clearwater Airpark Masterplan Update	10,000						10,000
948xx - New Multiplane Hangar		140,000					140,000
948xx - Ground Support Equipment Upgrade			20,000				20,000
Subtotal Aviation Revenue	**25,000**	**155,000**	**35,000**	**15,000**	**15,000**	**15,000**	**260,000**
Parking Revenue							
92652 - Parking Lot Resurfacing	61,000	61,000	50,000	50,000	50,000	50,000	322,000
92654 - Parking Lot Improvements	150,000	150,000	150,000	150,000	150,000	150,000	900,000
92656 - Pelican Walk Parking Garage	2,000,000						2,000,000
92657- Parking Facilities	178,000	179,500	181,000	182,500	184,000	184,000	1,089,000
93403 - Beach Guard Facility Maintenance	20,000	20,000	25,000	25,000	25,000	25,000	140,000
Subtotal Parking Revenue	**2,409,000**	**410,500**	**406,000**	**407,500**	**409,000**	**409,000**	**4,451,000**

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Water Revenue							
96721 - System R&R - Maintenance	510,000		500,000	500,000	100,000	100,000	1,710,000
96739 - Reclaimed Water Distribution System	1,800,000	200,000	500,000	600,000	600,000	600,000	4,300,000
96740 - Water Supply & Treatment		989,470		500,000	500,000	500,000	2,489,470
96744 - System Expansion	51,000	51,000	51,000	51,000	51,000	51,000	306,000
96752 - Water Service Lines	200,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,200,000
96768 - Rebate - Well, Lake, Pond Irig Abd	25,000		20,000		20,000		65,000
96775 - Arsenic Removal Water Treat Plant #3			1,000,000	2,000,000	2,000,000	2,000,000	7,000,000
Subtotal Water Revenue	**2,586,000**	**2,240,470**	**3,071,000**	**4,651,000**	**4,271,000**	**4,251,000**	**21,070,470**
Sewer Revenue							
96615 - Odor Control	410,000						410,000
96630 - Sanitary Sewer Extensions		1,354,960		553,890	2,121,870	987,540	5,018,260
96654 - Facilities Upgrade & Improvements	1,000,000				500,000	1,000,000	2,500,000
96664 - Water Pollution Control R & R	413,830		2,000,000	1,600,000	1,000,000	1,000,000	6,013,830
96665 - Sanitary Sewer R & R	5,089,000	4,624,320	3,200,960	2,699,610	539,610	52,970	16,206,470
96686 - Pump Station Replacement	1,500,000	1,900,000			2,000,000	4,000,000	9,400,000
Subtotal Sewer Revenue	**8,412,830**	**7,879,280**	**5,200,960**	**4,853,500**	**6,161,480**	**7,040,510**	**39,548,560**
Water Impact Fees							
96744 - System Expansion	24,000	24,000	24,000	24,000	24,000	24,000	144,000
Subtotal Water Impact Fees	**24,000**	**24,000**	**24,000**	**24,000**	**24,000**	**24,000**	**144,000**
Sewer Impact Fees							
96630 - Sanitary Sewer Extensions	82,130	12,460	12,460	12,460	12,460	12,460	144,430
Subtotal Sewer Impact Fees	**82,130**	**12,460**	**12,460**	**12,460**	**12,460**	**12,460**	**144,430**
Utility R & R							
96523 - Public Utilities Adm Building R & R	20,000	20,000	20,000	20,000	20,000	20,000	120,000
96634 - Sanitary Utility Relocation	1,200,000	900,000	100,000	100,000	100,000	100,000	2,500,000
96645 - Laboratory Upgrade and R & R	50,000	50,000	60,000	100,000	100,000	50,000	410,000
96664 - Water Pollution Control R & R	1,786,170	3,500,000					5,286,170
96665 - Sanitary Sewer R & R	2,911,000	2,375,680	1,799,040	2,300,390	2,460,390	2,947,030	14,793,530
96721 - System R & R - Maintenance	490,000	1,450,000	500,000	500,000	500,000	500,000	3,940,000
96741 - System R & R - Capitalized	600,000	750,000	1,200,000	750,000	500,000	450,000	4,250,000
96742 - Line Relocation - Capitalized	1,600,000	150,000	250,000	250,000	250,000	200,000	2,700,000
96743 - Meter/Backflow Rplcmt/Change Out	10,000	10,000	10,000	10,000	100,000	100,000	240,000
Subtotal Utility R & R	**8,667,170**	**9,205,680**	**3,939,040**	**4,030,390**	**4,030,390**	**4,367,030**	**34,239,700**
Stormwater Utility Revenue							
94626 - Public Works Complex	16,000	110,720	1,080,710	174,130	1,729,740		3,111,300
96124 - Storm Pipe System Improvements	1,682,550	1,914,380	951,150	2,374,320	1,199,690	2,494,000	10,616,090
96168 - Stormwater System Expansion	300,000	300,000	300,000	300,000	300,000	300,000	1,800,000
96169 - Stevenson Creek	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
96170 - Coastal Basins Improvement Pjts	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
96173 - Alligator Creek Watershed Projects	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000	7,500,000
Subtotal Stormwater Utility Revenue	**5,498,550**	**5,825,100**	**5,831,860**	**6,348,450**	**6,729,430**	**6,294,000**	**36,527,390**

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Gas Revenue							
96358 - Environmental Remediation	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96365 - Line Relocation Pinellas-Maintenance	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96367 - Gas Meter Changeout - Pinellas	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96374 - Line Relocation-Pinellas-Capitalized	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96376 - Line Relocation-Pasco-Maintenance	50,000	50,000	50,000	50,000	50,000	50,000	300,000
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	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
96379 - Gas Meter Change-Out-Pasco	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96381 - Line Relocation-Pasco-Capitalized	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96384 - Pinellas Building	200,000	200,000	10,000,000	200,000	200,000	200,000	11,000,000
96386 - Expanded Energy Conservation	750,000	750,000	750,000	750,000	750,000	750,000	4,500,000
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 - Pasco Building	2,000,000						2,000,000
Subtotal Gas Revenue	**6,050,000**	**4,050,000**	**13,850,000**	**4,050,000**	**4,050,000**	**4,050,000**	**36,100,000**
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	135,000	135,000	135,000	135,000	135,000	135,000	810,000
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
Subtotal Solid Waste Revenue	**535,000**	**535,000**	**535,000**	**535,000**	**535,000**	**535,000**	**3,210,000**
Recycling Revenue							
96804 - Recycling Container Acquisition	80,000	90,000	90,000	90,000	90,000	90,000	530,000
96805 - Recycl Expan R&R & Participation Prog	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Subtotal Recycling Revenue	**90,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**590,000**
Subtotal Self-Supporting Funds	**34,499,680**	**30,532,490**	**33,100,320**	**25,122,300**	**26,432,760**	**27,193,000**	**176,880,550**
INTERNAL SERVICE FUNDS							
Garage Fund Revenue							
94233 - Motorized Equipment Rplcmt-Cash	77,400	79,720	82,110	84,580	87,110	89,730	500,650
Subtotal Garage Fund Revenue	**77,400**	**79,720**	**82,110**	**84,580**	**87,110**	**89,730**	**500,650**
Administrative Services Revenue							
94626 - Public Works Complex					231,860		231,860
94729 - Citywide Connectivity Infrastructure	450,000	300,000	100,000	100,000	50,000	50,000	1,050,000
94736 - Geographic Information System					100,000	100,000	200,000
94828 - Financial System Upgrades	800,000	800,000	800,000	800,000	800,000	800,000	4,800,000
94829 - CIS Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94830 - MS/Licensing Upgrades					200,000	200,000	400,000
94833 - Computer Monitors	50,000						50,000
94857 - Accela Permit & Code Enforce Upgd	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Cameras System	75,000						75,000
94874 - City Enterprise Time Keeping System	25,000						25,000
94878 - Asset Management Upgrades	60,000						60,000
94880 - Granicus Agenda Management Sys					75,000	75,000	150,000
94883 - Business Process Review & Improve Proj	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal Administrative Services Revenue	**1,710,000**	**1,350,000**	**1,150,000**	**1,150,000**	**1,706,860**	**1,475,000**	**8,541,860**
Subtotal Internal Service Funds	**1,787,400**	**1,429,720**	**1,232,110**	**1,234,580**	**1,793,970**	**1,564,730**	**9,042,510**

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
BORROWING							
GENERAL SOURCES							
Lease Purchase - General Fund							
91218 - Fire Engine Replacement				643,220	668,950		1,312,170
91236 - Rescue Vehicle (Fire)	190,000	240,000	240,000		240,000	240,000	1,150,000
91259 - Radio Replacements			1,155,000				1,155,000
912xx - Fire Boat		343,000			68,000		411,000
912xx - Ladder Truck Replacement			1,155,820			1,592,800	2,748,620
93657 - Mini Bobcat Loader and Trailer	35,000						35,000
936xx - Administration Vehicle		25,000					25,000
94244 - Miscellaneous Vehicle Additions	21,000						21,000
Subtotal Lease Purchase - General Fund	**246,000**	**608,000**	**2,550,820**	**643,220**	**976,950**	**1,832,800**	**6,857,790**
Subtotal Borrowing/General Sources	**246,000**	**608,000**	**2,550,820**	**643,220**	**976,950**	**1,832,800**	**6,857,790**
SELF-SUPPORTING FUNDS							
Lease Purchase - Stormwater							
96189 - Dump Trailer	60,000						60,000
96190 - Roll-Off Truck	230,000						230,000
96191 - Stormwater Vehicle	30,000						30,000
Subtotal Lease Purchase - Stormwater	**320,000**	**0**	**0**	**0**	**0**	**0**	**320,000**
Lease Purchase - Gas							
96390 - Ford Trucks	161,000						161,000
Subtotal Lease Purchase - Stormwater	**161,000**	**0**	**0**	**0**	**0**	**0**	**161,000**
Lease Purchase - Water							
96780 - Valve Turner Maintenance Trailer	60,000						60,000
Subtotal Lease Purchase - Water	**60,000**	**0**	**0**	**0**	**0**	**0**	**60,000**
Lease Purchase - Sewer							
96209 - Maintenance Vehicle	109,000						109,000
962xx - Trailer Mounted Bio-solids Centrifuge			700,000				700,000
Subtotal Lease Purchase - Sewer	**109,000**	**0**	**700,000**	**0**	**0**	**0**	**809,000**
Future Bond Issue - Water & Sewer							
94626 - Public Works Complex	50,000	325,000	3,100,000	400,000	4,000,000		7,875,000
96202 - WWTP Screw Pump Replacement		110,000	800,000				910,000
96204 - WWTP UV Disinfection System		3,700,000					3,700,000
962xx - WET NNC Rule Compliance			2,000,000				2,000,000
96611 - Biosolids Treatment	5,000,000						5,000,000
96619 - WWTP Generator Replacements			900,000				900,000
96630 - Sanitary Sewer Extensions	2,517,870	1,032,580	487,540	2,033,650	1,365,670		7,437,310
96654 - Facilities Upgrade & Improvement	2,400,000	3,700,000	3,000,000	1,000,000			10,100,000
96686 - Pump Station Replacement			1,200,000	1,000,000			2,200,000
96740 - Water Supply & Treatment	900,000	10,530	1,000,000				1,910,530

Summary of Funding Sources

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	Total
Future Bond Issue (continued)							
96773 - Groundwater Replenishment Facility		1,500,000	8,500,000				10,000,000
96775 - Arsenic Removal Water Treat Plant #3	1,000,000	1,000,000					2,000,000
Subtotal Water & Sewer Future Bond Issue	**11,867,870**	**11,378,110**	**20,987,540**	**4,433,650**	**5,365,670**	**0**	**54,032,840**
Subtotal Borrowing/Self Supporting Funds	**12,517,870**	**11,378,110**	**21,687,540**	**4,433,650**	**5,365,670**	**0**	**55,382,840**
INTERNAL SERVICE FUNDS							
Lease Purchase - Garage							
94241 - Motorized Equipment Replacement-L/P	4,922,000	5,020,440	5,120,850	5,223,270	5,327,730	5,434,290	31,048,580
94243 - Radio P25 Upgrade	500,000	500,000	500,000				1,500,000
94244 - Miscellaneous Vehicle Additions	19,000						19,000
Subtotal Lease Purchase - Garage	**5,441,000**	**5,520,440**	**5,620,850**	**5,223,270**	**5,327,730**	**5,434,290**	**32,567,580**
Lease Purchase - Administrative Services							
94814 - Network Infrastructure & Server R&R	350,000	350,000	350,000	350,000	350,000	400,000	2,150,000
94824 - IT Disaster Recovery Equipment	30,000	30,000	30,000	35,000	35,000	50,000	210,000
94827 - Telecommunications Upgrades	25,000	25,000	25,000	25,000	25,000	50,000	175,000
Subtotal Lease Purchase - Admin. Services	**405,000**	**405,000**	**405,000**	**410,000**	**410,000**	**500,000**	**2,535,000**
Subtotal Borrowing/Internal Service Funds	**5,846,000**	**5,925,440**	**6,025,850**	**5,633,270**	**5,737,730**	**5,934,290**	**35,102,580**
TOTAL: ALL FUNDING SOURCES	**69,963,350**	**95,094,060**	**77,087,300**	**55,579,990**	**64,341,060**	**44,021,870**	**406,087,630**

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:

- An additional $25,000 homestead exemption for home owners 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.
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.
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).
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.
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.
CDBG	Acronym for "Community Development Block Grant".

COLA Acronym for "Cost of Living Adjustment".

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.

EMS Acronym for "Emergency Medical Services".

Encumbrance An amount of money committed for the payment of goods and services not yet received.

Enterprise Funds Funds established to account for operations that are financed and operated in a manner similar to private enterprises. The independent funds used to account for ongoing organizations and activities, which are supported primarily by user charges. The Enterprise Funds of the City are: Gas, Marina, Airpark, Parking, Clearwater Harbor Marina, Solid Waste and Recycling, Stormwater, and the Water and Sewer fund.

Enterprise Zone An Enterprise Zone is a geographic area targeted for economic revitalization. The Clearwater Enterprise Zone program provides incentives and assistance to business and property owners in this area to assist them to redevelop the area.

Expenditure Payment for goods and/or services provided including operating expenses, capital outlays, and debt service.

Expenditure Categories Clearwater's expenditure categories encompass the following:

Personal Services: Expenditures relating to personnel and associated costs (e.g., medical insurance, life insurance, pension, social security, workers' compensation).

Operating Expenses: Various costs incurred in the operation of a unit of government, including utility charges, office supplies, travel, postage, equipment rental, subscriptions, etc.

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: Information Services, telephone, and building maintenance.

Expenditure Categories (continued)	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. Debt Service: Principal and interest on indebtedness and bond sinking fund requirements. Transfer: Payments from one department or fund to another, generally for Capital Improvement Projects.
FBO	Acronym for "Fixed Base Operator".
FDLE	Acronym for "Florida Department of Law Enforcement".
FDOT	Acronym for "Florida Department of Transportation".
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.
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
FTE	Acronym for "Full Time Equivalent".
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.
GOB	Acronym for "General Obligation Bonds".
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.
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".
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 twice to extend the infrastructure tax for two additional ten-year periods ending in 2020. 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".
JWB	Acronym for "Juvenile Welfare Board".
Levy	To impose taxes for the support of government activities.
Line Item	The smallest expenditure detail provided in department budgets. The line item also is referred to as an "object", with numerical "object codes" used to identify expenditures in the accounting system.
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.

Main Street Program The program is a joint venture between the Community Redevelopment Agency (CRA), the Downtown Development Board (DDB) and interested community groups to direct participation in projects and public improvements in the downtown revitalization area.

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 for Pinellas Florida State Sales Tax was increased from 6% to 7% in Pinellas County effective in February 1990. Initially approved for a ten-year period, the tax has been extended by the voters for two additional ten-year periods ending in 2020. This revenue is also known as "Infrastructure Tax" 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.
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.
SCBA	Acronym for “Self Contained Breathing Apparatus”.
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.
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.

Taxing Authorities There are numerous entities authorized to collect tax revenue from residents of Pinellas County for specific areas of services. These taxing authorities include:

Aggregate County - Several Pinellas County responsibilities are grouped under the "county aggregate" millage rate. The 2015/16 millage rate for Pinellas County's operations, Pinellas County Health Department and Emergency Management Services (EMS) is 6.2535 mills.

Clearwater Millage – The City is an authorized taxing entity and adopted a millage rate in 2015/16 of 5.1550 mills to fund city general fund services.

Fire Districts – County residents of unincorporated areas pay a fire district millage to provide for fire protection services. A rate of 3.2092 mils was levied for the fiscal year 2015/16. The county pays a portion back to Clearwater in exchange for the City providing service to nearby unincorporated areas.

Juvenile Welfare Board (JWB) – A rate of .8981 mills was levied on Clearwater residents for the continued operation of the JWB for the 2015/16 fiscal year. The JWB contracts with public and not-for-profit agencies to provide positive focus programs for children and families.

Municipal Service Taxing Units (MSTU) – This is a levy on residents in unincorporated areas for various county services. A rate of 2.0857 mils was levied for fiscal year 2015/16.

Pinellas Planning Council – The Council provides countywide planning services and coordinates with the Tampa Bay Regional Planning Council and Florida Department of Community Affairs to provide for orderly growth in the county. The rate has been set at .0160 mills for the current year.

School Board – A rate of 7.770 mills was adopted for fiscal year 2015/16 to allow for operation of Pinellas County's public school system.

Southwest Florida Water Management District (SWFWFD) – The district, commonly referred to as "Swift Mud", is one of five regional water districts charged by the state to preserve and protect Florida's water resources and maintain flood control, water quality and the water supply. A rate of .3488 mills is levied on all county residents for this purpose.

Transit District – District advocates mass transportation and administers the countywide system. A rate of .7500 mills is charged for this service for 2015/16.

Tax Base The total taxable value of property within the local government's legal boundaries.

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.
ULI	Acronym for "Urban Land Institute"
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 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".

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

MILLAGE ORDINANCE

ORDINANCE NO. 8766-15

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015, AND ENDING SEPTEMBER 30, 2016, FOR OPERATING PURPOSES INCLUDING THE FUNDING OF PENSIONS, DEBT SERVICE, AND ROAD MAINTENANCE FOR CAPITAL IMPROVEMENT EXPENDITURES AT 5.1550 MILLS; PROVIDING AN EFFECTIVE DATE. THE LEVY OF 5.1550 MILLS CONSTITUTES A 5.78% INCREASE FROM THE ROLLED BACK RATE OF 4.8735 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2015, and ending September 30, 2016, from ad valorem taxes is $43,240,180; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.1550 mills are necessary to generate $43,240,180; 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 5.1550 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 and debt service, road capital improvement projects, for the fiscal year beginning October 1, 2015.

Section 2. The levy of 5.1550 mills constitutes a 5.78% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2015.

PASSED ON FIRST READING SEP 03 2015

PASSED ON SECOND AND FINAL READING AND ADOPTED Sept. 17, 2015

-George Cretekos

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

OPERATING BUDGET ORDINANCE

ORDINANCE NO. 8767-15

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015, AND ENDING SEPTEMBER 30, 2016; 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, 2015, and ending September 30, 2016; 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 3, 2015, 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, 2015, and ending September 30, 2016, 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, 2015.

PASSED ON FIRST READING SEP 03 2015

PASSED ON SECOND AND FINAL READING AND ADOPTED Sept. 17, 2015

-georgencretekos

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

EXHIBIT A
CITY OF CLEARWATER
2015-16 BUDGET

GOVERNMENTAL FUNDS	General Fund	Special Development Fund	Special Program Fund	Local Housing Assistance Trust Fund	Total Governmental Funds
Balances Brought Forward	**21,482,338**	**4,220,899**	**2,898,903**	**-**	**28,602,140**
Budgeted Revenues					
Ad Valorem Taxes	41,180,080	2,060,100			43,240,180
Utility Taxes	14,385,000				14,385,000
Local Option, Fuel & Other Taxes	7,201,700	11,162,000			18,363,700
Franchise Fees	10,184,600				10,184,600
Other Permits and Fees	2,372,250				2,372,250
Intergovernmental Revenue	22,484,470		946,370	394,410	23,825,250
Charges for Services	15,023,090	195,000			15,218,090
Judgments, Fines and Forfeits	908,000				908,000
Miscellaneous Revenues	1,795,250	625,000	130,000		2,550,250
Transfers In	9,196,490		103,000		9,299,490
Other Financing Sources	0				0
TOTAL BUDGETED REVENUES	**124,730,930**	**14,042,100**	**1,179,370**	**394,410**	**140,346,810**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**146,213,268**	**18,262,999**	**4,078,273**	**394,410**	**168,948,950**
Budgeted Expenditures					
City Council	316,430				316,430
City Manager's Office	1,075,590				1,075,590
City Attorney's Office	1,652,360				1,652,360
City Audit	207,370				207,370
Economic Development and Housing	1,735,030				1,735,030
Engineering	7,857,040				7,857,040
Finance	2,405,570				2,405,570
Fire	25,528,490				25,528,490
Human Resources	1,173,410				1,173,410
Library	6,759,060				6,759,060
Marine & Aviation	967,980				967,980
Non-Departmental	4,274,420				4,274,420
Official Records and Legislative Services	1,130,440				1,130,440
Parks and Recreation	23,590,520				23,590,520
Planning and Development	5,400,550				5,400,550
Police	39,139,980		30,000		39,169,980
Public Communications	990,180				990,180
Public Utilities	275,450				275,450
General Government Services		699,230	3,000		702,230
Economic Environment			946,370	394,410	1,340,780
Culture and Recreation			70,000		70,000
Transfers Out		9,710,250	935,000		10,645,250
TOTAL BUDGETED EXPENDITURES	**124,479,870**	**10,409,480**	**1,984,370**	**394,410**	**137,268,130**
Fund Balances/Reserves/Net Assets	**21,733,398**	**7,853,519**	**2,093,903**	**-**	**31,680,820**
TOTAL EXPENDITURES AND BALANCES	**146,213,268**	**18,262,999**	**4,078,273**	**394,410**	**168,948,950**

EXHIBIT A
CITY OF CLEARWATER
2015-16 BUDGET

UTILITY FUNDS	Water & Sewer Fund	Stormwater Utility Fund	Solid Waste & Recycling Fund	Gas Fund	Total Utility Funds
Balances Brought Forward	**35,280,611**	**27,148,196**	**27,772,676**	**39,691,934**	**129,893,417**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,300		1,300
Intergovernmental Revenue					
Charges for Services	74,103,970	17,465,870	22,115,000	41,819,270	155,504,110
Judgments, Fines and Forfeits	271,000	50,000	92,800	153,000	566,800
Miscellaneous Revenues	1,749,010	231,700	1,003,350	484,500	3,468,560
Transfers In			350,000		350,000
Other Financing Sources					
TOTAL BUDGETED REVENUES	**76,123,980**	**17,747,570**	**23,562,450**	**42,456,770**	**159,890,770**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**111,404,591**	**44,895,766**	**51,335,126**	**82,148,704**	**289,784,187**
Budgeted Expenditures					
Water & Sewer Fund					
Public Utilities Administration	1,122,590				1,122,590
Wastewater Collection	13,730,220				13,730,220
Public Utilities Maintenance	5,769,310				5,769,310
WPC Plant Operations	16,525,090				16,525,090
WPC Laboratory Operations	1,502,590				1,502,590
WPC Industrial Pretreatment	914,050				914,050
Water Distribution	11,638,370				11,638,370
Water Supply	14,492,130				14,492,130
Reclaimed Water	2,490,510				2,490,510
Non-Departmental	13,770,350				13,770,350
Stormwater Fund					
Stormwater Management		10,411,190			10,411,190
Stormwater Maintenance		6,800,510			6,800,510
Solid Waste & Recycling Fund					
Administration			1,116,070		1,116,070
Solid Waste Collection			17,260,030		17,260,030
Solid Waste Transfer			1,608,160		1,608,160
Solid Waste Container Maintenance			889,870		889,870
Recycling Residential			1,266,850		1,266,850
Recycling Multi Family			445,360		445,360
Recycling Commercial			1,337,890		1,337,890
Gas Fund					
Administration and Supply				23,893,060	23,893,060
Pinellas Gas Operations				7,561,590	7,561,590
Pasco Gas Operations				3,636,840	3,636,840
Gas Marketing and Sales				6,531,940	6,531,940
TOTAL BUDGETED EXPENDITURES	**81,955,210**	**17,211,700**	**23,924,230**	**41,623,430**	**164,714,570**
Fund Balances/Reserves/Net Assets	**29,449,381**	**27,684,066**	**27,410,896**	**40,525,274**	**125,069,617**
TOTAL EXPENDITURES AND BALANCES	**111,404,591**	**44,895,766**	**51,335,126**	**82,148,704**	**289,784,187**

EXHIBIT A
CITY OF CLEARWATER
2015-16 BUDGET

OTHER ENTERPRISE FUNDS	Airpark Fund	Marine Fund	Clearwater Harbor Marine Fund	Parking Fund	Total Other Enterprise Funds
Balances Brought Forward	**390,062**	**414,988**	**1,451,013**	**8,787,533**	**11,043,596**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue		4,080	50,000		54,080
Charges for Services	14,000	4,802,130	661,070	4,527,170	10,004,370
Judgments, Fines and Forfeits		2,000	1,200	650,000	653,200
Miscellaneous Revenues	267,000	40,000	7,000	324,370	638,370
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	**281,000**	**4,848,210**	**719,270**	**5,501,540**	**11,350,020**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**671,062**	**5,263,198**	**2,170,283**	**14,289,073**	**22,393,616**
Budgeted Expenditures					
Airpark Fund					
Airpark Operations	274,870				274,870
Marine Fund					
Marina Operations		4,589,840			4,589,840
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations			604,340		604,340
Parking Fund					
Parking System				5,080,050	5,080,050
Parking Enforcement				663,870	663,870
Beach Guard Operations				697,050	697,050
TOTAL BUDGETED EXPENDITURES	**274,870**	**4,589,840**	**604,340**	**6,440,970**	**11,910,020**
Fund Balances/Reserves/Net Assets	**396,192**	**673,358**	**1,565,943**	**7,848,103**	**10,483,596**
TOTAL EXPENDITURES AND BALANCES	**671,062**	**5,263,198**	**2,170,283**	**14,289,073**	**22,393,616**

EXHIBIT A
CITY OF CLEARWATER
2015-16 BUDGET

INTERNAL SERVICE FUNDS	Administrative Service Fund	General Service Fund	Garage Fund	Central Insurance Fund	Total
Balances Brought Forward	**7,236,530**	**1,383,472**	**5,859,367**	**21,101,852**	**35,581,221**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	10,559,270	4,597,290	16,176,170	24,235,180	55,567,910
Judgments, Fines and Forfeits					
Miscellaneous Revenues	105,000	20,000	430,000	556,000	1,111,000
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	**10,664,270**	**4,617,290**	**16,606,170**	**24,791,180**	**56,678,910**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**17,900,800**	**6,000,762**	**22,465,537**	**45,893,032**	**92,260,131**
Budgeted Expenditures					
Administrative Services Fund					
Information Technology/Administration	375,330				375,330
Network Services	3,249,620				3,249,620
Software Applications	3,688,710				3,688,710
Telecommunications	700,720				700,720
Courier	153,180				153,180
Clearwater Customer Service	3,600,940				3,600,940
General Services Fund					
Administration		424,830			424,830
Building and Maintenance		4,128,560			4,128,560
Garage Fund					
Fleet Maintenance			14,329,760		14,329,760
Radio Communications			1,528,380		1,528,380
Central Insurance Fund					
Risk Management				459,190	459,190
Employee Benefits				368,760	368,760
Employee Health Center				1,854,960	1,854,960
Non-Departmental				22,145,690	22,145,690
TOTAL BUDGETED EXPENDITURES	**11,768,500**	**4,553,390**	**15,858,140**	**24,828,600**	**57,008,630**
Fund Balances/Reserves/Net Assets	**6,132,300**	**1,447,372**	**6,607,397**	**21,064,432**	**35,251,501**
TOTAL EXPENDITURES AND BALANCES	**17,900,800**	**6,000,762**	**22,465,537**	**45,893,032**	**92,260,131**

EXHIBIT B
CITY OF CLEARWATER
2015-16 BUDGET

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Balances Brought Forward	**28,602,140**	**129,893,417**	**11,043,596**	**35,581,221**	**205,120,374**
Budgeted Revenues					
Ad Valorem Taxes	43,240,180				43,240,180
Utility Taxes	14,385,000				14,385,000
Local Option, Fuel & Other Taxes	18,363,700				18,363,700
Franchise Fees	10,184,600				10,184,600
Other Permits and Fees	2,372,250	1,300			2,373,550
Intergovernmental Revenue	23,825,250		54,080		23,879,330
Charges for Services	15,218,090	155,504,110	10,004,370	55,567,910	236,294,480
Judgments, Fines and Forfeits	908,000	566,800	653,200		2,128,000
Miscellaneous Revenues	2,550,250	3,468,560	638,370	1,111,000	7,768,180
Transfers In	9,299,490	350,000			9,649,490
Other Financing Sources					
TOTAL BUDGETED REVENUES	**140,346,810**	**159,890,770**	**11,350,020**	**56,678,910**	**368,266,510**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**168,948,950**	**289,784,187**	**22,393,616**	**92,260,131**	**573,386,884**
Budgeted Expenditures					
City Council	316,430				316,430
City Manager's Office	1,075,590				1,075,590
City Attorney's Office	1,652,360				1,652,360
City Audit	207,370				207,370
Economic Development and Housing	1,735,030				1,735,030
Engineering	7,857,040				7,857,040
Finance	2,405,570				2,405,570
Fire	25,528,490				25,528,490
Human Resources	1,173,410				1,173,410
Library	6,759,060				6,759,060
Marine & Aviation	967,980				967,980
Non-Departmental	4,274,420				4,274,420
Official Records and Legislative Services	1,130,440				1,130,440
Parks and Recreation	23,590,520				23,590,520
Planning and Development	5,400,550				5,400,550
Police	39,169,980				39,169,980
Public Communications	990,180				990,180
Public Services	275,450				275,450
General Government Services	702,230				702,230
Economic Environment	1,340,780				1,340,780
Culture and Recreation	70,000				70,000
Transfers Out	10,645,250				10,645,250
Water & Sewer Fund Expenditures					
Public Utilities Administration		1,122,590			1,122,590
Wastewater Collection		13,730,220			13,730,220
Public Utilities Maintenance		5,769,310			5,769,310
WPC Plant Operations		16,525,090			16,525,090
WPC Laboratory Operations		1,502,590			1,502,590
WPC Industrial Pretreatment		914,050			914,050
Water Distribution		11,638,370			11,638,370
Water Supply		14,492,130			14,492,130
Reclaimed Water		2,490,510			2,490,510
Non-Departmental		13,770,350			13,770,350
Stormwater Fund					
Stormwater Management		10,411,190			10,411,190
Stormwater Maintenance		6,800,510			6,800,510

EXHIBIT B
CITY OF CLEARWATER
2015-16 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		1,116,070			1,116,070
Solid Waste Collection		17,260,030			17,260,030
Solid Waste Transfer		1,608,160			1,608,160
Solid Waste Container Maintenance		889,870			889,870
Recycling Residential		1,266,850			1,266,850
Recycling Multi Family		445,360			445,360
Recycling Commercial		1,337,890			1,337,890
Gas Fund					
Administration and Supply		23,893,060			23,893,060
Pinellas Gas Operations		7,561,590			7,561,590
Pasco Gas Operations		3,636,840			3,636,840
Gas Marketing and Sales		6,531,940			6,531,940
Recycling Fund					
Airpark Fund					
Airpark Operations			274,870		274,870
Marine Fund					
Marina Operations			4,589,840		4,589,840
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations			604,340		604,340
Parking Fund					
Parking System			5,080,050		5,080,050
Parking Enforcement			663,870		663,870
Beach Guard Operations			697,050		697,050
Administrative Services Fund					
Information Technology/Administration				375,330	375,330
Network Services				3,249,620	3,249,620
Software Applications				3,688,710	3,688,710
Telecommunications				700,720	700,720
Courier				153,180	153,180
Clearwater Customer Service				3,600,940	3,600,940
General Services Fund					
Administration				424,830	424,830
Building and Maintenance				4,128,560	4,128,560
Garage Fund					
Fleet Maintenance				14,329,760	14,329,760
Radio Communications				1,528,380	1,528,380
Central Insurance Fund					
Risk Management				459,190	459,190
Employee Benefits				368,760	368,760
Employee Health Center				1,854,960	1,854,960
Non-Departmental				22,145,690	22,145,690
TOTAL BUDGETED EXPENDITURES	**137,268,130**	**164,714,570**	**11,910,020**	**57,008,630**	**370,901,350**
Fund Balances/Reserves/Net Assets	**31,680,820**	**125,069,617**	**10,483,596**	**35,251,501**	**202,485,534**
TOTAL EXPENDITURES AND BALANCES	**168,948,950**	**289,784,187**	**22,393,616**	**92,260,131**	**573,386,884**

CAPITAL IMPROVEMENT ORDINANCE

ORDINANCE NO. 8768-15

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015, AND ENDING SEPTEMBER 30, 2016; 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, 2015, and ending September 30, 2016; 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 3, 2015; 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, 2015, and ending September 30, 2016, 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, 2015.

PASSED ON FIRST READING AS AMENDED SEP 03 2015

PASSED ON SECOND READING AND ADOPTED Sept. 17, 2015

-George Cretekos

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

CITY OF CLEARWATER FLORIDA ESTABLISHED 1915

Ordinance No. 8768-15

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2015/16

	Budgeted Revenues 2015/16
GENERAL SOURCES:	
General Operating Revenue	2,836,150
Road Millage	2,060,100
Penny for Pinellas	6,021,820
Transportation Impact Fee	190,000
Local Option Gas Tax	1,438,330
Special Program Fund	935,000
Grants	1,485,000
Donations	100,000
SELF SUPPORTING FUNDS:	
Marine Revenue	95,000
Clearwater Harbor Marina Fund	25,000
Airpark Revenue	25,000
Parking Revenue	2,409,000
Utility System:	
Water Revenue	2,586,000
Sewer Revenue	8,412,830
Water Impact Fees	24,000
Sewer Impact Fees	82,130
Utility R & R	8,667,170
Stormwater Utility Revenue	5,498,550
Gas Revenue	6,050,000
Solid Waste Revenue	535,000
Recycling Revenue	90,000
INTERNAL SERVICE FUNDS:	
Garage Revenue	77,400
Administrative Services Revenue	1,710,000
BORROWING - GENERAL SOURCES:	
Lease Purchase - General Fund	246,000
BORROWING - SELF SUPPORTING FUNDS:	
Lease Purchase - Stormwater	320,000
Lease Purchase - Gas	161,000
Lease Purchase - Water & Sewer	169,000
Bond Issues - Water & Sewer	11,867,870
BORROWING - INTERNAL SERVICE FUNDS:	
Lease Purchase - Garage	5,441,000
Lease Purchase - Administrative Services	405,000
TOTAL ALL FUNDING SOURCES:	**$69,963,350**

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2015/16

FUNCTION:	Budgeted Expenditures 2015/16
Police Protection	200,000
Fire Protection	1,476,390
Major Street Maintenance	3,656,430
Sidewalk and Bike Trails	472,000
Intersections	335,000
Parking	2,389,000
Miscellaneous Engineering	935,000
Parks Development	6,735,000
Marine Facilities	410,000
Airpark Facilities	65,000
Libraries	115,580
Garage	5,639,400
Maintenance of Buildings	902,000
General Public City Building	110,000
Miscellaneous	2,125,000
Stormwater Utility	5,802,550
Gas System	6,211,000
Solid Waste & Recycling	625,000
Utilities Miscellaneous	20,000
Sewer System	24,469,000
Water System	7,270,000
TOTAL PROJECT EXPENDITURES	**$69,963,350**

Exhibit B

CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION
FY 2015-2016 THROUGH FY 2020-2021 CAPITAL IMPROVEMENT FUND
CITY OF CLEARWATER

	Schedule of Planned Expenditures						
Function	**2015/16**	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**Total**
Police Protection	200,000	3,305,000	0	0	0	0	3,505,000
Fire Protection	1,476,390	4,857,920	3,275,470	4,778,060	1,391,340	2,195,710	17,974,890
Major Street Maintenance	3,656,430	5,668,100	5,654,850	5,654,850	3,658,850	3,484,850	27,777,930
Sidewalk and Bike Trails	472,000	472,000	472,000	472,000	473,250	473,250	2,834,500
Intersections	335,000	335,000	331,990	315,410	315,400	315,390	1,948,190
Parking	2,389,000	19,482,500	381,000	382,500	384,000	384,000	23,403,000
Miscellaneous Engineering	935,000	535,000	35,000	35,000	2,460,000	35,000	4,035,000
Parks Development	6,735,000	5,037,000	3,564,840	3,325,000	7,125,000	1,440,000	27,226,840
Marine Facilities	410,000	385,000	390,000	390,000	390,000	390,000	2,355,000
Airpark Facilities	65,000	715,000	115,000	1,215,000	3,815,000	15,000	5,940,000
Libraries	115,580	387,350	27,340	462,720	35,000	0	1,027,990
Garage	5,639,400	5,700,160	5,702,960	5,307,850	5,414,840	5,524,020	33,289,230
Maintenance of Buildings	902,000	881,850	794,070	2,161,630	1,084,590	1,045,650	6,869,790
General Public City Building	110,000	522,800	4,646,630	985,650	10,289,100	0	16,554,180
Miscellaneous	2,125,000	5,995,000	1,625,000	1,630,000	1,955,000	2,045,000	15,375,000
Stormwater Utility	5,802,550	5,714,380	4,751,150	6,174,320	4,999,690	6,294,000	33,736,090
Gas System	6,211,000	4,050,000	13,850,000	4,050,000	4,050,000	4,050,000	36,261,000
Solid Waste & Recycling	625,000	635,000	635,000	635,000	635,000	635,000	3,800,000
Utilities Miscellaneous	20,000	20,000	20,000	20,000	20,000	20,000	120,000
Sewer System	24,469,000	23,260,000	16,260,000	11,400,000	10,200,000	10,150,000	95,739,000
Water System	7,270,000	7,135,000	14,555,000	6,185,000	5,645,000	5,525,000	46,315,000
	69,963,350	**95,094,060**	**77,087,300**	**55,579,990**	**64,341,060**	**44,021,870**	**406,087,630**

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