ANNUAL OPERATING AND CAPITAL IMPROVEMENT BUDGET

CITY OF CLEARWATER, FLORIDA

2016/2017

CLEARWATER

BRIGHT AND BEAUTIFUL • BAY TO BEACH

ON THE COVER CLOCKWISE FROM TOP LEFT: THE CLEARWATER CENTENNIAL MONUMENT WAS CHANGED OUT TO REFLECT THE CITY'S NEW BRANDING.

CHILDREN SHOW OFF THEIR DANCE MOVES DURING THE 2016 CLEARWATER CELEBRATES NEIGHBORHOODS DAY.

CLEARWATER ATHLETIC FIELD, WHICH HELPED PUT CLEARWATER ON THE MAP AS ONE OF MAJOR LEAGUE BASEBALL'S FAVORITE SPRING TRAINING HOMES, EARNED HISTORIC SITE STATUS.

A NEW FIRE STATION 45 OPENED ON COURT STREET AND IT FEATURES FOUR VEHICLE BAYS, A DECONTAMINATION ROOM, FIREFIGHTER LIVING QUARTERS ON THE SECOND FLOOR, AND ADMINISTRATIVE AND FIRE PREVENTION OFFICES ON THE THIRD FLOOR.

A NEW COUNTRYSIDE LIBRARY OPENED NEXT TO THE COUNTRYSIDE RECREATION CENTER AND FEATURES A MULTIMEDIA CREATIVITY CENTER, COVERED DRIVE-THROUGH SERVICE WINDOW, YOUTH AND TEEN AREAS AND STUDY AND CONFERENCE ROOMS.

A VETERANS PLAZA OPENED AT CREST LAKE PARK TO HONOR THE VETERANS OF THE UNITED STATES MILITARY SERVICES.

Table of Contents

BUDGET MESSAGE i

COMMUNITY PROFILE
- City History 1
- City Overview 2
- Clearwater at a Glance 6
- Service Statistics 8
- Map of Clearwater 9

STRATEGIC VISION
- City of Clearwater Strategic Vision 11

BUDGET AND FINANCIAL POLICIES 15

BUDGET CALENDAR & GUIDE
- Budget Calendar 27
- Budget Guide 29
- Department-Fund Structure 34

BUDGET SUMMARIES
- Statement of Taxable Property Value and Tax Levy 37
- TRIM Advertisement (Budget Summary) 39
- Statement of Revenues and Expenditures by Fund
  - General Fund 41
  - Water & Sewer Fund 42
  - Stormwater Utility Fund 43
  - Gas Fund 43
  - Solid Waste and Recycling Fund 44
  - Marine Fund 45
  - Airpark Fund 45
  - Clearwater Harbor Marina Fund 46
  - Parking Fund 46
  - General Services Fund 47
  - Administrative Services Fund 47
  - Garage Fund 48
  - Central Insurance Fund 48
- Major Revenue Sources
  - Property Tax Revenue 49
  - Franchise Fee Revenue 49
  - Utility Tax Revenue 49
  - Communications Services Tax 50
  - State Shared Revenues 50
  - Shared Revenue from Local Governments 50
  - Charges for Service Revenue 51
  - Major Interfund Charges 51
  - Water and Sewer Utility Operating Revenue 52
  - Stormwater Utility Operating Revenue 52
  - Gas Utility Operating Revenue 52
  - Solid Waste and Recycling Utility Operating Revenue 53
  - Internal Service Fund Revenue 53
  - Penny for Pinellas (Sales Tax Infrastructure) 53
  - Local Option Fuel Tax 54
- Summary of Full Time Equivalent Positions 55

FIVE-YEAR FINANCIAL FORECAST 59

CITY COUNCIL 73

Table of Contents

CITY MANAGER'S OFFICE 75

CITY ATTORNEY'S OFFICE 79

CITY AUDIT 83

CRA ADMINISTRATION 87

ECONOMIC DEVELOPMENT AND HOUSING 91

ENGINEERING 97

FINANCE 105

FIRE 111

GAS SYSTEM 117

HUMAN RESOURCES 123

INFORMATION TECHNOLOGY 129

LIBRARY 135

MARINE & AVIATION 141

NON-DEPARTMENTAL 149
- General Fund 149
- Central Insurance Fund 151

OFFICIAL RECORDS & LEGISLATIVE SERVICES 153

PARKS & RECREATION 157

PLANNING & DEVELOPMENT 171

POLICE 179

PUBLIC COMMUNICATIONS 189

PUBLIC UTILITIES 195

SOLID WASTE/GENERAL SERVICES 203
- Solid Waste/Recycling 204
- General Services 210

UTILITY CUSTOMER SERVICE 215

SPECIAL REVENUE FUNDS 221
- Special Development Fund 221
- Special Program Fund 221
- Other Housing Assistance Funds 222
- Community Redevelopment Agency 223

Table of Contents

CAPITAL IMPROVEMENT PROGRAM 227
Introduction 227
Six Year Plan 233
Total by Category 297
Supporting Summaries 299
Summary of General Fund Revenue 299
Summary of Funding Sources 301

GLOSSARY 309

ORDINANCES
Millage Rate Ordinance 319
Operating Ordinance 320
Capital Improvement Plan (CIP) Ordinance 328

INDEX 333

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

CITY OF CLEARWATER

POST OFFICE BOX 4748, CLEARWATER, FLORIDA 33758-4748
CITY HALL, 112 SOUTH OSCEOLA AVENUE, CLEARWATER, FLORIDA 33756
TELEPHONE (727) 562-4040 FAX (727) 562-4052

CITY MANAGER

October 24, 2016

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 2016/17. The budget for 2016/17 is $468,344,080 for citywide services, an increase of $27.5 million across all city operations. The General Fund budget reflects expenditures of $131,648,530, an increase of 6% from the 2015/16 budget of $124,479,870. The City's approved millage rate of 5.1550 mills remains the same for the eighth consecutive fiscal year.

The approved 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). In developing the approved budget, staff met with City Council in a Special Meeting in April 2016 to review, among other topics, a new General Fund revenue analysis model that provides clarity on the status of reserves and millage rates into the future should other revenues remain flat or decline or should costs continue to outpace revenues.

In developing the approved budget, staff has again 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 Second Century Clearwater priorities, among others, that were not in place during the recession years. As the City looks toward the future, we need to continue to be strategic, and carefully weigh 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. Other increases included in this budget are due to demands related to a recovering economy, such as Clearwater Gas System; and responding to our successes, such as the Beach Marina, sports tourism and the Courtney Campbell and Bayshore Trails.

In order to maintain current service levels, incorporate new priorities, and plan for future financial sustainability, all departments are required to manage a ½% salary savings in the next fiscal year. This provides savings of almost $500,000 in the General Fund and Internal Service department operations. Also approved in this budget is the use of unassigned General Fund reserves in the amount of $1,652,000

to provide the first year of funding for the Seminole Boat Launch Improvements project which staff considers a priority of the Second Century Clearwater initiative. As evidenced in this budget, our expenditure growth can easily outpace our slowly recovering revenue sources. It is imperative that we balance future budget increases with careful consideration, realizing opportunities for savings in existing operations to balance future needs. Since the increase in staffing levels is tied to new initiatives and priorities, rather than reinstatement of pre-recession staffing, it is important that we evaluate things we can "discontinue." It will be necessary to discontinue programs and functions in order to create capacity for the addition of staff and funding for new priorities and programs. We must remain selective in determining our highest priorities in order to manage growth in staffing and legacy costs.

Strategic Vision

During the April 2016 Special Meeting, the City Council reconfirmed the 2013 Strategic Vision for the City of Clearwater and the strategic direction and priorities for each objective therein. We continue to use 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 2016/17 budget, we have replaced the Urban Land Institute (ULI) icon that identifies the projects and initiatives related to the many priorities the ULI Work Program involves, with a new category termed Second Century Clearwater.

Second Century Clearwater

National and State Economic News

The national political climate continues to overshadow many issues of local concern and highlight others that are affecting communities across the country. According to the National League of Cities (***2016 State of the Cities Report***), cities across the nation are focusing most on economic development, public safety, infrastructure and housing. The prominence of these top-line issues has been accentuated by concerns throughout the country for jobs creation, policing policy, post-disaster recovery, technology, mobility and housing. As these issues have played out across the national election stage, it continues to be local governments that are forging their own solution sets, largely separate and distinct from national and state legislative agendas.

The National League of Cities released its ***City Fiscal Conditions 2016*** Report on October 1, 2016, noting that cities are in a better fiscal position this year than last and better able to meet the financial needs of their communities in 2016 than in 2015. However, the level of growth supporting that perspective is a modest 3% according to national forecasts. If local governments see that growth as status quo and increases in health care and pensions exceed that revenue then there will not be sufficient new revenue from growth to support programs and resources to address the concerns noted above.

At the state level, growth in tourism continues to support recovery throughout Florida. Growth in sales tax revenue exceeded 2016 estimates and is expected to remain healthy in 2017. According to the Florida League of Cities' Technology Leadership Committee, technology continues to outpace most Florida cities at a time when technological solutions are becoming more commonplace and essential for efficient delivery of basic services. Technology is now considered essential infrastructure for successful communities across all municipal functions and solutions. Florida communities are challenged to finance upgrades to existing technology and pay for new solutions that can improve service delivery.

Future Plans and Priorities

Following a summer of weather-related events that led to infrastructure failures, the City of Clearwater is participating in working groups created by state and county elected officials. These groups will require our staff to participate in new rule-making related to reporting wastewater overflows and perhaps other stormwater regulatory measures. Our utility system infrastructure plans have been carefully reevaluated and the adopted budget reflects a capital improvements program that will allow the City to continue investing in a combination of solutions and repairs, especially for the wastewater and stormwater systems. Fortunately, Clearwater has maintained strong capital renewal and replacement programs for all our utility and infrastructure systems and has approved rates and plans for future improvements. Clearly, post-disaster recovery and infrastructure will continue to be a priority for us.

As reflected within the Strategic Vision section, Council has outlined priorities for numerous projects and initiatives. These priorities include the *Second Century Clearwater* series that includes completion of the Bluff/Waterfront Master Plan, updating the Downtown Redevelopment Plan and the boat ramp project mentioned previously within the North Marina Master Plan area. The downtown plan work is a significant precursor to extension of the Community Redevelopment Agency through Pinellas County in 2018. Carving out a separate Community Redevelopment Agency office has brought renewed focus to various initiatives Downtown and in the East Gateway. In early 2017, the City will identify 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. These and all the many other priorities create an ambitious work program for the new fiscal year.

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 30 years. In order to receive the budget award, a government must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.

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

Public Process

The proposed budget was formally presented to the City Council at the regular City Council meeting of July 21, 2016, where the City Council set the tentative millage rate. In order to fully discuss the proposed budget and the increased levels of staffing and new programs proposed, Council held a special budget meeting on August 4, 2016 at 9:00 am.

The first public hearing on the millage rate, operating and capital budgets was held the evening of September 15, 2016 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 29, 2016 at 6:00 p.m. The budget agenda and all pertinent documents were available to citizens on the City's website approximately one week prior to all public budget meetings.

Again, the approved budget seeks to establish a sustainable level of expenditures in relationship to our revenue resources. This becomes increasingly difficult as our work plan continues to expand and costs for health care and insurance, wages and benefits continue to rise. In the past year, we have sought to staff many of City Council's strategic priorities within existing resources, during a time of increased activity and rising expectations. The approved 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 2016-2017.

Respectfully submitted,

William B. Horne II

William B. Horne, II
City Manager

Executive Summary

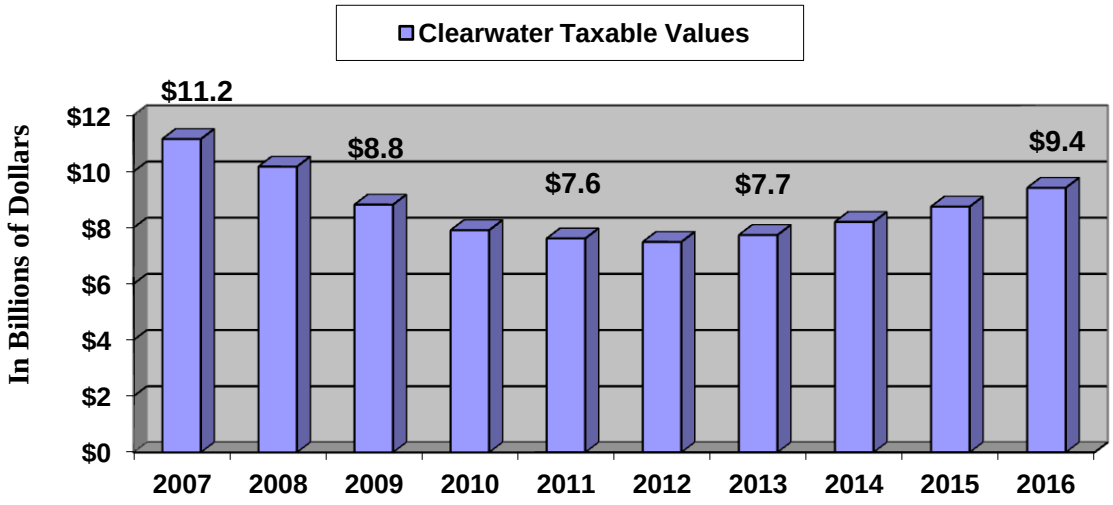
The following provides a summary of some of the other major components of the budget, including information on each of the City's enterprise and internal service operations, as well as the Capital Improvement budget.

Taxable Values

2016 taxable property values have increased by approximately 7.6%, from $8.7 billion to $9.4 billion, including new construction. The value of new construction and annexations totals $83 million. This is the fourth year of increased valuations that the City has recognized since the recessionary years 2008-2012. As seen in the table below, City taxable values are still approximately 15% below peak values of 2007.

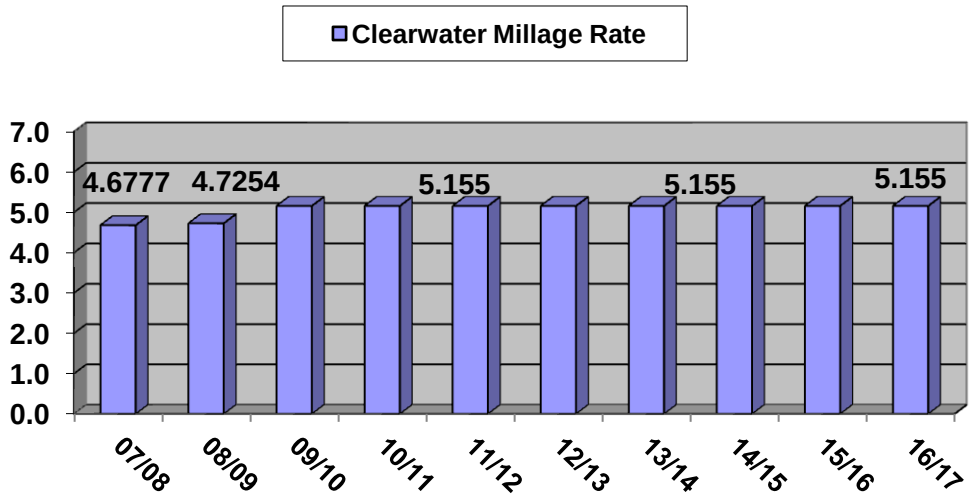
City of Clearwater
Taxable Values

2016 Taxable Value	$ 9,417,484,414	
2015 Taxable Value	8,748,685,307	
Net Increase	**$ 668,799,107**	**7.6%**
Analysis of Taxable Value Increase:		
Increase in Current Values	$ 585,847,073	
New Construction and Annexations	82,952,034	
Total Increase in Taxable Value	$ 668,799,107	



City Millage Rate

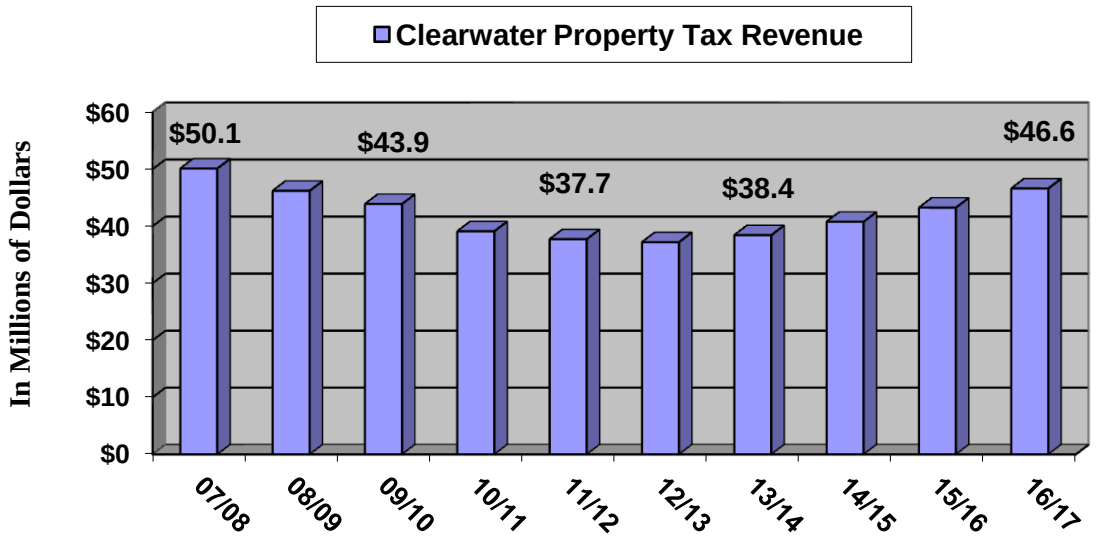
The following table provides a ten year history of the City's millage rate. The rate was at the highest point in fiscal year 2006 at 5.753 mills (not shown) and at the lowest point in fiscal year 2007/08 at 4.6777 mills after the passage of Amendment 1.



The approved millage rate of 5.1550 mills for 2016/17 is the same millage rate the City's had for the last eight fiscal years.

Property Tax Revenue

The property tax millage rate of 5.155 mills will generate approximately $44.4 million to support General Fund operations in fiscal year 2016/17, a 7.8% increase of approximately $3.2 million from the 2015/16 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 $2.2 million in 2016/17, an increase of approximately $160,320.



Total property tax revenues of $46.62 million still remain approximately 13% less than peak revenue levels of $53.3 million experienced in fiscal year 2006/07 (not shown).

Change in Full-time Equivalents

- Total full-time equivalent positions for 2016/17 are reflected at 1,789.7 FTEs for all City operations, an increase of 44.7 FTE positions over the amended 2015/16 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, 2016 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, 2018. The budget in the Fire Department includes step advancement for all Fire Union employees as outlined in the current collective bargaining agreement. No general wage increases are budgeted for the fiscal year.

- The current contract for the CWA union expires on September 30, 2017. The budget reflects a 2.5% general wage increase effective October 1, 2016 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, 2016, indicates that a minimum required City contribution of $8.93 million, which is 11.13% of covered payroll, is required for fiscal year 2016/17. This is an increase of $176,000 from the City's fiscal year 2015/16 required contribution of $8.76 million, or 11.66% of covered payroll.

During fiscal years 2006 thru 2014, the City relied on the pension credit balance to subsidize the required contribution during years of investment market underperformance, bringing the credit balance down from more than $24 million in January 2005 to $5.4 million in January 2014. Over the past two years the credit balance has been funded with an additional $10.2 million to bring the current level to $15.6 million as of January 2016.

The approved budget plans for a contribution rate of 15% of covered payroll in fiscal year 2016/17. This will not only provide enough funding to meet the City's required contribution rate of 11.13%, but will also restore an additional estimated $3.7 million to the credit balance to prepare us for future economic challenges.

Medical Benefit Costs

In fiscal year 2016/17, the cost of medical care for employees is budgeted at $16.9 million across all City operations, an increase of $685,180, or 4.2%. Approximately $524,000 of this increase is budgeted to fund an estimated 6% increase to insurance costs in January 2016 based upon approved estimates. Included in the budget is $1.6 million of health clinic operating costs. Savings in claim costs should continue to offset the cost of the health clinic. The budgeted cost for medical care to the General Fund is estimated at $10.3 million, approximately $375,000 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 sixth anniversary in July 2016. 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 2016/17 is approximately $3.56 million, a 14% decrease from the 2015/16 budget of $4.16 million. The cost to the General Fund is estimated at $2.02 million, down from $2.44 million in 2015/16, a decrease of approximately 17%. The budgeted amount provides for insurance coverage on all City properties individually as well as $60 million of coverage for multiple-property damage caused by a named storm; boiler and machinery coverage; terrorism coverage; various specialty policies; a package insurance policy consisting of coverage for automobile liability, commercial general liability, public official liability, emergency medical services, professional liability and crime & law enforcement activities; and the City's self-insured retention for this coverage.

Worker's Compensation

The City's cost for worker's compensation is expected to increase by approximately 3.1% in the new fiscal year. In fiscal year 2016/17, worker's compensation costs across all City operations are expected to increase by $81,080 citywide, from $2.6 million in fiscal year 2015/16 to approximately $2.68 million. 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 General Fund budget reflects an increase of $110,140.

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, 2015, 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 2015, the City's outstanding debt of approximately $205 million represents about 2.2% of the assessed $9.4 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 maintains 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.

The approved budget includes the planned use of $1,652,000 of General Fund reserves to balance the budget. This represents funding for the Seminole Boat Launch Improvements project. Based upon the approved General Fund budget and allowing for the use of reserves as noted, the City will maintain a

General Fund unassigned fund balance (reserve) of approximately $28.1 million, or 21.4% of the fiscal year 2016/17 approved operating budget. This maintains the City's General Fund reserve at a level of approximately $16.9 million over the required minimum reserve policy. Given the uncertain future for shared tax levies, primarily the Penny for Pinellas – Discretionary Sales Surtax, staff is recommending the unassigned fund balance remain available in the event these special levies are not renewed in the next few years.

General Fund Expenditures

General Fund expenditures for the fiscal year 2016/17 budget are estimated at $131,648,530; an increase of 6% from the previous budget.

Personnel costs reflect a net increase of 2% across all operations. These costs include the contractually negotiated union increases for fiscal year 2016/17 as well as all other benefits including pension, medical, and workers compensations costs noted earlier in this summary.

Operating costs reflect an increase of 1%, or approximately $186,880. 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 2% in this budget. The primary increases in the internal service operations are related to building and maintenance costs; and technology improvements in various operations.

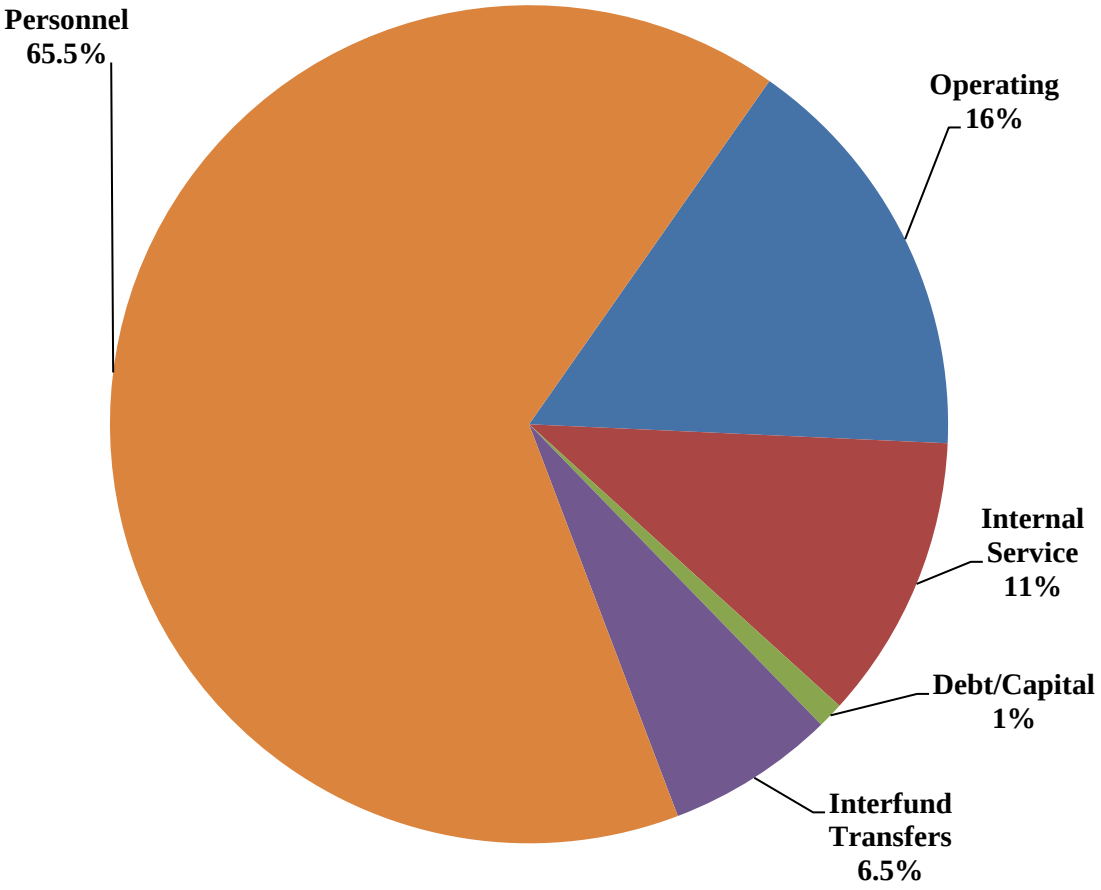
Capital costs are budgeted at $757,130 for fiscal year 2016/17. This is an increase of $16,230 or 2% from the prior year. Capital expenditures include the Library book funding of $667,000 and various small equipment purchases across all operations.

Interfund transfers in the General Fund are approximately $8.4 million, an increase of $4,593,510, or 119% from the current year budget. This increase is directly related to changes in one-time funding to the Capital Improvement Fund, including major upgrades to the Long Center, Bright House Field, Main Library and the Seminole Street Boat Launch; and increased funding in several building maintenance projects due to facility needs. Transfers also include the tax increment payment to the Community Redevelopment Agency (CRA) which is estimated at a $1.0 million for fiscal year 2016/17.

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

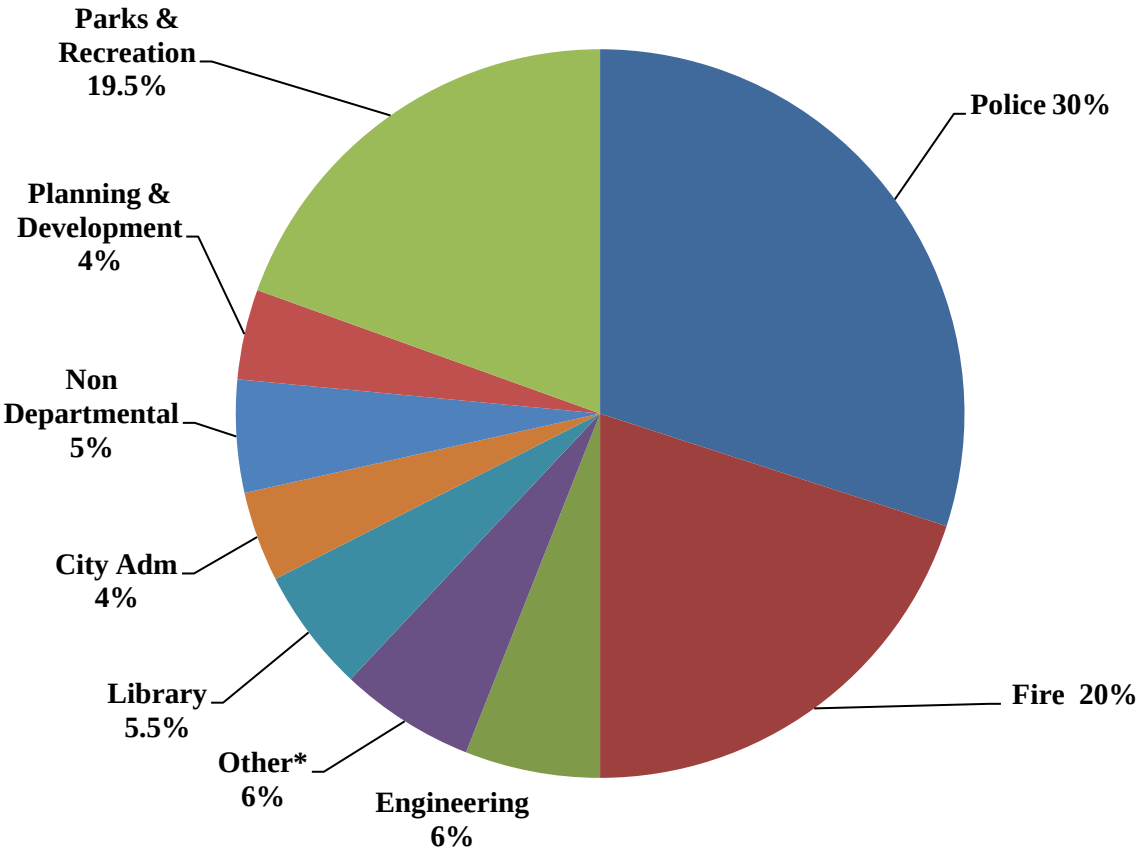
Fiscal Year 2016/17
$ 131,648,530



Category	2013/14	2014/15	2015/16	2016/17	% Change
Personnel	$ 79,081,710	$79,298,390	$84,046,400	$86,067,060	2%
Operating	19,166,500	19,655,920	20,644,810	20,839,690	1%
Internal Service	12,864,610	13,561,960	14,559,990	14,905,000	2%
Interfund Transfers	3,321,990	4,031,800	3,858,090	8,451,600	119%
Debt Service	443,520	393,270	629,680	628,050	0%
Capital	45,550	67,210	740,900	757,130	2%
Total Operating Budget	**$ 114,923,880**	**$117,008,550**	**$124,479,870**	**$131,648,530**	**6%**

GENERAL FUND EXPENDITURES BY DEPARTMENT

Fiscal Year 2016/17
$ 131,648,350



Department	2013/14	2014/15	2015/16	2016/17	% Change
Police	$ 36,329,010	$36,849,710	$39,139,980	$39,781,790	2%
Fire	23,891,470	23,944,250	25,528,490	26,312,890	3%
Parks and Recreation	21,135,600	22,360,110	23,590,520	25,682,620	9%
Non-Departmental	3,970,100	3,941,910	4,274,420	6,600,840	54%
Engineering	7,588,090	7,569,460	7,857,040	7,865,730	0%
Library	5,959,470	6,070,250	6,759,060	7,219,940	7%
City Administration (1)	4,767,900	4,512,940	4,382,190	4,648,910	6%
Planning & Development Services	4,838,370	4,887,680	5,400,550	5,627,690	4%
Public Utilities Facility Maint*	244,010	275,480	275,450	286,030	4%
Finance *	2,190,560	2,073,730	2,405,570	2,472,950	3%
Economic Development *	1,362,310	1,583,830	1,735,030	1,706,650	(2%)
Pier 60/Sailing Ctr *	693,570	870,720	967,980	1,219,360	26%
Human Resources *	1,026,540	1,056,010	1,173,410	1,226,130	4%
Public Communications *	926,880	1,012,470	990,180	997,000	1%
Total Operating Budget	**$114,923,880**	**$117,008,550**	**$124,479,870**	**$131,648,530**	**6%**

(1) Includes budgets of City Council, City Manager's Office, City Attorney's Office, City Audit, Official Records, CRA Administration, and Office of Management and Budget (FY14 and FY15).

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

GENERAL FUND REVENUES

Ad Valorem tax revenues represent 34% of the total General Fund revenues, down from a high of 41% in fiscal year 2006/07. Property tax revenues for General Fund purposes are estimated at $44.4 million, up from $41.2 million in the 2015/16 budget. This increase will provide an additional $3.2 million to the General Fund, which is approximately a 7.8% increase.

Utility tax revenues continue to provide steady growth and represent approximately 11% of the General Fund total revenue. Utility taxes collected on power and utility services are anticipated to be $14.7 million reflecting an increase of 2.3% from the 2015/16 budget.

Franchise Fee revenue has been fluctuating the last few years, due to weather patterns. Budgeted revenues for fiscal year 2016/17 are projected at $10.3 million, just less than a 1% increase from fiscal year 2015/16. This revenue source represents approximately 7.9% of General Fund revenue.

The category of Local Option, Fuel and Other Tax revenues represents approximately 5.5% of total General Fund revenue. This category includes business tax revenues which remain fairly flat, and communication services tax revenues which have steadily declined over the last few years. Budgeted revenues are estimated at $7.1 million which reflects a decrease of 1.4% for fiscal year 2016/17.

The Other Permits and Fees revenue category represents almost 2% of General Fund revenues. This category includes building permit revenues which has shown improvements the last few years as the economy strengthens. For fiscal year 2016/17, we are holding the budget flat anticipating that the recent spike in development has begun to stabilize.

Intergovernmental revenue or revenues received from federal, state, or local governments, account for $23.1 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, State Public Safety Pension revenues and the Pinellas County Library Cooperative funds. Sales tax revenue continues to reflect a positive trend with an estimated increase of 3% and revenues of approximately $6.8 million in fiscal year 2016/17. County Fire and EMS revenues are estimated at $7.8 million, State Public Safety Pension revenues are estimated at $2.2 million, and Pinellas Library Cooperative funds are projected at $716,630; all approximately the same as fiscal year 2015/16.

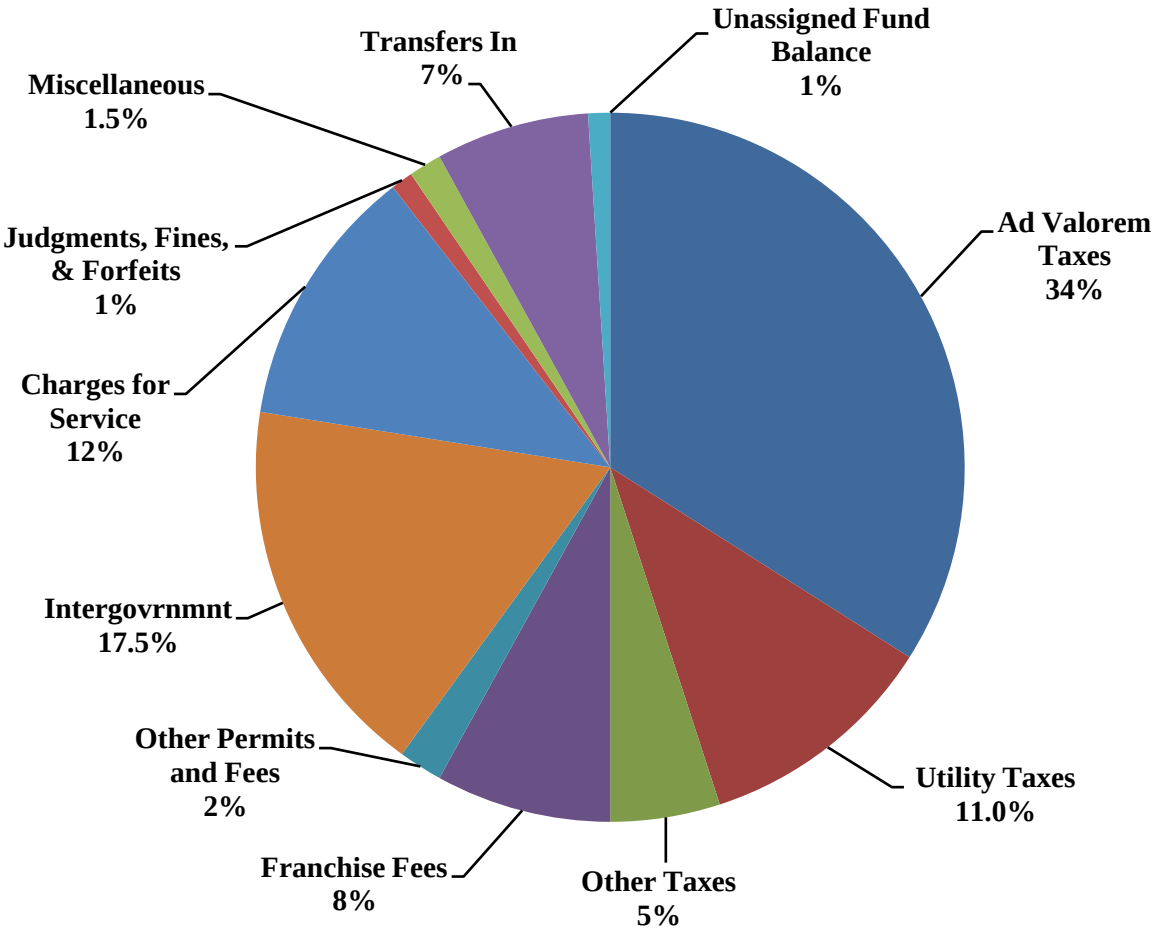
The category of revenue recognizing Charges for City Services accounts for approximately $16 million and represents 12% of the City's total General Fund revenues. This category includes revenues for all of the City's recreation and library programs, Pier 60, as well as some specific planning and public 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% from fiscal year 2015/16.

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 slight decrease from fiscal year 2015/16.

Other smaller General Fund revenue sources include the revenue categories of Judgments, Fines and Forfeits and Miscellaneous revenues. Together, these sources represent approximately 2.3% of General Fund revenues.

GENERAL FUND REVENUES

Fiscal Year 2016/17
$ 131,648,530



Revenue Source	2013/14	2014/15	2015/16	2016/17	% Change
Ad Valorem Taxes	$36,453,700	$38,779,620	$41,180,080	$44,384,830	8%
Utility Taxes	13,588,250	14,182,400	14,385,000	14,717,600	2%
Local Opt, Fuel & Other Taxes	8,260,650	7,604,780	7,201,700	7,100,400	(1%)
Franchise Fees	10,163,930	10,090,000	10,184,600	10,280,100	1%
Other Permits & Fees	1,985,700	2,220,500	2,372,250	2,372,250	0%
Intergovernmental	19,068,590	19,578,310	22,484,470	23,054,960	3%
Charges for Service	13,663,630	14,227,040	15,023,090	15,988,040	6%
Judgments, Fines, & Forfeits	996,150	1,034,000	908,000	950,400	5%
Miscellaneous	1,521,370	1,647,500	1,795,250	1,986,180	11%
Transfers In	7,798,490	8,008,410	9,196,490	9,161,770	0%
Total Annual Revenue	$ 113,500,460	$ 117,372,560	$ 124,730,930	$ 129,996,530	4%
Transfer (to) from surplus	1,423,420	(364,010)	(251,060)	1,652,000	758%
Total Revenues	**$114,923,880**	**$ 117,008,550**	**$ 124,479,870**	**$ 131,648,530**	**6%**

UTILITY FUNDS

Fund	2013/14	2014/15	2015/16	2016/17	% Change
Water & Sewer	$ 67,727,960	$ 70,406,600	$ 81,955,210	$ 74,084,730	(10%)
Gas	36,089,850	37,515,660	41,623,430	52,038,850	25%
Solid Waste & Recycling	21,965,190	22,721,790	23,924,230	24,536,640	3%
Stormwater	16,156,510	17,207,410	17,211,700	17,653,660	3%
Total	**$ 141,939,510**	**$ 147,851,460**	**$ 164,714,570**	**$ 168,313,880**	**2%**

Water and Sewer

Water and Sewer Fund operating budget reflects expenditures of $74.1 million in fiscal year 2016/17, a 10% decrease from the 2015/16 budget due to a reduction in transfers to the Capital Improvement Fund. Annual revenues are budgeted at $77.5 million. The staffing level of 188 full-time equivalent positions reflects an increase of one FTE in fiscal year 2016/17.

A water and wastewater rate study was completed by the outside consultant agency, Burton and Associates, in June 2016. Based upon this rate study, 3.75% increases are planned effective October 1, 2016. This rate structure was approved by the City Council in August 2016, with additional 3.75% increases approved through fiscal year 2021.

Gas

Budgeted revenues for fiscal year 2016/17 are approximately $52 million, which includes the use of $8.1 million of Gas Fund reserves which represents $1.4 million for the estimated Gas dividend payment to the General Fund, and $6.7 million for increased transfers to the Capital Improvement Fund. Estimated Gas Fund expenditures are $52 million for fiscal year 2016/17, which reflects an increase of 25% over the current budget due to increased capital project funding. The staffing level of 104 full-time equivalent positions in 2016/17 reflects an increase of twelve FTEs over the current year. There are no planned rate increases for gas in fiscal year 2016/17.

Solid Waste and Recycling

The Solid Waste operating budget reflects expenditures of $21.3 million in fiscal 2016/17 offset by operating revenues of approximately $22 million. Budgeted expenditures reflect a 2% increase over the 2015/16 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 $3.3 million in fiscal year 2016/17, offset by operating revenues of approximately $2.7 million. Budgeted expenditures reflect an 8% increase from the 2015/16 adopted budget and a staffing level of 22 full-time equivalent positions, the same as the current fiscal year.

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, 2016. This rate structure was approved by the City Council in August 2015.

Stormwater

Stormwater expenditures are budgeted at $17.7 million in fiscal year 2016/17, a 3% increase from the 2015/16 budget. Annual revenues are budgeted at $18.1 million. The Stormwater Fund reflects a staffing level of 52 full-time equivalent positions in 2016/17, the same as the current fiscal year.

A stormwater rate study was completed by the outside consultant agency, Burton and Associates, in August 2015. This budget includes planned rate increase of 1.25% from $14.33 to $14.50 per residential unit effective October 1, 2016. This rate structure was approved by the City Council in September 2015, with additional 1.25% increases approved through fiscal year 2020.

OTHER ENTERPRISE FUNDS

Fund	2013/14	2014/15	2015/16	2016/17	% Change
Marine Fund	$ 4,488,090	$ 4,526,360	$ 4,589,840	$ 4,223,510	(8%)
Airpark Fund	183,100	207,810	274,870	249,330	(9%)
Harbor Marina Fund	503,230	554,280	604,340	643,770	7%
Parking Fund	4,137,250	4,246,040	6,440,970	5,125,320	(20%)
Harborview	38,280	0	0	0	n/a
Total	**$ 9,349,950**	**$ 9,534,490**	**$ 11,910,020**	**$ 10,241,930**	**(14%)**

Marine Fund

The Marine Fund operating budget reflects expenditures of approximately $4.2 million in fiscal 2016/17 offset by operating revenues of approximately $4.5 million. Budgeted expenditures are approximately 8% less than the adopted 2015/16 budget.

The Marina operations are supported by a staffing level of 18.5 full-time equivalent positions, an increase of 0.6 FTEs from fiscal year 2015/16. 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 $249,330 in fiscal year 2016/17, a 9% decrease from the 2015/16 budget. Operating revenues are budgeted at $299,700. The fund is supported by 1.4 full-time equivalent positions, the same as fiscal year 2015/16.

Clearwater Harbor Marina Fund

The Clearwater Harbor Marina Fund operating budget is $643,770 in fiscal year 2016/17, with operating revenues anticipated at $794,190, reflecting a positive cash flow for the new budget year. The fund is supported by 6.7 full-time equivalent positions, the same as fiscal year 2015/16.

Parking

The Parking Fund operating budget for fiscal 2016/17 reflects anticipated expenditures of $5.1 million offset by operating revenues of $6.6 million. Expenditures reflect a decrease of 20% from the 2015/16 adopted budget. Staffing levels in the Parking Fund reflect 41.3 full-time equivalents for fiscal year 2016/17, an increase of 5.5 FTEs from the 2015/16 budget.

The Parking Fund continues to fund the Jolley Trolley beach service estimated at $180,000 for fiscal year 2016/17, and the Sunsets at Pier 60 festival at an annual cost of $22,900.

INTERNAL SERVICE FUNDS

Fund	2013/14	2014/15	2015/16	2016/17	% Change
Administrative Services	$ 10,101,630	$10,254,800	$11,768,500	$11,752,010	0%
General Services	4,612,240	4,386,430	4,553,390	4,884,560	7%
Garage Fund	13,540,500	14,848,020	15,858,140	17,484,130	10%
Central Insurance Fund	22,158,160	22,838,200	24,828,600	24,856,420	0%
Total	**$ 50,412,530**	**$ 52,327,450**	**$ 57,008,630**	**$ 58,977,120**	**3%**

Internal Service Funds

The Administrative Services Fund budget is approximately $11.8 million in fiscal year 2016/17, a slight decrease from the 2015/16 budget. In order to balance the fiscal year 2016/17 budget, the use of $921,650 of Administrative Services Fund reserves is planned to fund increased transfers to capital projects. The fund, which supports the Information Technology, Utility Customer Service and the City's Courier, is staffed by 77.8 full-time equivalent positions, an increase of three FTEs from the 2015/16 budget.

The General Services fund budget is approximately $4.88 million in fiscal year 2016/17, an increase of 7% from the 2015/16 budget. The fund, which provides building and maintenance operations, is supported by 34.3 full-time equivalent positions, an increase of one FTE from the 2015/16 budget. This increase represents two new FTEs that are being added to General Services, offset by the transfer of one position to the Garage Fund.

The Garage Fund budget is approximately $17.5 million in fiscal year 2016/17, an increase of 10% from the 2015/16 budget. The fund, which includes fleet maintenance and radio communications operations, is supported by 37 full-time equivalent positions, an increase of one FTE from the 2015/16 budget. This FTE increase is due to the transfer of one position from General Services Administration.

The Central Insurance operating budget includes the programs supporting risk and employee benefit functions, the Employee Health Center, and all city insurance programs. The Central Insurance Fund budget is approximately $24.9 million in fiscal year 2016/17, a slight decrease from the 2015/16 budget. The fund is supported by 7.5 full-time equivalent positions, the same as the prior year.

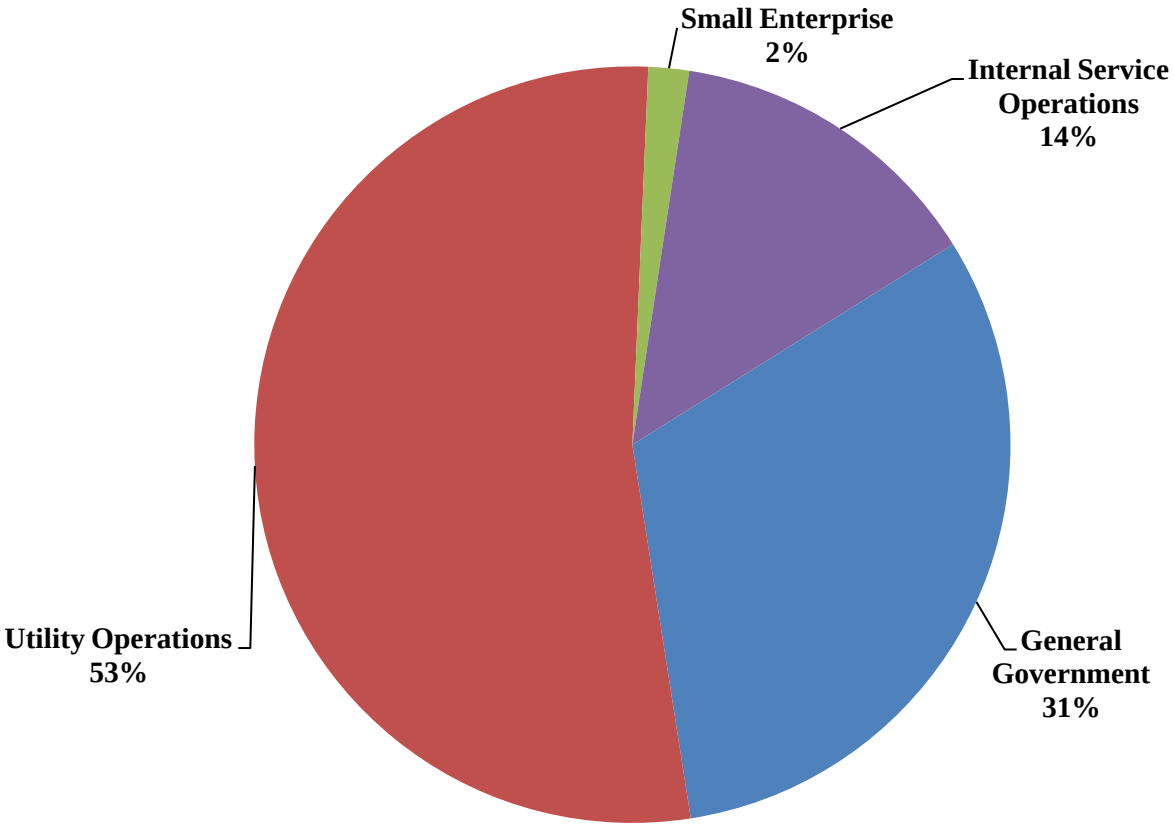
CAPITAL IMPROVEMENT FUND

The capital improvement fund project budget is $79.3 million for fiscal year 2016/17 and the six-year plan totals $470.8 million. Of the total projects planned for 2016/17, approximately 53% of the projects, or $41.8 million, are projects supporting one of the City's four utility operations, which consist of Water and Sewer, Stormwater, Solid Waste & Recycling, and Gas. Projects which total $24.7 million are devoted to general government operations. General government type projects include those projects supporting the construction of fire facilities, police and fire equipment, street maintenance and intersection maintenance, and park development and maintenance.

The $10.8 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 2016/17
$ 79,266,100



CAPITAL IMPROVEMENT PROGRAM

Category	2013/14	2014/15	2015/16	2016/17	% Change
Utility Operations	$ 22,078,570	$ 24,732,230	$44,463,550	$41,761,770	(6%)
General Government	15,136,240	14,636,810	15,312,400	25,371,930	66%
Internal Service Operations	6,811,100	8,607,000	7,633,400	10,771,400	41%
Small Enterprise	400,000	507,500	2,554,000	1,361,000	(47%)
Total	**$ 44,425,910**	**$ 48,483,540**	**$ 69,963,350**	**$ 79,266,100**	**13%**

The approved capital improvement budget for fiscal year 2016/17 is $79,266,100. This represents a 13% increase over the 2015/16 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 2016/17 fiscal year are as follows:

Utility Operations

- City utility operations have decreased the funding on planned projects from the current year six-year plan. Water and Sewer Fund infrastructure projects reflect a decrease of $14,180,940 in planned funding comparison to the fiscal year 2015/16. Gas Fund projects reflect an increase of $11.3 million in fiscal year 2016/17, primarily related to the funding for replacement of the Gas System buildings on Myrtle Avenue.

General Government

- New this year, the purchase of a replacement Fire Boat (Marine 44) is proposed for $650,000, funded with Penny for Pinellas revenue.

- Funding for the replacement of the Morningside Recreation Center is proposed in fiscal year 2016/17. This project will be funded with $2,830,000 in Penny for Pinellas revenue; this reflects an increase of $250,000 from planned funding to include major renovations of the outdoor pool prior to construction.

- Funding for the Downtown Streetscaping (Cleveland between Osceola and Myrtle) is planned to begin in fiscal year 2016/17. This total project estimated at $6 million will be funded with $2 million in Penny for Pinellas revenue in each of the next three years.

- New this year, the Crest Lake Park Improvements project is proposed for a total of $1,600,000 funded with Penny for Pinellas revenue. In fiscal year 2016/17, $850,000 is funded with the remaining project budget to be funded in fiscal year 2018/19.

- New this year, the Seminole Boat Launch Improvements project is proposed with a total budget estimated at $6,438,000. Funding of $1,652,000 is provided in fiscal year 2016/17 with General Fund revenues; the remaining project funding for future years has yet to be determined.

- Parks and Recreation projects for the Long Center Infrastructure Repairs reflect an increase of $882,600 to fund major renovations needed for the pool and gymnasium lighting. The Bright House Field Infrastructure Repairs project also reflects a $350,000 increase to begin to address major capital repairs.

- New this year, The Police Vehicle project includes General Fund Lease Purchase funding for $680,000 in fiscal year 2016/17, and $430,000 planned for fiscal year 2017/18. This project will provide for additional patrol vehicles necessary to implement the Police Department's Assigned Vehicle Program.

- Library projects which total $373,850 are funded with General Fund revenue. The funding will provide for the construction of the fourth Maker Space area and upgrades to support alternative usages at the Main library, and a new repair and replacement project for system wide improvements.

- Funding for the AC System/Chiller project at Police Main and the Municipal Services Building is proposed to begin in fiscal year 2016/17 with funding of $500,000; remaining funding for the total project estimated at $1,750,000 is staggered over the next four years.

- Other projects for Maintenance of General Facilities total $1,755,000 for fiscal year 2016/17. This is an increase of $853,000 over prior year funding due to the need for major renovations at our existing facilities.

Internal Service Operations

- New this year, the City Emergency Operation Center (EOC) and Disaster Recovery Facility Expansion project is proposed for a project total of $3,360,000 funded with Penny for Pinellas revenue. Funding in fiscal year 2016/17 is estimated at $360,000 for design and permitting, with construction funding of $3 million planned in 2017/18.

Small Enterprise Operations

- Funding for Small Enterprise Operation projects reflect a decrease from prior year due to increased one time project funding for a Parking project in fiscal year 2015/16.

ANALYSIS OF FTE CHANGES FOR FY 2016/17

As reflected earlier in the Executive Summary, total full-time equivalent positions for 2016/17 are reflected at 1,789.7 FTEs, an increase of 44.7 FTE positions over the amended 2015/16 budget. The following analysis is divided by fund for purposes of explanation and justification.

GENERAL FUND

The budget proposes 19.6 FTE additions within the General Fund, as identified on the following worksheet.

Economic Development - 1 new FTE in support of increased administrative duties. The change in complexities of federal and state funding allocations and increased program income has overwhelmed existing Housing staff. An additional administrative position is needed to serve all administrative functions of the department.

Engineering - 1 new FTE to provide engineering support to the Public Utilities department based on the increased demand to complete critical renewal and replacement projects. This position is completely funded by the Water and Sewer fund with no net impact to the General Fund.

Fire Department - 3 new FTEs, comprised of one Respiratory Protection Analyst to provide a dedicated position to perform critical equipment maintenance; one Fire Inspector II to maintain the schedule for life safety inspections of existing properties, businesses, and facilities and provide timely plans review and new construction inspections; and one Training Lieutenant to improve training offered to department staff. Additionally with Pinellas County transition to agency (Continuing Medical Education), this position will be responsible for scheduling all personnel to complete training in required time period, and will ensure compliance with Pinellas County Paramedic certification process.

Human Resources - 0.4 FTEs are being added which reflects an increase of hours to part time HR Office Assistants. These increased hours will support the increased work load associated with record keeping, public record requests and administrative tasks.

Library - 1.2 FTEs are being added which represent one Librarian to provide staffing for an additional Maker Space at the Main Library based on ULI recommendations, and 0.2 FTEs representing additional hours resulting from schedule changes to part time Librarians.

Parks and Recreation - 7 FTEs, comprised 3.9 FTEs to support the growth in sports tourism events which include a Recreation Supervisor, 2 Parks Service Technicians, 0.6 Seasonal Recreation Programmer, and 0.3 Seasonal Parks Service Technician; 1.3 FTEs to support increased part time hours for Pool Guards to enhance youth swim lessons; 0.4 FTEs which represent increased part time hours for seasonal Recreation Leaders to provide dedicated breaks for camp staff; 0.4 FTEs for an additional seasonal Parks Service Technician to assist with garbage pick up on Clearwater Beach during peak times; and 1 Parks Service Technician to provide for increased maintenance needs due to new locations including, Enterprise Dog Park, Lake Chautauqua Equestrian Park, Courtney Campbell Trail, and Bayshore Trail. Enhanced revenues are recognized to offset the impact of most of this increase in the General Fund.

Planning & Development - 1 FTE, to establish a new Transportation Planner position to provide for specific expertise in advancing the public/transportation realm in current and future projects. Considerable input on transportation and public access integrated design will impact design and construction of the public realm.

Police - 5 additional FTEs, comprised of 4 Police Officers and 1 Police Information Technician (PIT). The additional Officers are needed to create a Community Problem Response Team (CPR) team in District III which is critical to having a flexible, adaptive, problem solving, work force capable of utilizing non-traditional methods to address patterns and issues rapidly. The additional PIT is necessary in order to keep up with the increased demands on the unit, most significantly with requests for public records.

UTILITY AND ENTERPRISE FUNDS

The budget proposes 19.1 FTE additions within the Utility and Enterprise Funds, as identified on the following worksheet.

Public Utilities - 1 FTE, to establish a new Maintenance Manager position which will provide increased oversight of the Maintenance Program. The maintenance staff, including six licensed electricians, six telemetry and controls technicians, sixteen mechanics, and a coordinator, has increased in complexity over the years and is in need of increased managerial support.

Gas System - 12 new FTEs are being added. An Assistant Director, Safety and Training Manager, and Engineering and Planning Manager are being requested due to departmental restructure, and 9 FTEs are being added to support 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.

Parking - 5.5 FTEs are being added. Parking activities have increased as a result of a greater need for parking in the downtown and beach community. In addition, the department has acquired the responsibility for supervision of 5.2 FTEs that were formerly overseen by the Police Department. Parking controls have become more technically advanced which requires a more complex approach to operating the Parking System. The position titles are outlined in the following worksheet.

Marine and Aviation - 0.6 FTEs to provide for an additional part time Parking Facility and Security Aide due to increased activity and traffic flow at the Beach Marina.

INTERNAL SERVICES FUNDS AND SPECIAL PROGRAM FUNDS

As reflected in the following worksheet, a net of 6 FTEs are proposed within the Internal Services Funds. This includes 3 FTEs in the Information Technology Department, to support service level increases and demands; and a net of 2 additions to the **General Services/Garage** Costs Centers which represent 2 new positions in **Building & Maintenance** needed to properly maintain 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.

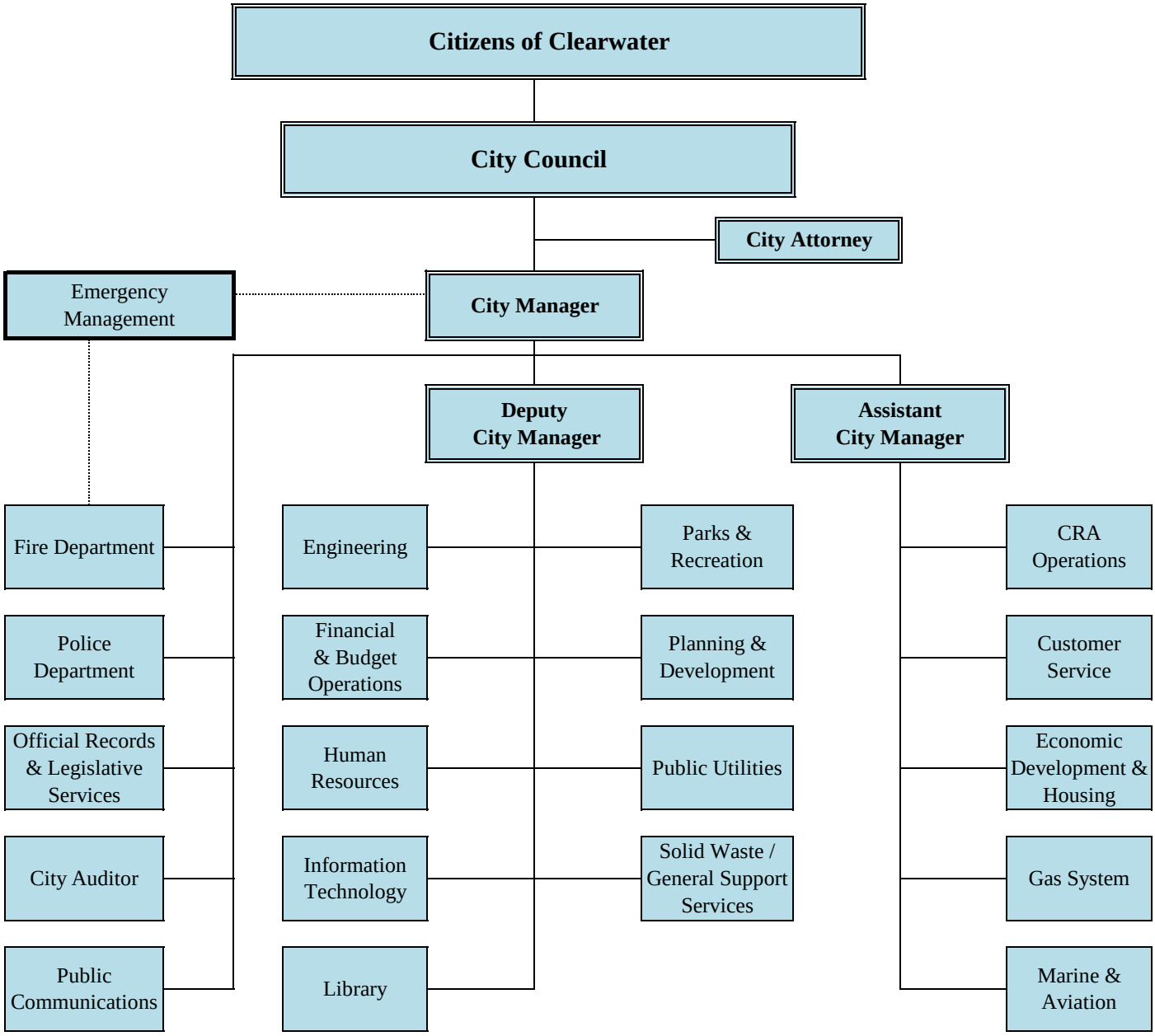
ANALYSIS OF FTE CHANGES FOR FY 2016/17
Approved 2016/17 Budget

	Additions and (Deletions)	Transfers Within Depts.	Position Title
General Fund			
City Manager		(1.0)	Executive Assistant
CRA Administration		1.0	Executive Assistant
		1.0	Downtown Manager
		0.4	Community Development Manager
		1.2	Economic Development Coordinator
Economic Development & Housing		(1.0)	Downtown Manager
		(0.4)	Community Development Manager
		(1.2)	Economic Development Coordinator
	1.0		Staff Assistant
Engineering	1.0		Sr. Professional Engineer
Fire Department	1.0		Respiratory Protection Analyst
	1.0		Fire Inspector II
	1.0		Training Lieutenant
Human Resources	0.4		HR Office Assistant
Library	1.2		Librarian
Parks and Recreation	1.0		Recreation Supervisor
	3.7		Park Service Technician
	1.3		Pool Guards
	0.4		Recreation Leader
	0.6		Recreation Programmer
Planning & Development	1.0		Transportation Planner
Police	4.0		Police Officer
	1.0		Police Information Technician
Total General Fund	**19.6**	**0.0**	
Utility Funds			
Public Utilities	1.0		Maintenance Manager

ANALYSIS OF FTE CHANGES FOR FY 2016/17
Approved 2016/17 Budget

	Additions and (Deletions)	Transfers Within Depts.	Position Title
Utility Funds (continued)			
Gas System	1.0		Assistant Director
	1.0		Safety and Training Manager
	1.0		Engineering and Planning Manager
	7.0		Gas Technicians (I, II, III)
	1.0		Gas Program Specialist
	1.0		Design and Mapping Technician
Total Utility Funds	**13.0**	**0.0**	
Other Enterprise Funds			
Parking Fund	1.0		Parking System Coordinator
	1.0		Parking Operation Supervisor
	3.5		Parking Assistant
Marine Fund	0.6		Parking Facility and Security Aide
Total Other Enterprise Funds	**6.1**	**0.0**	
Internal Services Funds			
General Services/Garage	1.0		Staff Assistant
	1.0		Tradesworker
Information Technology	2.0		Sr. Network Engineer
	1.0		Systems Programmer
Total Internal Services Funds	**5.0**	**0.0**	
Special Program Funds			
Special Program Fund	1.0		Recreation Specialist (Special Events)
Total Special Program Funds	**1.0**	**0.0**	
Total All Funds	**44.7**	**0.0**	

City of Clearwater Organizational Chart



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Clearwater

Florida

For the Fiscal Year Beginning

October 1, 2015

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, 2015.

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 thirtieth year to earn the award; it was given for our Annual Operating and Capital Improvement Budget 2015/2016. 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, FLORIDA

ESTABLISHED 1915

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

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

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

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

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

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

The first ice factory was built here in 1900. It was purchased by the City in 1910. The first public dock and pavilion were built at the foot of Cleveland Street in 1902. The telephone exchange was established in 1903. The library was built on the bluff in 1916 where the 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. In 1923, the City Commission decided to build a manufactured gas plant to provide gas service to the growing downtown area. On November 11, 1927, Memorial Causeway was dedicated, extending from Cleveland Street to the beach with a double lift bridge to accommodate the Intercoastal waterway. The major East/West connector, Gulf-to-Bay Boulevard also was opened in 1927. In 2005, the new high level Clearwater Memorial Bridge opened replacing the former draw bridge. In 2011, Clearwater Gas System built Florida's 1st. Natural Gas Filing Station on North Hercules Avenue.

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 depicted historical elements from downtown Clearwater, this monument is a beacon for the city.

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

CITY OVERVIEW

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

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

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

Transportation available to Clearwater includes, the St. Petersburg-Clearwater International Airport which has direct flights to convenient destinations throughout the United States and Canada. Fifteen minutes to the east, Tampa International Airport serves destinations worldwide and is recognized as one of the most efficient in the world. The Clearwater Airpark, which is slightly over a mile from the downtown business section, provides service and maintenance for private plane owners. The Airpark has one 4,100 foot hard-surface runway and hangar facilities for visiting and locally based aircraft. An improvement that 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 35 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. The route portion into Dunedin, Palm Harbor and Tarpon Springs 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. Another route has the Jolley Trolley providing service from the Harborview Center to the Clearwater Marine Aquarium. The Clearwater Beach Ferry began service on March 16, 2015. Service is provided from Downtown Clearwater to Clearwater Beach Marina, Island Estates and North Beach.

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.

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 between February 1st and Labor Day, from two hours before until two hours after sunset, artisans and performers are featured. The three acre Pier 60 Park features a concession stand, covered play area, restrooms and a pavilion for special events, concerts and continuous visitor entertainment. The Clearwater Regional Chamber in partnership with the City of Clearwater and the Clearwater Marine Aquarium created a project to artistically showcase the bottlenose dolphin and draw attention to our area 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". In February 2016, Clearwater Beach was voted #1 best beach in the United States by TripAdvisor Travelers' Choice Awards. Among others, Clearwater Beach beat out Lanikai Beach in Hawaii, which was ranked second. 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 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. The aquarium has recently decided that instead of relocating it would renovate its current location. The aquarium is currently fundraising for the $53 million renovation on Island Estates.

Sports & Culture

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

Every year, 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. We also hosted two Major League Soccer teams this past year. The Philadelphia Union and D.C. United used Clearwater as their pre-

season headquarters and were able to play exhibition matches versus the Tampa Bay Rowdies and other MLS teams that were training in neighboring cities.

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. On June 16, 2016, the City Council approved the Design and Construction agreement with St. Petersburg College for a joint use library to be built on the Clearwater Campus of St. Petersburg College, replacing the existing East Branch Library of the Clearwater Public Library System. 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.

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

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

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

Clearwater and the surrounding Tampa Bay area have a variety of sporting competitions for spectators. This area is home for many nationally known teams including the National Football League Tampa Bay Buccaneers (2003 Super Bowl Champions), the National Hockey League Tampa Bay Lightning (2004 Stanley Cup Champions, 2014 Eastern Conference Champions), 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. In 2015, Lowry Park Zoo was featured among the "Top 25 Zoos in the U.S. and "10 Best Zoos in the U.S. by Trekaroo. Numerous museums can also be found in the area including the Salvador Dali Museum, which contains the largest private collection of this artist's work outside of Spain.

Sources include: City of Clearwater Comprehensive Annual Report, Clearwater Regional Chamber of Commerce, various City Departments, PSTA and Ruth Eckerd Hall, the St. Petersburg Times, 9/25/11and 7/7/16.

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	110,703
2016	112,387
Pinellas County (2015):	949,827
Median Age (2015):	45.2
Percentage of Housing Units:	60,597
Owner Occupied:	43%
Renter Occupied:	36%
Per Capita Personal Income:	
2015	$26,965
Average Household Income:	
2015	$60,416
Racial Composition:	
White	78%
Black or African American	11%
Asian	2%
Other Races	9%
Hispanic Origin (Any Race)	16%

Economics:

Job Base by Industry Sector: (2015)	thousand
Retail/Wholesale Trade	19.7
Hotels, Restaurant, Bars	17.4
Admin Support Services	15.1
Healthcare/Education	10.4
Manufacturing	2.6
Construction	2.4

Principal Employers: (2015 Pinellas County Data)	
Pinellas County School District	15,836
Bay Pines VA Medical Center	4,459
All Children's Hospital	3,200
City of St. Petersburg	3,165
Pinellas County Sheriff	2,732
Raymond James	2,650

Principal Taxpayers: (2015 Tax Data)	% of Total Assessed Value
Bellweather Prop. LP Ltd.	1.84%
301 South Gulfview LLC	0.80%
John Taylor Properties LLC	0.62%
Standard Grand Reserve	0.53%
Sand Key Assoc LTD	0.53%
Centro NP Clearwater Mall	0.50%

2016 Taxable Value:	$9,414,091,196
FY16/17 Property Tax Millage Rate:	5.1550
Assessed Property Value Distribution:	
Residential	65%
Commercial	18%
Govt & Institutional	9%
Other	8%
FY2016/17 Adopted Budget:	
Operating (expenditure)	$389,077,980
Capital Improvement	$79,266,100

CLEARWATER AT A GLANCE (continued)

Climate:

Average Annual Rain Fall: (inches):	54.7
Six month avg. high/low temperatures:	
January	80.0/59.7
July	85.2/65.7
Days of sunshine	361 days

Land Use:

Incorporated Land Mass: (square miles)	26.6
Land Use:	
Residential	55%
Commercial	17%
Recreation/Open Space	9%
Industrial	2%
Other	17%

Education:

Number of Public Schools:
(For School Year 2015 - 2016)

Elementary	12
Middle	2
High School	2
Other	6
2015/2016 Enrollment	15,823
Public/Private Colleges	2

SERVICE STATISTICS

Public Safety

Police	
Sworn Officers	238
Police Stations	7
Fire	
Certified Firefighters	195
Fire Stations	8

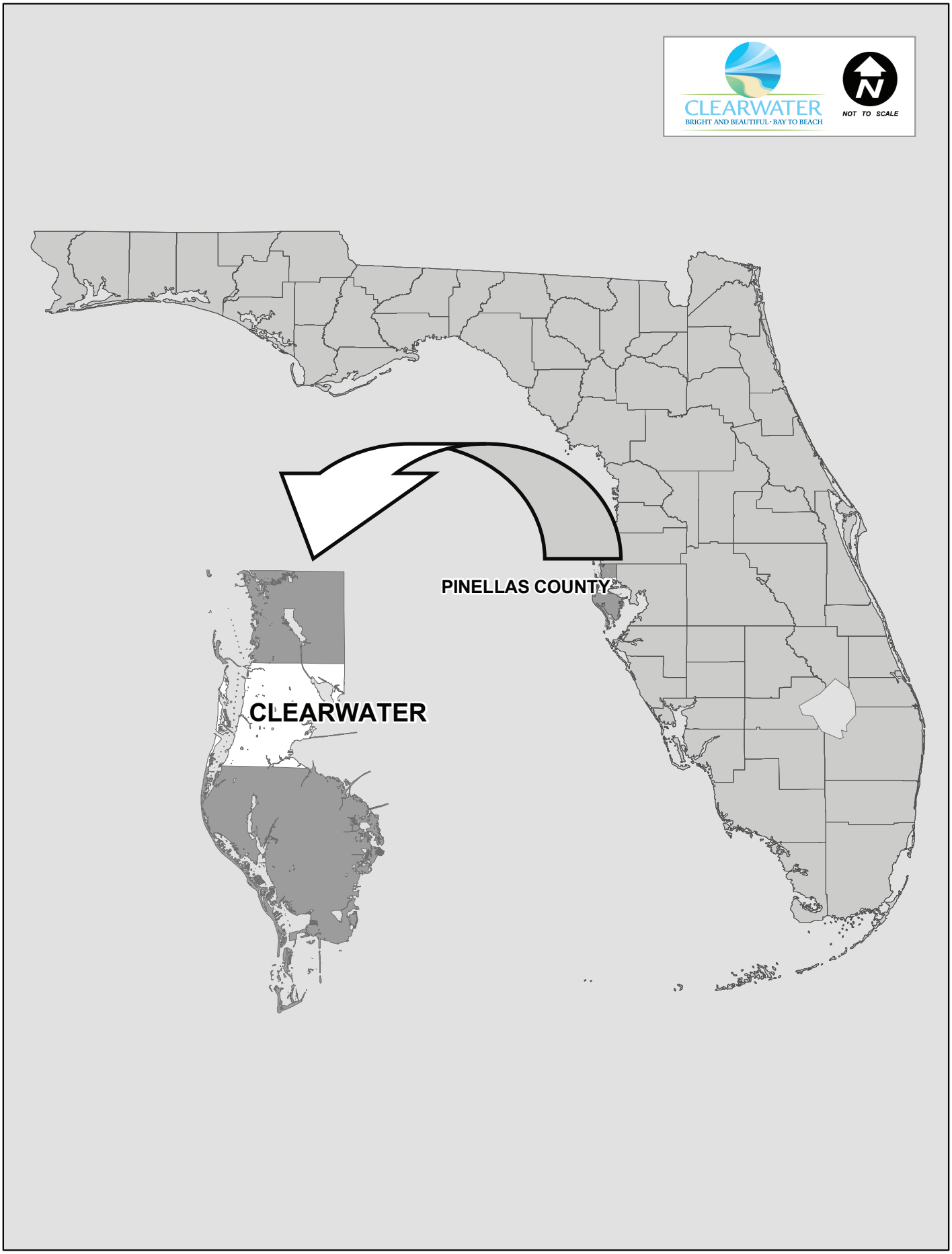
Culture & Recreation

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	34
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)	564
Marine - Boat Slips	315
Aviation - Airpark Spaces	177
Parking Spaces:	
Downtown	2,388
Clearwater Beach	1,460

Utilities

Water and Sewer Utility	
Water Wells	41
Water Treatment Plants	3
Water Storage Tanks	6
Water Mains (miles)	589
Water Services	46,424
Water Pumped (million gallons/day)	10.64
Sanitary Sewer Mains (miles)	403
Sewer Service Connections	33,545
Lift Stations	75
Water Reclamation Facilities	3
Wastewater Treatment Capacity (million gallons/day)	28.5
Reclaimed Water Mains (miles)	137
Reclaimed Water Storage Tanks	3
Pump Stations	6
Reclaimed Services	7,315
NELAP Certified Lab Tests	44,504
Stormwater Utility	
Stormwater Mains (miles)	153
Stormwater Underdrains (miles)	113
Equivalent Residential Units	102,738
Gas Utility	
Gas Mains (miles)	884
Gas Services	21,566
Natural Gas Vehicle Fueling Station	1
Solid Waste Utility	
Solid Waste Services	29,405
Recycling Utility	
Recycling Services	28,148

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.


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

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

City of Clearwater – Strategic Plan (2017-2022)

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 * - 2nd Century Clearwater**
- Joe DiMaggio Multipurpose Fields
- Brighthouse Complex
- Library Maker Spaces

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 *
- Citizens Survey *
- 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 – Pinellas Campus
- 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.

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

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

On-Going Strategic Actions

In terms of consistency for on-going actions, we will ensure the Strategic 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 goals for "*Facilitating Development of the Economy*," and "*Providing Cost Effective Municipal Services and* Infrastructure."

Strategic Plan (2017-2022)

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

Each of the eight objectives has an icon that is used in various publications and documents as a quick visual cue of the importance of the subject matter to the overall Strategic Plan.

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

In addition to these eight icons, an icon specific to the 2nd Century Clearwater series was also created for purposes of identifying the thirteen priorities contained within the work plan that originated from the Urban Land Institute Study completed in 2014. City Council renamed the series "2nd Century Clearwater" in 2016 to reflect the strategic importance those priorities have for Downtown, the bluff and the waterfront.

The bulleted points below each objective in the blue boxes expand on the desired outcomes for each. The priorities bulleted below each objective in the yellow boxes are either on-going strategic actions that support that objective or are on-time projects that City Council has identified as priorities for the Five-Year Strategic Plan.

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 2016/17 BUDGET PROCESS CALENDAR

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

March–April
Departments prepare operating budgets

April 11
City Council held strategic Planning Session

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

May 31
Receipt of early "Estimate of Taxable Values" from Pinellas County

June 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 21
City Council reviews budget proposal and sets Tentative Millage Rate

August 4
City must provide Pinellas County with Tentative Millage Rate

August 4
Special Council Meeting to discuss Preliminary Budget

September 15
First Public hearing to approve millage rate and Annual Operating and Capital Improvement Budgets
Public Hearing on Penny for Pinellas projects

September 29
Final Public Hearing to adopt millage rate and Annual Operating and Capital Improvement Budget

October 2015

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November 2015

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December 2015

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January 2016

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February 2016

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March 2016

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April 2016

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May 2016

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June 2016

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July 2016

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August 2016

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September 2016

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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, 2016. The City of Clearwater provides a full range of services normally associated with a municipality, including police and fire protection, public works operations, code enforcement activities, permitting and building services, economic development services, parks, libraries and other recreational services. In addition, the City provides its citizens with water, reclaimed water, sewer, stormwater, gas, solid waste, recycling utilities, and operates a full service marina, airpark, a public fishing pier, and maintains boat slips in the downtown area.

BUDGET PROCEDURES

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

Budget Presentation

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

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

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

Capital Improvement Fund

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

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

The City Council reviews the project requests and after public hearings and appropriate modification, the budgets for the Capital Improvement Program are adopted on a multi-year completed program basis, where budget appropriations do not lapse

at year-end but may extend across two or more fiscal years.

Budget Amendments After Adoption

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

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

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

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

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

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

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

Quarterly Report to Citizens

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

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

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

Public Participation

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

In addition the two public hearings, required by state law, were held September 15 and 29, 2016, for the final adoption of the 2016/17 budget ordinances. These mandated public hearings for ordinance adoption in September completed the process of citizen participation in the 2016/17 budget.

Truth In Millage (TRIM)

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

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

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

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

BUDGETARY BASIS

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

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

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

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

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

FINANCIAL STRUCTURE

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

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

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

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

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

- **Special Development Fund -** The Special Development Fund is used to account for the appropriation of revenues restricted by statute or ordinance for a specific purpose. Revenues which are accounted for in the Special Development Fund include the "Penny for Pinellas" one-cent sales tax, recreation impact fees, transportation impact fees, local option gas tax and the portion of ad-valorem taxes designated as road millage.

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

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

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

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

The City of Clearwater operates eight Enterprise funds:

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

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

The City of Clearwater operates four Internal Service Funds:

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

City of Clearwater
DEPARTMENT/FUND STRUCTURE

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

City of Clearwater
DEPARTMENT/FUND STRUCTURE (continued)

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
Library:				
Centralized Services	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 (continued)

DEPARTMENTS/PROGRAMS	GENERAL FUND	UTILITY FUNDS	OTHER ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS
Public Utilities:				
Public Utility Administration		X		
Wastewater Collection		X		
Infrastructure Maintenance		X		
WW Environmental Technologies		X		
Laboratory Operations		X		
Industrial Pretreatment		X		
Water Distribution		X		
Water Supply		X		
Reclaimed Water		X		
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

	2012-13	2013-14	2014-15	2015-16	2016-17
ASSESSED PROPERTY VALUE:					
Taxable Valuation of Existing Structures	7,451,584,104	7,701,638,839	8,175,868,922	8,681,755,210	9,343,395,196
Taxable Valuation of New Construction	40,639,751	36,187,498	28,591,027	66,930,097	70,696,000
Total, Taxable Valuation:	**7,492,223,855**	**7,737,826,337**	**8,204,459,949**	**8,748,685,307**	**9,414,091,196**
Value of a Mill	7,492,223	7,737,826	8,204,459	8,748,685.00	9,414,091.00
Less Estimated Discount	(299,689)	(309,513)	(328,178)	(349,947)	(376,564)
NET VALUE OF ONE MILL:	**7,192,534**	**7,428,313**	**7,876,281**	**8,398,738**	**9,037,527**

	2012-13		2013-14		2014-15		2015-16		2016-17	
	Mills	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**	**Mills**	**Tax Revenue**
TAX LEVY:										
Operating:										
Employees' Pension	1.8612	13,386,440	1.6979	12,612,520	1.3073	10,296,980	1.0779	9,053,390	0.9234	8,348,690
General Operating	2.8894	20,782,354	3.0579	22,714,940	3.4504	27,176,672	3.6744	30,860,436	3.8300	34,610,663
PACT (Ruth Eckerd Hall)	0.0556	400,000	0.0538	400,000	0.0508	400,000	0.0476	400,000	0.0442	400,000
Community Redevelopment	0.1032	742,230	0.0998	741,100	0.1008	794,160	0.1094	918,936	0.1117	1,009,484
Total Operating:	**4.9094**	**35,311,024**	**4.9094**	**36,468,560**	**4.9094**	**38,667,812**	**4.9094**	**41,232,762**	**4.9094**	**44,368,837**
Capital Improvements:										
Road Maint. & Improvements	0.2456	1,766,486	0.2456	1,824,394	0.2456	1,934,415	0.2456	2,062,730	0.2456	2,219,617
GRAND TOTAL:	**5.1550**	**37,077,510**	**5.1550**	**38,292,953**	**5.1550**	**40,602,227**	**5.1550**	**43,295,492**	**5.1550**	**46,588,454**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

BUDGET SUMMARY
CITY OF CLEARWATER - FISCAL YEAR 2016-17

THE PROPOSED OPERATING BUDGET EXPENDITURES OF CITY OF CLEARWATER ARE 6.2% MORE THAN LAST YEARS TOTAL OPERATING EXPENDITURES.

General Fund **5.1550**

ESTIMATED REVENUES:	Millage per $1,000	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**	**44,384,830**	**2,220,420**					**46,605,250**
Utility Taxes		14,717,600						**14,717,600**
Local Option, Fuel & Other Taxes		7,100,400	11,977,550					**19,077,950**
Franchise Fees		10,280,100						**10,280,100**
Other Permits and Fees		2,372,250		1,600				**2,373,850**
Intergovernmental Revenue		23,054,960	1,651,170		55,000		180,000	**24,941,130**
Charges For Services		15,988,040	270,000	160,873,910	10,856,330	56,619,320	5,844,550	**250,452,150**
Fines & Forfeitures		950,400		566,900	644,200			**2,161,500**
Miscellaneous Revenues		1,986,180	625,000	2,381,850	613,450	1,126,000	100,000	**6,832,480**
Other Financing Sources							14,150,140	**14,150,140**
TOTAL SOURCES		**120,834,760**	**16,744,140**	**163,824,260**	**12,168,980**	**57,745,320**	**20,274,690**	**391,592,150**
Transfers In		9,161,770	132,230	390,000			58,991,410	**68,675,410**
Fund Balances/Reserves/Net Assets		29,797,031	10,620,190	145,854,511	13,116,753	41,979,366		**241,367,851**
TOTAL REVENUES, TRANSFERS & BALANCES		**159,793,561**	**27,496,560**	**310,068,771**	**25,285,733**	**99,724,686**	**79,266,100**	**701,635,411**
EXPENDITURES:								
General Government Services		12,713,450	777,640			47,770,600	12,754,480	**74,016,170**
Public Safety		68,720,100	30,000		721,780		6,306,920	**75,778,800**
Physical Environment				126,561,380			44,064,490	**170,625,870**
Transportation		9,794,520			3,546,950		8,258,420	**21,599,890**
Economic Environment		3,107,040	1,669,400					**4,776,440**
Human Services		196,490				1,841,960		**2,038,450**
Culture & Recreation		29,046,760	70,000		4,352,970		7,881,790	**41,351,520**
Debt Service		628,050		1,706,720		7,157,760		**9,492,530**
Total Expenditures		**124,206,410**	**2,547,040**	**128,268,100**	**8,621,700**	**56,770,320**	**79,266,100**	**399,679,670**
Transfers Out		7,442,120	17,360,480	40,045,780	1,620,230	2,206,800		**68,675,410**
Fund Balances/Reserves/Net Assets		28,145,031	7,589,040	141,754,891	15,043,803	40,747,566		**233,280,331**
TOTAL APPROPRIATED EXPENDITURES TRANSFERS, RESERVES & BALANCES		**159,793,561**	**27,496,560**	**310,068,771**	**25,285,733**	**99,724,686**	**79,266,100**	**701,635,411**

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 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
UNASSIGNED FUND BALANCE				29,797,031
REVENUES:				
Ad Valorem Taxes	38,969,608	41,180,080	41,501,360	44,384,830
Utility Taxes	14,094,447	14,385,000	14,385,000	14,717,600
Local Option, Fuel & Other Taxes	6,947,334	7,201,700	6,976,700	7,100,400
Franchise Fees	9,872,948	10,184,600	9,684,600	10,280,100
Other Permits and Fees	3,048,774	2,372,250	2,522,250	2,372,250
Intergovernmental Revenues	22,133,947	22,484,470	23,145,400	23,054,960
Charges for Services	14,466,097	15,023,090	15,242,190	15,988,040
Judgments, Fines & Forfeits	1,227,071	908,000	1,228,000	950,400
Miscellaneous Revenues	9,328,318	1,795,250	2,072,060	1,986,180
Transfers In	10,190,483	9,196,490	9,075,536	9,161,770
Other Financing Sources	-	-	-	-
TOTAL BUDGETED REVENUES	**130,279,027**	**124,730,930**	**125,833,096**	**129,996,530**
Transfer (to) from Surplus		(251,060)	1,930,570	1,652,000
TOTAL REVENUES	**130,279,027**	**124,479,870**	**127,763,666**	**131,648,530**
EXPENDITURES:				
City Council	272,473	316,430	316,430	331,360
City Manager's Office	1,105,822	1,075,590	1,051,390	993,950
City Attorney's Office	1,390,297	1,652,360	1,652,360	1,651,920
City Audit	199,487	207,370	207,370	216,330
CRA Administration	-	-	24,200	395,140
Economic Development & Housing	1,618,665	1,735,030	1,833,500	1,706,650
Engineering	7,389,814	7,857,040	7,857,040	7,865,730
Finance	2,365,798	2,405,570	2,405,570	2,472,950
Fire	24,468,989	25,528,490	26,471,000	26,312,890
Human Resources	1,021,451	1,173,410	1,224,360	1,226,130
Library	6,152,371	6,759,060	6,801,060	7,219,940
Marine & Aviation	909,057	967,980	1,217,080	1,219,360
Non-Departmental	8,308,830	4,274,420	6,037,426	6,600,840
Official Records & Legislative Services	987,962	1,130,440	1,130,440	1,060,210
Parks & Recreation	22,359,360	23,590,520	23,560,520	25,682,620
Planning & Development	4,978,905	5,400,550	5,563,810	5,627,690
Police	36,854,336	39,139,980	39,144,480	39,781,790
Public Communications	1,003,761	990,180	990,180	997,000
Public Utilities	272,844	275,450	275,450	286,030
TOTAL EXPENDITURES	**121,660,222**	**124,479,870**	**127,763,666**	**131,648,530**
ENDING FUND BALANCE				**28,145,031**

WATER & SEWER FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				36,984,779
REVENUES:				
Charges for Service	73,773,387	74,103,970	74,103,970	76,596,950
Judgments, Fines & Forfeits	225,264	271,000	271,000	271,000
Miscellaneous Revenues	1,725,408	1,749,010	1,749,010	603,000
Transfers In	-	-	-	-
TOTAL BUDGETED REVENUES	**75,724,059**	**76,123,980**	**76,123,980**	**77,470,950**
Fund Reserves		5,831,230	5,831,230	-
TOTAL REVENUES	**75,724,059**	**81,955,210**	**81,955,210**	**77,470,950**
EXPENDITURES:				
Public Utilities Administration	916,251	1,122,590	1,122,590	1,586,550
Wastewater Collection	6,218,173	13,730,220	13,730,220	10,632,980
Public Utilities Maintenance	4,049,419	5,769,310	5,769,310	4,646,290
WPC Plant Operations	12,023,614	16,525,090	16,525,090	19,603,910
WPC Laboratory Operations	1,226,283	1,502,590	1,502,590	1,613,290
WPC Industrial Pretreatment	724,440	914,050	914,050	955,760
Water Distribution	13,502,647	11,638,370	11,638,370	6,704,070
Water Supply	11,868,976	14,492,130	14,492,130	12,079,990
Reclaimed Water	2,172,072	2,490,510	2,490,510	2,487,730
Non-Departmental	13,780,598	13,770,350	13,770,350	13,774,160
TOTAL EXPENDITURES	**66,482,473**	**81,955,210**	**81,955,210**	**74,084,730**
Source (Use) of Fund Equity				-
ENDING FUND EQUITY (Unrestricted Net Assets)				40,370,999

STORMWATER UTILITY FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				31,854,211
REVENUES:				
Charges for Service	18,035,904	17,465,870	17,465,870	17,715,120
Judgments, Fines & Forfeits	77,763	50,000	50,000	50,000
Miscellaneous Revenues	677,830	231,700	231,700	335,000
Transfers In	539,173	-	-	-
TOTAL BUDGETED REVENUES	**19,330,670**	**17,747,570**	**17,747,570**	**18,100,120**
Fund Reserves			-	
TOTAL REVENUES	**19,330,670**	**17,747,570**	**17,747,570**	**18,100,120**
EXPENDITURES:				
Eng/Stormwater Management	3,660,826	10,411,190	10,411,190	11,180,240
PS/Stormwater Maintenance	8,472,731	6,800,510	6,800,510	6,473,420
TOTAL EXPENDITURES	**12,133,557**	**17,211,700**	**17,211,700**	**17,653,660**
ENDING FUND EQUITY (Unrestricted Net Assets)				32,300,671

GAS FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				43,143,338
REVENUES:				
Intergovernmental Revenues				
Charges for Service	40,680,699	41,819,270	40,365,270	43,261,840
Judgments, Fines & Forfeits	158,013	153,000	153,000	153,000
Miscellaneous Revenues	1,146,392	484,500	838,500	509,500
Transfers In	850,000	-	-	-
TOTAL BUDGETED REVENUES	**42,835,104**	**42,456,770**	**41,356,770**	**43,924,340**
Fund Reserves		2,700,000	2,546,812	8,114,510
TOTAL REVENUES	**42,835,104**	**45,156,770**	**43,903,582**	**52,038,850**
EXPENDITURES:				
Gas Administration & Supply	21,613,159	23,893,060	19,923,329	22,051,990
Pinellas Gas Operations	4,846,582	7,561,590	7,849,186	7,694,220
Pasco Gas Operations	1,996,588	3,636,840	3,964,337	4,941,400
Gas System Marketing & Sales	3,234,123	6,531,940	7,254,155	17,351,240
TOTAL EXPENDITURES	**31,690,452**	**41,623,430**	**38,991,007**	**52,038,850**
ENDING FUND EQUITY (Unrestricted Net Assets)				35,028,828

SOLID WASTE AND RECYCLING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				33,872,183
REVENUES:				
Other Permits and Fees	1,187	1,000	1,000	1,200
Charges for Service	19,875,555	20,210,000	20,360,000	21,285,000
Judgments, Fines & Forfeits	88,550	85,100	85,100	85,100
Miscellaneous Revenues	1,093,918	629,000	652,500	628,000
Transfers In	-	-	-	-
Subtotal Solid Waste Revenues	21,059,210	20,925,100	21,098,600	21,999,300
Other Permits and Fees	173	300	300	400
Intergovernmental Revenues	83,276	-	82,710	-
Charges for Service	1,821,588	1,905,000	1,975,000	2,015,000
Judgments, Fines & Forfeits	8,374	7,700	7,700	7,800
Miscellaneous Revenues	426,024	374,350	361,350	306,350
Transfers In	300,000	350,000	350,000	390,000
Subtotal Recycling Revenues	2,639,435	2,637,350	2,777,060	2,719,550
TOTAL BUDGETED REVENUES	**23,698,645**	**23,562,450**	**23,875,660**	**24,718,850**
Fund Reserves		361,780	511,780	-
TOTAL REVENUES	**23,698,645**	**23,924,230**	**24,387,440**	**24,718,850**
EXPENDITURES:				
Solid Waste Administration	1,081,894	1,116,070	1,268,570	971,150
Solid Waste Collection	15,154,797	17,260,030	17,274,330	17,731,470
Solid Waste Transfer	1,577,391	1,608,160	1,608,160	1,668,990
Container Maintenance	838,437	889,870	889,870	882,670
Subtotal Solid Waste Expenditures	18,652,519	20,874,130	21,040,930	21,254,280
Recycling-Residential	1,205,045	1,266,850	1,358,050	1,365,860
Recycling-Multi Family	351,999	445,360	415,360	473,490
Recycling-Commercial	1,253,082	1,337,890	1,407,890	1,443,010
Subtotal Recycling Expenditures	2,810,126	3,050,100	3,181,300	3,282,360
TOTAL EXPENDITURES	**21,462,645**	**23,924,230**	**24,222,230**	**24,536,640**
ENDING FUND EQUITY (Unrestricted Net Assets)				34,054,393

MARINE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				1,099,704
REVENUES:				
Intergovernmental Revenues	5,090	4,080	4,080	5,000
Charges for Service	4,305,793	4,802,130	4,202,130	4,429,230
Judgments, Fines & Forfeits	2,343	2,000	2,000	3,000
Miscellaneous Revenues	57,976	40,000	40,000	44,250
Transfers In	-	-	409,606	-
TOTAL BUDGETED REVENUES	**4,371,202**	**4,848,210**	**4,657,816**	**4,481,480**
Use of Fund Equity				
TOTAL REVENUES	**4,371,202**	**4,848,210**	**4,657,816**	**4,481,480**
EXPENDITURES:				
Marina Operations	3,961,585	4,589,840	4,399,446	4,223,510
TOTAL EXPENDITURES	**3,961,585**	**4,589,840**	**4,399,446**	**4,223,510**
ENDING FUND EQUITY (Unrestricted Net Assets)				1,357,674

AIRPARK FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				463,336
REVENUES:				
Intergovernmental Revenues	716,800			
Charges for Service	17,922	14,000	14,000	14,000
Miscellaneous Revenues	267,823	267,000	267,000	285,700
Transfers In	25,000	-	6	-
TOTAL BUDGETED REVENUES	**1,027,545**	**281,000**	**281,006**	**299,700**
Use of Fund Equity	-	-	-	-
TOTAL REVENUES	**1,027,545**	**281,000**	**281,006**	**299,700**
EXPENDITURES:				
Airpark Operations	202,328	274,870	274,870	249,330
TOTAL EXPENDITURES	**202,328**	**274,870**	**274,870**	**249,330**
ENDING FUND EQUITY (Unrestricted Net Assets)				513,706

CLEARWATER HARBOR MARINA FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				1,157,641
REVENUES:				
Intergovernmental Revenues	50,000	50,000	50,000	50,000
Charges for Service	662,007	661,070	661,070	726,490
Judgments, Fines & Forfeits	840	1,200	1,200	1,200
Miscellaneous Revenues	23,486	7,000	7,000	16,500
Transfers In	-	-	-	-
TOTAL BUDGETED REVENUES	**736,333**	**719,270**	**719,270**	**794,190**
Use of Fund Equity		-	-	
TOTAL REVENUES	**736,333**	**719,270**	**719,270**	**794,190**
EXPENDITURES:				
Clearwater Harbor Marina Operations	953,466	604,340	604,340	643,770
TOTAL EXPENDITURES	**953,466**	**604,340**	**604,340**	**643,770**
ENDING FUND EQUITY (Unrestricted Net Assets)				1,308,061

PARKING FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				10,396,072
REVENUES:				
Charges for Service	5,096,454	4,527,170	5,178,500	5,686,610
Judgments, Fines & Forfeits	730,217	650,000	650,000	640,000
Miscellaneous Revenues	816,060	324,370	324,370	267,000
Transfers In		-	-	-
TOTAL BUDGETED REVENUES	**6,642,731**	**5,501,540**	**6,152,870**	**6,593,610**
Use of Fund Equity		939,430	352,218	-
TOTAL REVENUES	**6,642,731**	**6,440,970**	**6,505,088**	**6,593,610**
EXPENDITURES:				
Engineering/Parking System	2,937,840	5,080,050	5,144,168	3,748,320
Engineering/Parking Enforcement	590,886	663,870	663,870	635,220
Parks and Rec/Beach Guards Operations	631,309	697,050	697,050	741,780
TOTAL EXPENDITURES	**4,160,035**	**6,440,970**	**6,505,088**	**5,125,320**
ENDING FUND EQUITY (Unrestricted Net Assets)				11,864,362

GENERAL SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				2,311,085
Charges for Service	4,533,360	4,597,290	4,597,290	4,864,560
Miscellaneous Revenues	42,310	20,000	20,000	20,000
Transfers In	-	-	-	-
TOTAL BUDGETED REVENUES	**4,575,670**	**4,617,290**	**4,617,290**	**4,884,560**
Fund Reserves		-	-	
TOTAL REVENUES	**4,575,670**	**4,617,290**	**4,617,290**	**4,884,560**
EXPENDITURES:				
Administration	474,696	424,830	424,830	509,470
Building & Maintenance	3,949,232	4,128,560	4,128,560	4,375,090
TOTAL EXPENDITURES	**4,423,928**	**4,553,390**	**4,553,390**	**4,884,560**
ENDING FUND EQUITY (Unrestricted Net Assets)				2,311,085

ADMINISTRATIVE SERVICES FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				9,008,333
Charges for Service	9,994,032	10,559,270	10,559,270	10,720,360
Miscellaneous Revenues	224,324	105,000	105,000	110,000
Transfers In	-	-	-	-
TOTAL BUDGETED REVENUES	**10,218,356**	**10,664,270**	**10,664,270**	**10,830,360**
Fund Reserves		1,250,000	1,250,000	921,650
TOTAL REVENUES	**10,218,356**	**11,914,270**	**11,914,270**	**11,752,010**
EXPENDITURES:				
Information Technology/Admin	313,909	375,330	375,330	389,700
Info Tech/Network Services	2,398,185	3,249,620	3,384,620	3,419,880
Info Tech/Software Applications	2,257,246	3,688,710	3,553,710	3,541,860
Info Tech/Telecommunications	693,144	700,720	700,720	647,360
Public Comm/Courier	171,204	153,180	153,180	155,050
Utility Customer Service	3,215,827	3,600,940	3,600,940	3,598,160
TOTAL EXPENDITURES	**9,049,515**	**11,768,500**	**11,768,500**	**11,752,010**
ENDING FUND EQUITY (Unrestricted Net Assets)				8,086,683

GARAGE FUND

STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				7,132,763
Charges for Service	12,312,064	16,176,170	14,746,170	16,570,810
Miscellaneous Revenues	989,785	430,000	430,000	440,000
Transfers In	1,133,556	-	-	-
TOTAL BUDGETED REVENUES	**14,435,405**	**16,606,170**	**15,176,170**	**17,010,810**
Fund Reserves			-	473,320
TOTAL REVENUES	**14,435,405**	**16,606,170**	**15,176,170**	**17,484,130**
EXPENDITURES:				
Fleet Maintenance	11,557,393	14,329,760	12,899,760	15,804,300
Radio Communications	423,206	1,528,380	1,528,380	1,679,830
TOTAL EXPENDITURES	**11,980,599**	**15,858,140**	**14,428,140**	**17,484,130**
ENDING FUND EQUITY (Unrestricted Net Assets)				6,659,443

CENTRAL INSURANCE FUND

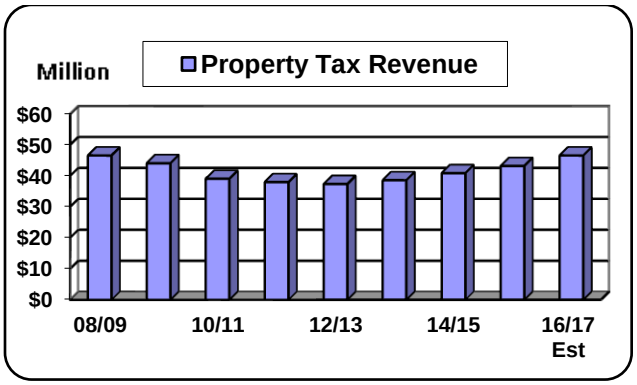
STATEMENT OF REVENUES AND EXPENDITURES

	ACTUAL FY 14/15	BUDGET FY 15/16	THIRD QUARTER AMENDED BUDGET FY 15/16	APPROVED FY 16/17
FUND EQUITY (Unrestricted Net Assets)				23,527,185
				-
Charges for Service	21,766,386	24,225,280	24,225,280	24,463,590
Miscellaneous Revenues	859,823	556,000	556,000	556,000
Transfers In	-	9,900	9,900	-
TOTAL BUDGETED REVENUES	**22,626,209**	**24,791,180**	**24,791,180**	**25,019,590**
Fund Reserves		37,420	567,639	-
TOTAL REVENUES	**22,626,209**	**24,828,600**	**25,358,819**	**25,019,590**
EXPENDITURES:				
Risk Management	376,024	459,190	989,409	486,630
Employee Benefits	352,569	368,760	368,760	386,280
Employee Health Center	1,750,353	1,854,960	1,854,960	1,841,960
Non-Departmental	17,945,581	22,145,690	22,145,690	22,141,550
TOTAL EXPENDITURES	**20,424,527**	**24,828,600**	**25,358,819**	**24,856,420**
ENDING FUND EQUITY (Unrestricted Net Assets)				23,690,355

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 2014/15 and approved budgeted revenues for fiscal years 2015/16 and 2016/17.

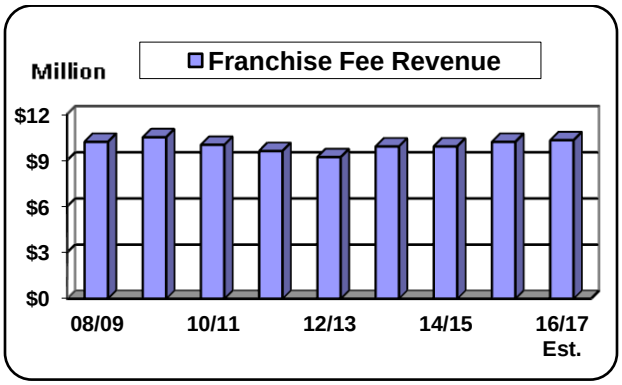
Property Tax Revenue

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 2016/17, the City's certified taxable values are approximately $9.4 billion, an increase of approximately $669 million, or 7.6% in the City's tax base from last year. The City anticipates collecting $46.6 million in Property Tax Revenue in fiscal year 2016/17, $44.4 million to support General Fund operations and $2.2 million set aside by City Council policy to provide funding for City road maintenance projects. Anticipated revenues for 2016/17 reflect an increase of approximately $3.2 million over prior year due to increased property values. Property tax revenue represents approximately 34% of total General Fund revenues.



Franchise Fee Revenue

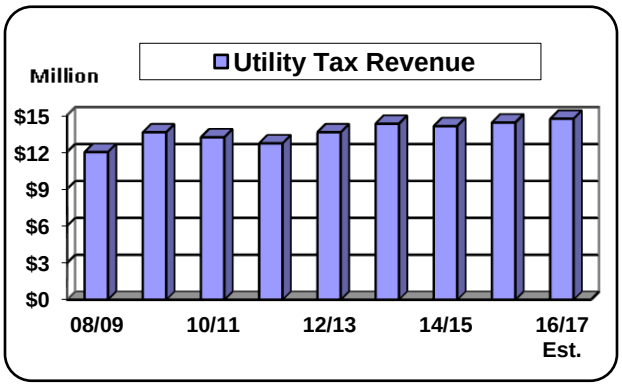
The City collects a franchise fee of 6% of gross receipts levied on a business in exchange for the purpose of operating a franchise for an electric power plant (Duke Energy) or a gas system (Clearwater Gas). Revenue estimates are based on rate increase information provided by the respective companies, expected growth and historical trends. Collections from franchise fees are estimated at $10,280,100 for fiscal year 2016/17; which represents Progress Energy revenues estimated at $9,650,100 and Clearwater Gas revenues estimated at $630,000. Franchise Fee revenue represents approximately 7.9% of total General Fund revenues.



Utility Tax Revenue

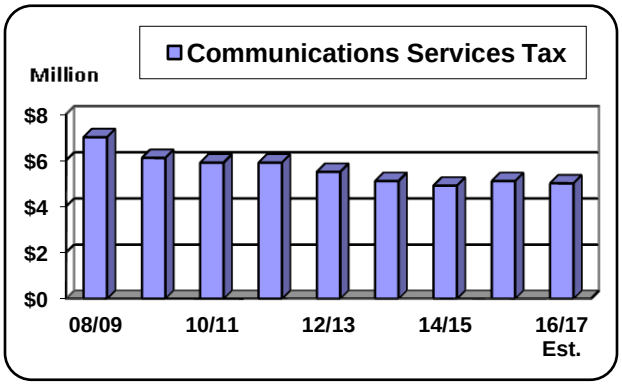
Utility tax revenues are derived from fees levied on the purchase of electricity, water, gas, fuel oil, and propane within the limits of the City of Clearwater. The current rate is 10% of gross receipts for all services with the exception of fuel oil purchases which is taxed at four cents per gallon. Revenue estimates are based on expected growth and historical trends. Collections from utility taxes are estimated at $14,717,600 for fiscal year 2016/17;

which represents $10,740,600 for electricity, $3,172,000 for water, $680,000 for gas, and $125,000 for propane. Utility Tax revenue represents approximately 11.3% of total General Fund Revenues.



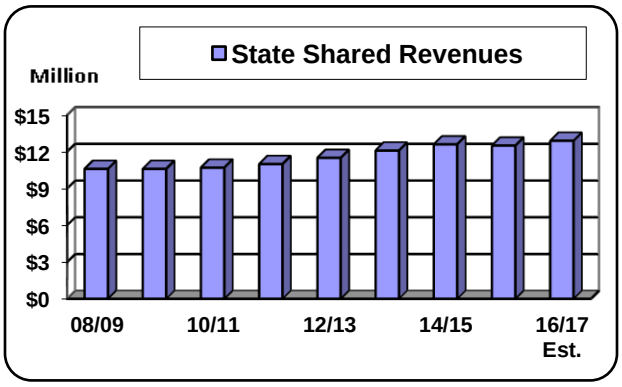
Communications Services Tax

The Communication Services Tax Simplification law went into effect in October 2001. This tax replaced the franchise and utility tax revenue that cities had previously collected on communications services. The tax is imposed on retail sales of communication services at a rate of 5.12%. Revenue estimates are based on expected growth, and historical trends. Collections from Communications Service Taxes are estimated at $4,965,400 for fiscal year 2016/17, representing approximately 3.8% of total General Fund Revenues.



State Shared Revenues

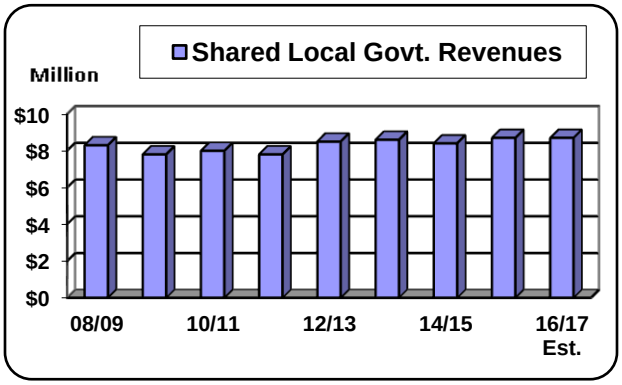
The City receives revenues from the State of Florida from the following sources: Revenue Sharing (derived from Sales and Use Taxes, Once Cent Municipal Fuel Tax and State Alternative Fuel Decal Users Fee); Mobile Home License Tax; Alcoholic Beverage License Tax; Half-Cent Sales Tax; Public Safety Pensions; 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 $12,908,180 for fiscal year 2016/17; this represents $3,450,700 for State Revenue Sharing, $100,000 for Mobile Home Licenses Tax, $110,670 for Alcoholic Beverage License Tax, $6,815,310 for Half-Cent Sales Tax, $2,205,000 for Public Safety Pensions, $80,000 for Fire Incentive Reimbursement, and $146,500 for Municipal Motor Vehicle Refund. State Shared Revenues represent approximately 10% of total General Fund Revenues.



Shared Revenue from Local Governments

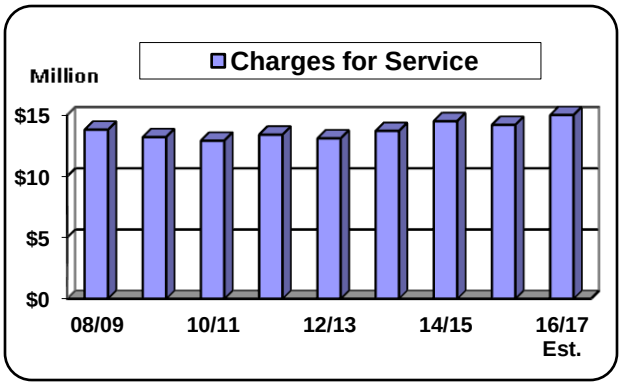
The City receives revenues from Pinellas County based on interlocal agreements and state law requirements. These revenues include the Pinellas Public Library Cooperative, which provides the City a portion of county ad valorem taxes in exchange for joining the Library Cooperative which makes library services 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 $8,703,750 for fiscal year 2016/17; this represents $716,630 for Pinellas County Library Cooperative, $176,740 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.



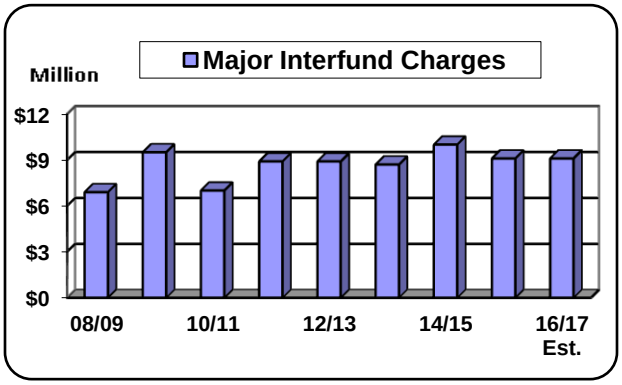
Charges for Service Revenue

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, sponsorships, and admission charges; library usage fees; and charges at Pier 60 such as fishing admissions, bait and tackle sales, concessions and souvenirs. For fiscal year 2016/17, charges for service fees are estimated at $5,204,340. 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 $6,388,100 for fiscal year 2016/17. 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 $4,395,600 for fiscal year 2016/17. Total Charges for service revenues are budgeted at $15,988,040 for fiscal year 2016/17 which represents approximately 12% of General Fund revenues.



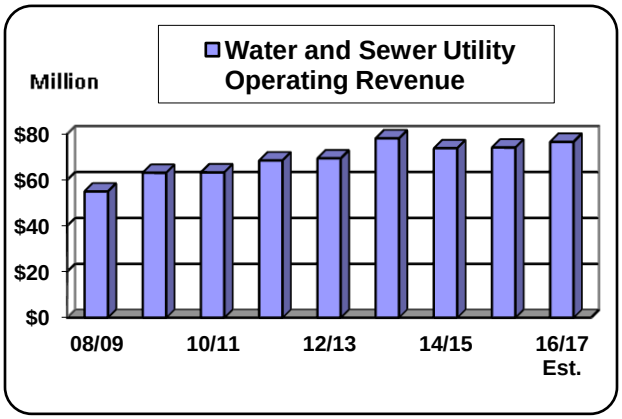
Major Interfund Charges

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 $9,078,590 for fiscal year 2016/17, representing approximately 7.0% of total General Fund Revenues.



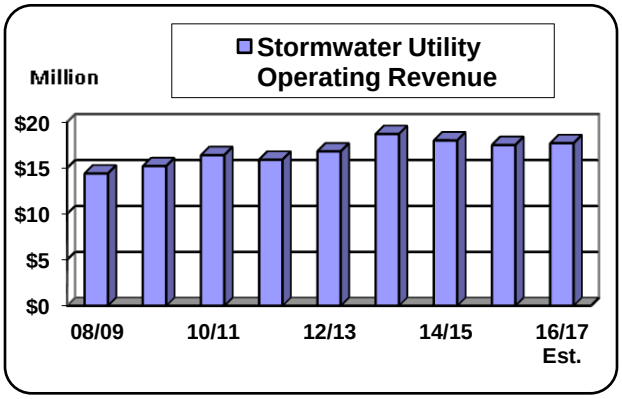
Water and Sewer Operating Revenue

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 was completed in July 2016 resulting in a 3.75% planned annual increase for each of the next five fiscal years. The analysis 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 2021. Revenue estimates are based upon the most current rate study. Water and Sewer Charges for Service Revenues are budgeted at $76,596,950 for fiscal year 2016/17, which represent approximately 99% 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.



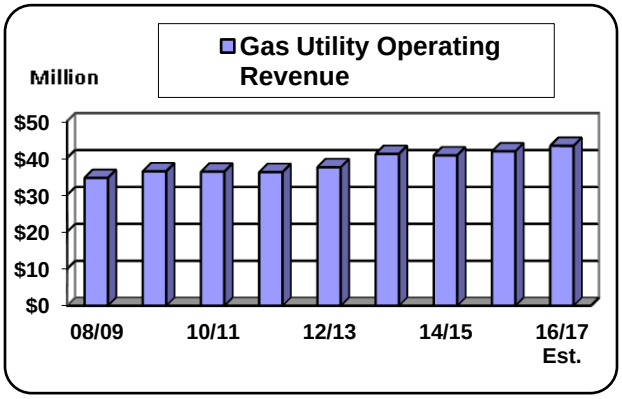
Stormwater Utility Revenue

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 $17,715,120 for fiscal year 2016/17, which represents 98% of total Stormwater fund revenues.



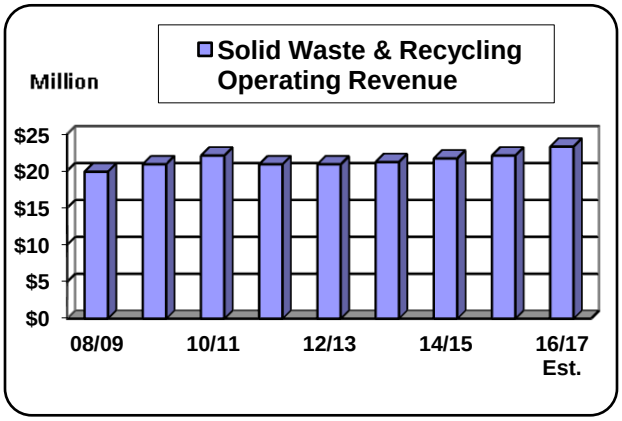
Gas Utility Operating Revenue

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 2014, 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 2016/17, Gas System Charges for Service Revenues are budgeted at $43,261,840, which represents 98% of total Gas fund revenues.



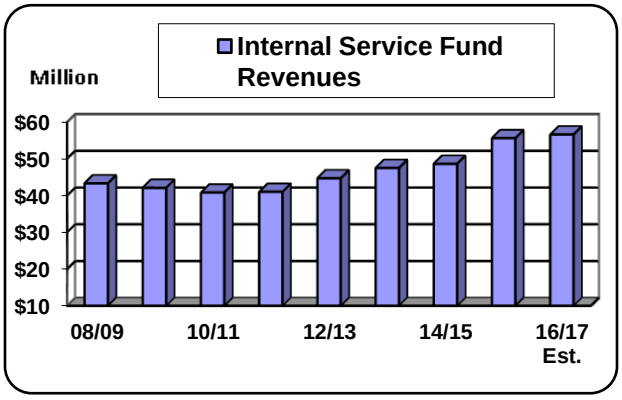
Solid Waste and Recycling Operating Revenue

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; roll-off collection services; and a residential, multi-family and commercial recycling operation. The most recent rate study was completed in October 2014 which resulted in annual 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 $23,300,000 for fiscal year 2016/17, which represents approximately 94% of total Solid Waste and Recycling fund revenues.



Internal Service Fund Revenue

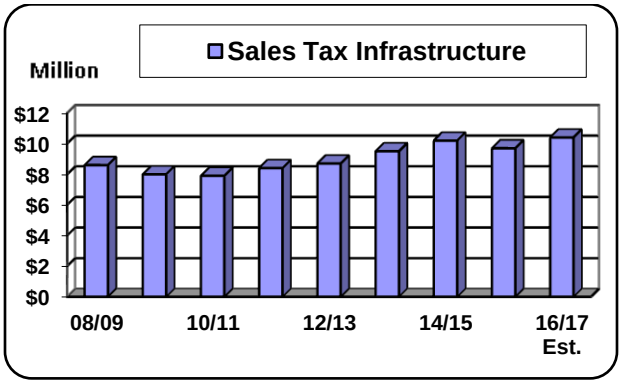
The City operates four internal service funds which include: the Administrative Services fund which is responsible for information technology, telephone, customer service, and courier services; the General Services fund responsible for building maintenance; the Garage fund responsible for all motor vehicles 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 2016/17 are budgeted at $56,619,320, which is 96% of total revenues. This represents $10,720,360 for Administrative Services fund; $16,570,810 Garage Fund; $4,864,560 General Services fund, and $24,463,590 Central Insurance Fund.



Penny for Pinellas (Sales Tax Infrastructure)

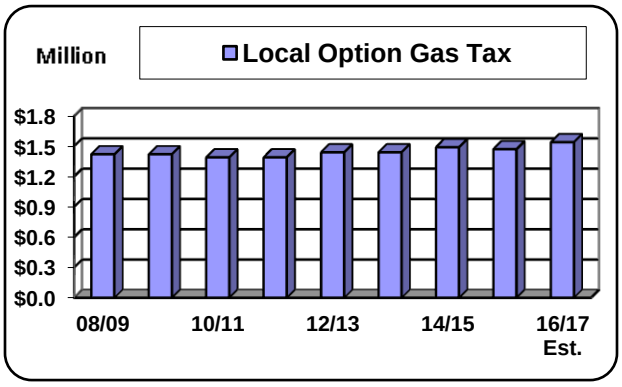
Penny for Pinellas is an additional one-cent discretionary sales surtax levied in Pinellas County and approved by voters for a third ten year period beginning in February 2010. Proceeds can be used for any fixed capital expenditure for the construction, reconstruction or improvements of public facilities, fire vehicle, emergency medical service vehicle, police vehicle, and the equipment necessary to outfit the vehicle and which have a life expectancy of five years or more. Revenue estimates are based on expected growth, historical trends as well as calculations by the Florida Department of Revenue's Office of Tax Research. For fiscal year 2016/17, Sales Tax Infrastructure revenues are budgeted at $10,442,200, which

represents 57% 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 2016/17, Local Option Gas Tax revenues are budgeted at $1,535,350, which represents 8% of total Special Development Fund revenues.



FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 14/15 Approved FTEs	FY 15/16 Approved FTEs	FY 15/16 Amended FTEs	FY 16/17 Approved FTEs	Inc/(Dec) Over 15/16 Amended
GENERAL FUND					
City Council	**1.0**	**1.0**	**1.0**	**1.0**	
City Manager's Office	**7.0**	**6.0**	**6.0**	**5.0**	**(1.0)**
City Attorney's Office	**11.5**	**11.5**	**11.5**	**11.5**	
City Audit	**2.0**	**2.0**	**2.0**	**2.0**	
CRA Administration	**0.0**	**0.0**	**1.0**	**4.6**	**3.6**
Economic Development & Housing Services					
Economic Development	6.0	7.0	8.0	5.8	(2.2)
Housing Services	4.0	4.0	4.0	4.6	0.6
Economic Development & Housing Services	**10.0**	**11.0**	**12.0**	**10.4**	**(1.6)**
Engineering:					
Engineering Production	34.0	34.0	34.0	35.0	1.0
Traffic Operations	21.0	21.0	21.0	21.0	
Engineering	**55.0**	**55.0**	**55.0**	**56.0**	**1.0**
Finance:					
Finance	25.5	26.5	26.5	26.5	
Office of Management & Budget	3.0	3.0	3.0	3.0	
Finance Department	**28.5**	**29.5**	**29.5**	**29.5**	
Fire					
Administration	9.0	9.0	8.0	8.0	
Support Services	2.0	2.0	2.0	3.0	1.0
Fire Prevention Services	8.0	8.0	8.0	9.0	1.0
Fire Operations	123.0	123.0	123.0	124.0	1.0
Emergency Medical Services	59.0	59.0	60.0	60.0	
Fire Department	**201.0**	**201.0**	**201.0**	**204.0**	**3.0**
Human Resources					
Administration	3.0	2.0	2.0	2.0	
Recruitment, Selection and Training	4.7	4.7	4.7	5.1	0.4
Compensation and Classification	0.0	0.0	0.0	0.0	
Employee Labor Relations	2.0	2.0	2.0	2.0	
Diversity and Equity Services		2.0	2.0	2.0	
Human Resources	**9.7**	**10.7**	**10.7**	**11.1**	**0.4**
Library					
Centralized Library Services	17.3	17.3	17.3	17.3	
Main Library	25.6	30.5	30.5	31.7	1.2
Countryside Branch Library	13.1	15.1	15.1	15.1	
East Branch Library	13.2	13.3	13.3	13.3	
North Greenwood Branch Library	3.1	3.1	3.1	3.1	
Beach Branch Library	2.1	2.1	2.1	2.1	
Library	**74.4**	**81.4**	**81.4**	**82.6**	**1.2**
Marine / Pier 60 Operations	**7.5**	**7.8**	**9.8**	**9.8**	
Official Records & Legislative Services	**8.0**	**8.0**	**8.0**	**8.0**	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 14/15 Approved FTEs	FY 15/16 Approved FTEs	FY 15/16 Amended FTEs	FY 16/17 Approved FTEs	Inc/(Dec) Over 15/16 Amended
Parks & Recreation					
Administration	20.0	20.0	20.0	24.9	4.9
Recreation Programming	73.9	75.4	75.4	77.1	1.7
Parks & Beautification	96.0	99.0	99.0	98.4	(0.6)
Streets & Sidewalks	11.0	10.0	10.0	11.0	1.0
Parks & Recreation	**200.9**	**204.4**	**204.4**	**211.4**	**7.0**
Planning and Development					
Planning	15.0	16.0	16.0	17.0	1.0
Construction Services	26.0	26.0	26.0	26.0	
Code Compliance	13.0	14.0	14.0	14.0	
Planning & Development	**54.0**	**56.0**	**56.0**	**57.0**	**1.0**
Police					
Office of the Chief	8.0	9.0	9.0	8.0	(1.0)
Criminal Investigations	53.0	61.3	61.3	61.3	
Patrol	176.5	196.6	196.6	200.6	4.0
Support Services	68.4	44.2	44.2	46.2	2.0
Communications	39.6	41.6	41.6	41.6	
Police	**345.5**	**352.7**	**352.7**	**357.7**	**5.0**
Public Communications	**9.0**	**10.0**	**10.0**	**10.0**	
TOTAL, GENERAL FUND	**1025.0**	**1048.0**	**1052.0**	**1071.6**	**19.6**
UTILITY FUNDS					
Gas System					
Administration & Supply	9.6	9.6	9.6	11.6	2.0
Pinellas Gas Operations	52.0	52.0	52.0	54.0	2.0
Pasco Gas Operations	16.0	21.0	21.0	29.0	8.0
Gas Marketing & Pinellas Sales	9.4	9.4	9.4	9.4	
Total Gas Fund	**87.0**	**92.0**	**92.0**	**104.0**	**12.0**
Public Utilities					
Public Utilities Administration	7.0	7.0	7.0	11.0	4.0
Wastewater Collection	24.0	24.0	24.0	23.0	(1.0)
Public Utilities Maintenance	27.0	29.0	29.0	30.0	1.0
WPC Plant Operations	40.0	40.0	40.0	38.0	(2.0)
WPC Laboratory	8.0	9.0	9.0	9.0	
WPC Industrial Pretreatment	6.0	6.0	6.0	6.0	
Water Distribution	36.0	36.0	36.0	35.0	(1.0)
Water Supply	19.0	19.0	19.0	19.0	
Reclaimed Water	17.0	17.0	17.0	17.0	
Total Water & Sewer Fund	**184.0**	**187.0**	**187.0**	**188.0**	**1.0**
Stormwater					
Engineering					
Stormwater Maintenance	39.0	42.0	42.0	42.0	
Stormwater Management	10.0	10.0	10.0	10.0	
Total Stormwater Fund	**49.0**	**52.0**	**52.0**	**52.0**	

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 14/15 Approved FTEs	FY 15/16 Approved FTEs	FY 15/16 Amended FTEs	FY 16/17 Approved FTEs	Inc/(Dec) Over 15/16 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	**453.5**	**464.5**	**464.5**	**477.5**	**13.0**
OTHER ENTERPRISE FUNDS					
Parking					
Engineering					
Parking System	14.7	14.7	14.7	20.2	5.5
Parking Enforcement	7.0	7.7	7.7	7.7	
Parks & Recreation					
Beach Guard Operations	12.0	13.4	13.4	13.4	
Total Parking Fund	**33.7**	**35.8**	**35.8**	**41.3**	**5.5**
Marine Fund	**17.1**	**17.9**	**17.9**	**18.5**	**0.6**
Airpark Fund	**1.4**	**1.4**	**1.4**	**1.4**	
Clearwater Harbor Marina Fund	**5.6**	**6.7**	**6.7**	**6.7**	
TOTAL, OTHER ENTERPRISE	**57.8**	**61.8**	**61.8**	**67.9**	**6.1**
INTERNAL SERVICES FUNDS					
Central Insurance Fund					
Finance					
Risk Management	5.0	4.0	4.0	4.0	
Human Resources					
Employee Benefits	3.5	3.5	3.5	3.5	
Total Central Insurance Fund	**8.5**	**7.5**	**7.5**	**7.5**	
General Services					
Administration	7.3	6.3	6.3	6.3	
Building & Maintenance	25.0	27.0	27.0	28.0	1.0
Total General Services Fund	**32.3**	**33.3**	**33.3**	**34.3**	**1.0**
Garage (Fleet Operations)					
Fleet Maintenance	33.0	34.0	34.0	35.0	1.0
Radio Communications	1.0	2.0	2.0	2.0	
Total Garage Fund	**34.0**	**36.0**	**36.0**	**37.0**	**1.0**

FULL TIME EQUIVALENT SUMMARY OF POSITIONS

Department	FY 14/15 Approved FTEs	FY 15/16 Approved FTEs	FY 15/16 Amended FTEs	FY 16/17 Approved FTEs	Inc/(Dec) Over 15/16 Amended
Adminiastrative Services Fund					
Information Technology					
Administration	3.0	3.0	3.0	3.0	
Network Services	11.0	11.0	11.0	13.0	2.0
Software Application	16.0	16.0	16.0	17.0	1.0
Telecommunications	1.5	1.0	1.0	1.0	
Public Communications					
Courier	0.8	0.8	0.8	0.8	
Utility Customer Service	44.0	43.0	43.0	43.0	
Total Administrative Services Fund	**76.3**	**74.8**	**74.8**	**77.8**	**3.0**
TOTAL, INTERNAL SERVICES	**151.1**	**151.6**	**151.6**	**156.6**	**5.0**
SPECIAL PROGRAM FUND					
Police Outside Duty Clerk	1.5	1.5	1.5	1.5	
AmeriCorp Program	11.8	11.8	0.0	0.0	
SLEF - SRO Officers	3.0	3.0	3.0	3.0	
Police Aide Program	0.0	0.0	5.3	5.3	
Report Review Team Pilot Program	2.7	0.0	0.0	0.0	
JWB Youth Programs	3.3	3.7	4.3	4.3	
Special Events	0.0	1.0	1.0	2.0	1.0
TOTAL, SPECIAL PROGRAM	**22.3**	**21.0**	**15.1**	**16.1**	**1.0**
TOTAL, ALL FUNDS	**1709.7**	**1746.9**	**1745.0**	**1789.7**	**44.7**

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 2016/17 adopted budget, other than changes addressed below.

General Fund

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

Revenue Projections

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

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

Property Tax Revenue

Property tax revenues are the largest source of revenue for the General Fund representing 34% of the total anticipated General Fund revenues in the 2016/17 adopted budget. The City of Clearwater is basically "built out". Therefore, the City will not see much increase in taxable values from major new residential development. The City's 2016 taxable values increased by 7.6% which is reflected in the 2016/17 adopted budget. Due to strong property value growth in each of the past two years, for the purposes of this forecast analysis, property tax revenue is estimated to increase by approximately 6.5% in 2017/18, followed by annual increase 0.5% lower than the previous year 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% of total General Fund revenue in fiscal year 2016/17.

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 5.5% of total General Fund revenue. The revenue from the communication services tax is estimated to provide almost $5 million in fiscal year 2016/17, a 2% reduction from the prior year. This revenue source has been declining for several years and is projected to decline by 6% in fiscal year 2017/18, 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 $23.1 million for fiscal year 2016/17 which accounts for approximately 18% of total General Fund revenues. Some of the major revenues included in this category are sales tax, fire tax, and EMS tax, state revenue sharing, and state public safety supplemental pension revenue. Sales tax 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 76.5% of the total General Fund revenues. All other revenue sources are forecasted individually on a line item basis based upon historical revenue trends.

Expenditure Projections

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

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

Salary and Benefits

Salary and benefit costs approximate 65.5% of all General Fund expenditures, at $86.1 million. Salary projections are forecasted for budget recommended 2016/17 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 $10.3 million of the City's total adopted 2016/17 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 $8.3 million of the City's total General Fund expenditures. Pension costs are estimated at approximately 15% of covered payroll in fiscal year 2016/17. Forecast estimates include an increase of 2.5% to incorporate the growth in wages.

Operating Expenditures

Operating expenditures include numerous costs including basic operating supplies, travel, training, etc. Significant expenditures in the operating category include utility costs for public facilities such as 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% 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 $757,130 in fiscal year 2016/17, 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 2016/17 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 extraordinary issues during the forecast period. In the Parks and Recreation department, the new Morningside Recreation Center is projected to open in the winter of 2018. The projected revenues and expenditures related to the operations of this recreation center are included beginning in fiscal year 2017/18.

In summary, ***the projection of revenues and current service level expenditures presents approximately a $1.6 million deficit for fiscal year 2017/18***. 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

	Budget 2015-16	Budget 2016-17	% Δ	Fiscal Year 2017-18	% Δ	Fiscal Year 2018-19	% Δ	Fiscal Year 2019-20	% Δ	Fiscal Year 2020-21	% Δ	Fiscal Year 2021-22	% Δ
								Forecast					
Ad Valorem Taxes	41,180,080	44,384,830	7.8%	47,269,840	6.5%	50,106,030	6.0%	52,611,330	5.0%	54,978,840	4.5%	57,177,990	4.0%
Utility Taxes	14,385,000	14,717,600	2.3%	14,932,410	1.5%	15,151,520	1.5%	15,375,010	1.5%	15,602,970	1.5%	15,835,490	1.5%
Local Option, Fuel, & Other Taxes	7,201,700	7,100,400	-2.0%	6,802,480	-6.0%	6,802,480	0.0%	6,802,480	0.0%	6,802,480	0.0%	6,802,480	0.0%
Franchise Fees	10,184,600	10,280,100	0.9%	10,376,600	0.9%	10,474,070	0.9%	10,572,510	0.9%	10,671,940	0.9%	10,772,360	0.9%
Other Permits & Fees	2,372,250	2,372,250	0.0%	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	22,484,470	23,054,960	2.5%	23,433,570	1.6%	23,819,620	1.6%	24,213,250	1.7%	24,614,660	1.7%	25,024,000	1.7%
Charges for Service	15,023,090	15,988,040	6.4%	16,353,600	2.3%	16,659,960	1.9%	16,920,180	1.6%	17,186,180	1.6%	17,457,890	1.6%
Judgments, Fines & Forfeits	908,000	950,400	4.7%	968,350	1.9%	986,630	1.9%	1,005,260	1.9%	1,024,250	1.9%	1,043,590	1.9%
Miscellaneous Revenue	1,795,250	1,986,180	10.6%	2,056,270	3.5%	2,172,330	5.6%	2,382,760	9.7%	2,516,520	5.6%	2,624,130	4.3%
Interfund Charges/Transfers	9,196,490	9,161,770	-0.4%	9,360,720	2.2%	9,565,630	2.2%	9,776,690	2.2%	9,994,080	2.2%	10,217,980	2.2%
Subotal	**124,730,930**	**129,996,530**	**4.2%**	**133,995,890**	**3.1%**	**138,252,220**	**3.2%**	**142,222,800**	**2.9%**	**146,005,610**	**2.7%**	**149,620,970**	**2.5%**
Transfer (to) from Reserves	(251,060)	1,652,000	n/a										
Total Revenues	**124,479,870**	**131,648,530**	**5.8%**	**133,995,890**	**1.8%**	**138,252,220**	**3.2%**	**142,222,800**	**2.9%**	**146,005,610**	**2.7%**	**149,620,970**	**2.5%**
City Council	316,430	331,360	4.7%	326,870	-1.4%	333,610	2.1%	340,610	2.1%	347,860	2.1%	355,380	2.2%
City Manager's Office	1,075,590	993,950	-7.6%	1,020,230	2.6%	1,047,250	2.6%	1,075,020	2.7%	1,103,560	2.7%	1,132,920	2.7%
Economic Development	1,735,030	1,706,650	-1.6%	1,751,960	2.7%	1,798,540	2.7%	1,846,420	2.7%	1,895,640	2.7%	1,946,230	2.7%
Public Communications	990,180	997,000	0.7%	1,024,900	2.8%	1,053,660	2.8%	1,083,290	2.8%	1,113,830	2.8%	1,145,320	2.8%
CRA Administration	-	395,140	n/a	406,030	0.0%	417,250	0.0%	428,800	0.0%	440,690	0.0%	452,940	0.0%
City Attorney	1,652,360	1,651,920	0.0%	1,695,900	2.7%	1,741,140	2.7%	1,787,660	2.7%	1,835,530	2.7%	1,884,780	2.7%
Off Records & Legislative Svc	1,130,440	1,060,210	-6.2%	1,188,840	12.1%	1,220,800	2.7%	1,253,670	2.7%	1,287,480	2.7%	1,322,270	2.7%
Finance	2,405,570	2,472,950	2.8%	2,541,070	2.8%	2,611,210	2.8%	2,683,460	2.8%	2,757,910	2.8%	2,834,630	2.8%
City Audit	207,370	216,330	4.3%	222,160	2.7%	228,150	2.7%	234,330	2.7%	240,690	2.7%	247,240	2.7%
Human Resources	1,173,410	1,226,130	4.5%	1,256,950	2.5%	1,288,640	2.5%	1,321,230	2.5%	1,354,750	2.5%	1,389,220	2.5%
Police	39,139,980	39,781,790	1.6%	41,245,930	3.7%	42,688,880	3.5%	44,162,660	3.5%	45,692,050	3.5%	47,176,030	3.2%
Fire	25,528,490	26,312,890	3.1%	27,839,240	5.8%	28,864,000	3.7%	29,814,820	3.3%	31,141,210	4.4%	32,469,550	4.3%
Planning & Development	5,400,550	5,627,690	4.2%	5,781,200	2.7%	5,939,230	2.7%	6,101,920	2.7%	6,267,220	2.7%	6,437,460	2.7%
Engineering	7,857,040	7,865,730	0.1%	8,010,080	1.8%	8,186,760	2.2%	8,400,590	2.6%	8,620,570	2.6%	8,846,900	2.6%
Parks & Recreation	23,590,520	25,682,620	8.9%	27,110,241	5.6%	26,539,711	-2.1%	27,179,151	2.4%	27,872,466	2.6%	28,612,152	2.7%
Library	6,759,060	7,219,940	6.8%	7,259,320	0.5%	7,435,090	2.4%	7,443,550	0.1%	7,629,890	2.5%	7,821,780	2.5%
Marine Operations	967,980	1,219,360	26.0%	1,249,390	2.5%	1,280,270	2.5%	1,322,020	3.3%	1,354,650	2.5%	1,388,200	2.5%
Non-Departmental	4,274,420	6,600,840	54.4%	5,342,774	-19.1%	4,558,474	-14.7%	4,076,384	-10.6%	3,947,174	-3.2%	4,439,364	12.5%
Public Utilities	275,450	286,030	3.8%	293,180	2.5%	300,510	2.5%	308,030	2.5%	315,730	2.5%	323,620	2.5%
Subotal	**124,479,870**	**131,648,530**	**5.8%**	**135,566,265**	**3.0%**	**137,533,175**	**1.5%**	**140,863,615**	**2.4%**	**145,218,901**	**3.1%**	**150,225,986**	**3.4%**
Use of Reserves													
Total Expenditures	**124,479,870**	**131,648,530**	**8.2%**	**135,566,265**	**3.0%**	**137,533,175**	**1.5%**	**140,863,615**	**2.4%**	**145,218,901**	**3.1%**	**150,225,986**	**3.4%**
Annual Budget Deficit				**(1,570,375)**		**719,045**		**1,359,185**		**786,709**		**(605,016)**	
Cumulative Budget Deficit				**(1,570,375)**		**(851,330)**		**507,855**		**1,294,564**		**689,548**	

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:	5.3263	5.2426	5.1052	5.0336	5.0928

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**		**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Current Property Taxes	41,180,080	44,384,830	7.8%	47,269,840	6.5%	50,106,030	6.0%	52,611,330	5.0%	54,978,840	4.5%	57,177,990	4.0%
Ad Valorem Taxes	**41,180,080**	**44,384,830**	**7.8%**	**47,269,840**	**6.5%**	**50,106,030**	**6.0%**	**52,611,330**	**5.0%**	**54,978,840**	**4.5%**	**57,177,990**	**4.0%**
Electricity	10,530,000	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%	11,858,490	2.0%
Water	3,050,000	3,172,000	4.0%	3,172,000	0.0%	3,172,000	0.0%	3,172,000	0.0%	3,172,000	0.0%	3,172,000	0.0%
Gas	680,000	680,000	0.0%	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	**14,385,000**	**14,717,600**	**2.3%**	**14,932,410**	**1.5%**	**15,151,520**	**1.5%**	**15,375,010**	**1.5%**	**15,602,970**	**1.5%**	**15,835,490**	**1.5%**
Communications Taxes	5,066,700	4,965,400	-2.0%	4,667,480	-6.0%	4,667,480	0.0%	4,667,480	0.0%	4,667,480	0.0%	4,667,480	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 Taxes	**7,201,700**	**7,100,400**	**-1.4%**	**6,802,480**	**-4.2%**	**6,802,480**	**0.0%**	**6,802,480**	**0.0%**	**6,802,480**	**0.0%**	**6,802,480**	**0.0%**
Electricity	9,554,600	9,650,100	1.0%	9,746,600	1.0%	9,844,070	1.0%	9,942,510	1.0%	10,041,940	1.0%	10,142,360	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	**10,184,600**	**10,280,100**	**0.9%**	**10,376,600**	**0.9%**	**10,474,070**	**0.9%**	**10,572,510**	**0.9%**	**10,671,940**	**0.9%**	**10,772,360**	**0.9%**
Buildings/Sign Permits	2,325,750	2,325,750	0.0%	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	6,500	6,500	0.0%	6,530	0.5%	6,560	0.5%	6,590	0.5%	6,620	0.5%	6,650	0.5%
Other Permits & Fees	**2,372,250**	**2,372,250**	**0.0%**	**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	252,500	317,790	25.9%	320,970	1.0%	324,180	1.0%	327,420	1.0%	330,690	1.0%	334,000	1.0%
Revenue Sharing	3,285,000	3,450,700	5.0%	3,519,710	2.0%	3,590,100	2.0%	3,661,900	2.0%	3,735,140	2.0%	3,809,840	2.0%
Mobile Home	100,000	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%	100,000	0.0%
Beverage License	108,500	110,670	2.0%	112,880	2.0%	115,140	2.0%	117,440	2.0%	119,790	2.0%	122,190	2.0%
Sales Tax	6,579,000	6,815,310	3.6%	6,985,690	2.5%	7,160,330	2.5%	7,339,340	2.5%	7,522,820	2.5%	7,710,890	2.5%
Public Safety Supp Pension	2,205,000	2,205,000	0.0%	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	74,920	80,000	6.8%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Motor Refund	145,000	146,500	1.0%	147,970	1.0%	149,450	1.0%	150,940	1.0%	152,450	1.0%	153,970	1.0%
Other Governmental Units	10,000	10,100	1.0%	10,200	1.0%	10,300	1.0%	10,400	1.0%	10,500	1.0%	10,610	1.0%
Pinellas Library Cooperative	716,630	716,630	0.0%	730,960	2.0%	745,580	2.0%	760,490	2.0%	775,700	2.0%	791,210	2.0%
City Traffic Signal Reimb	176,000	176,740	0.4%	177,620	0.5%	178,510	0.5%	179,400	0.5%	180,300	0.5%	181,200	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	5,710,380	5,710,380	0.0%	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	286,250	345,070	20.5%	345,070	0.0%	345,070	0.0%	345,070	0.0%	345,070	0.0%	345,070	0.0%
Home Grant	50,380	46,380	-7.9%	46,380	0.0%	46,380	0.0%	46,380	0.0%	46,380	0.0%	46,380	0.0%
State Housing Incentive Grant	64,930	78,970	21.6%	78,970	0.0%	78,970	0.0%	78,970	0.0%	78,970	0.0%	78,970	0.0%
Housing Incentive	-	3,600	n/a	3,670	2.0%	3,740	2.0%	3,810	2.0%	3,890	2.0%	3,970	2.0%
Community Redevelopment Agenc	619,980	641,120	3.4%	657,150	2.5%	673,580	2.5%	690,420	2.5%	707,680	2.5%	725,370	2.5%
Intergovernmental	**22,484,470**	**23,054,960**	**2.5%**	**23,433,570**	**1.6%**	**23,819,620**	**1.6%**	**24,213,250**	**1.7%**	**24,614,660**	**1.7%**	**25,024,000**	**1.7%**
Special Activities	690,000	705,020	2.2%	833,900	2.2%	890,720	2.2%	910,110	2.2%	929,920	2.2%	950,160	2.2%
Rental - Public Facilities	606,000	605,000	-0.2%	627,170	-0.2%	633,850	-0.2%	632,800	-0.2%	631,760	-0.2%	630,720	-0.2%
Admissions	225,000	220,000	-2.2%	225,870	-2.2%	224,360	-2.2%	219,370	-2.2%	214,500	-2.2%	209,730	-2.2%
P&R Resident Cards	245,000	260,000	6.1%	262,600	1.0%	265,230	1.0%	267,880	1.0%	270,560	1.0%	273,270	1.0%
P&R Non-Resident	110,000	125,000	13.6%	126,250	1.0%	127,510	1.0%	128,790	1.0%	130,080	1.0%	131,380	1.0%
P & R-Sales Revenue	25,000	20,000	-20.0%	16,960	-20.0%	13,820	-20.0%	11,060	-20.0%	8,850	-20.0%	7,080	-20.0%
P & R Service Fees	450,000	450,000	0.0%	471,000	0.0%	478,000	0.0%	478,000	0.0%	478,000	0.0%	478,000	0.0%
P&R Contractual Service	50,000	50,000	0.0%	53,000	0.0%	54,000	0.0%	54,000	0.0%	54,000	0.0%	54,000	0.0%
Golf Course Revenue	74,000	75,000	1.4%	75,750	1.0%	76,510	1.0%	77,280	1.0%	78,050	1.0%	78,830	1.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**		**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Sponsorship (sports tourism)	-	167,730	n/a	169,410	1.0%	171,100	1.0%	172,810	1.0%	174,540	1.0%	176,290	1.0%
McMullen Tennis	5,000	-	-100.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%
Race Fee	7,000	8,000	14.3%	8,080	1.0%	8,160	1.0%	8,240	1.0%	8,320	1.0%	8,400	1.0%
Special Facilities-Activities	21,200	1,500	-92.9%	1,520	1.0%	1,540	1.0%	1,560	1.0%	1,580	1.0%	1,600	1.0%
Skate Park	3,000	-	-100.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%	-	1.0%
Rental - Ball fields	510,000	510,000	0.0%	515,100	1.0%	520,250	1.0%	525,450	1.0%	530,700	1.0%	536,010	1.0%
Parks & Recreation	3,021,200	3,197,250	5.8%	3,386,610	5.9%	3,465,050	2.3%	3,487,350	0.6%	3,510,860	0.7%	3,535,470	0.7%
Building Rental - Visitors Ctr	15,710	15,840	0.8%	15,840	0.0%	15,840	0.0%	15,840	0.0%	15,840	0.0%	15,840	0.0%
Land Rentals	90,000	78,000	-13.3%	78,000	0.0%	78,000	0.0%	78,000	0.0%	78,000	0.0%	78,000	0.0%
Telescopes - Pier 60	4,000	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%	4,000	0.0%
Fishing Admissions	164,000	165,600	1.0%	167,260	1.0%	168,930	1.0%	170,620	1.0%	172,330	1.0%	174,050	1.0%
Rod Rental	60,000	65,000	8.3%	65,650	1.0%	66,310	1.0%	66,970	1.0%	67,640	1.0%	68,320	1.0%
General Admission	140,000	160,000	14.3%	161,600	1.0%	163,220	1.0%	164,850	1.0%	166,500	1.0%	168,170	1.0%
Concession Sales	140,000	150,000	7.1%	151,500	1.0%	153,020	1.0%	154,550	1.0%	156,100	1.0%	157,660	1.0%
Bait Sales	60,000	45,000	-25.0%	45,450	1.0%	45,900	1.0%	46,360	1.0%	46,820	1.0%	47,290	1.0%
Tackle Sales	90,000	90,000	0.0%	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	375,000	561,000	49.6%	566,610	1.0%	566,610	1.0%	572,280	1.0%	578,000	1.0%	583,780	1.0%
Pier 60	1,146,710	1,342,440	17.1%	1,354,890	0.9%	1,361,800	0.5%	1,374,440	0.9%	1,387,210	0.9%	1,400,110	0.9%
Library Non-Resident	9,000	60,000	566.7%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	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	30,000	81,000	170.0%	28,110	-65.3%	28,220	0.4%	28,330	0.4%	28,440	0.4%	28,550	0.4%
Police Service	15,800	17,000	7.6%	17,170	1.0%	17,340	1.0%	17,510	1.0%	17,690	1.0%	17,870	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	12,000	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%
Fire Inspection Fees	320,000	360,000	12.5%	363,600	1.0%	367,240	1.0%	370,910	1.0%	374,620	1.0%	378,370	1.0%
Public Safety	347,850	389,050	11.8%	392,820	1.0%	396,630	1.0%	400,470	1.0%	404,360	1.0%	408,290	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	1,000	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%	1,000	0.0%
Variance/Conditional Use	70,000	70,700	1.0%	71,410	1.0%	72,120	1.0%	72,840	1.0%	73,570	1.0%	74,310	1.0%
Engineering Fees/Maps	11,350	16,400	44.5%	16,400	0.0%	16,400	0.0%	16,400	0.0%	16,400	0.0%	16,400	0.0%
Assessment Search	10,000	13,000	30.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	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	500	100	-80.0%	100	0.0%	100	0.0%	100	0.0%	100	0.0%	100	0.0%
Candidate Filing Fee	600	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Housing Authority	14,000	17,000	21.4%	17,000	0.0%	17,000	0.0%	17,000	0.0%	17,000	0.0%	17,000	0.0%
Tree Removal Permit	12,500	13,000	4.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%	13,000	0.0%
Clearing/Grubbing	3,800	4,500	18.4%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%	4,500	0.0%
Staking Fee	250	300	20.0%	300	0.0%	300	0.0%	300	0.0%	300	0.0%	300	0.0%
Lot Mowing/Clearing	35,000	50,000	42.9%	50,500	1.0%	51,010	1.0%	51,520	1.0%	52,040	1.0%	52,560	1.0%
Public Service Charges	250	-	-100.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%	-	0.0%
Other Service Charges	167,850	194,600	15.9%	195,810	0.6%	197,030	0.6%	198,260	0.6%	199,510	0.6%	200,770	0.6%
Capitalized Labor	80,000	80,000	0.0%	80,800	1.0%	81,610	1.0%	82,430	1.0%	83,250	1.0%	84,080	1.0%
Airpark Fund	7,380	8,880	20.3%	9,060	2.0%	9,240	2.0%	9,420	2.0%	9,610	2.0%	9,800	2.0%
Stormwater Fund	614,640	577,750	-6.0%	589,310	2.0%	601,100	2.0%	613,120	2.0%	625,380	2.0%	637,890	2.0%
Water & Sewer Fund	2,620,230	2,895,150	10.5%	2,953,050	2.0%	3,012,110	2.0%	3,072,350	2.0%	3,133,800	2.0%	3,196,480	2.0%
Gas Fund	1,602,280	1,666,140	4.0%	1,699,460	2.0%	1,733,450	2.0%	1,768,120	2.0%	1,803,480	2.0%	1,839,550	2.0%
Solid Waste Fund	744,050	743,580	-0.1%	758,450	2.0%	773,620	2.0%	789,090	2.0%	804,870	2.0%	820,970	2.0%

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**		**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Recycling Fund	118,000	109,650	-7.1%	111,840	2.0%	114,080	2.0%	116,360	2.0%	118,690	2.0%	121,060	2.0%
Marine Fund	171,410	162,140	-5.4%	165,380	2.0%	168,690	2.0%	172,060	2.0%	175,500	2.0%	179,010	2.0%
Clearwater Harbor Marina	21,060	21,370	1.5%	21,800	2.0%	22,240	2.0%	22,680	2.0%	23,130	2.0%	23,590	2.0%
Parking Fund	120,780	203,440	68.4%	207,510	2.0%	211,660	2.0%	215,890	2.0%	220,210	2.0%	224,610	2.0%
Adm Ovhd Charges	6,099,830	6,468,100	6.0%	6,596,660	2.0%	6,727,800	2.0%	6,861,520	2.0%	6,997,920	2.0%	7,137,040	2.0%
Concrete, Materials, & Svc	436,500	380,000	-12.9%	385,700	1.5%	391,490	1.5%	397,360	1.5%	403,320	1.5%	409,370	1.5%
Airpark Fund	25,860	25,730	-0.5%	26,240	2.0%	26,760	2.0%	27,300	2.0%	27,850	2.0%	28,410	2.0%
Stormwater Fund	913,120	769,130	-15.8%	784,510	2.0%	800,200	2.0%	816,200	2.0%	832,520	2.0%	849,170	2.0%
Water & Sewer Fund	1,872,950	2,128,190	13.6%	2,170,750	2.0%	2,214,170	2.0%	2,258,450	2.0%	2,303,620	2.0%	2,349,690	2.0%
Gas Fund	1,390	250	-82.0%	260	2.0%	270	2.0%	280	2.0%	290	2.0%	300	2.0%
Solid Waste Fund	57,050	65,260	14.4%	66,570	2.0%	67,900	2.0%	69,260	2.0%	70,650	2.0%	72,060	2.0%
Marine Fund	31,180	35,540	14.0%	36,250	2.0%	36,980	2.0%	37,720	2.0%	38,470	2.0%	39,240	2.0%
Clw Harbor Marina Fund	3,150	3,090	n/a	3,150	2.0%	3,210	2.0%	3,270	2.0%	3,340	2.0%	3,410	2.0%
Parking Fund	741,450	777,410	4.8%	792,960	2.0%	808,820	2.0%	825,000	2.0%	841,500	2.0%	858,330	2.0%
Pension Fund	127,000	131,000	3.1%	132,310	1.0%	133,630	1.0%	134,970	1.0%	136,320	1.0%	137,680	1.0%
Other Service Charges	4,209,650	4,315,600	2.5%	4,398,700	1.9%	4,483,430	1.9%	4,569,810	1.9%	4,657,880	1.9%	4,747,660	1.9%
Charges for Service	**15,023,090**	**15,988,040**	**6.4%**	**16,353,600**	**2.3%**	**16,659,960**	**1.9%**	**16,920,180**	**1.6%**	**17,186,180**	**1.6%**	**17,457,890**	**1.6%**
Red Light Camera	270,000	275,400	2.0%	280,910	2.0%	286,530	2.0%	292,260	2.0%	298,110	2.0%	304,070	2.0%
Court Fines	325,000	310,000	-4.6%	316,200	2.0%	322,520	2.0%	328,970	2.0%	335,550	2.0%	342,260	2.0%
Crossing Guards	135,000	136,000	0.7%	138,040	1.5%	140,110	1.5%	142,210	1.5%	144,340	1.5%	146,510	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	100,000	100.0%	102,000	2.0%	104,040	2.0%	106,120	2.0%	108,240	2.0%	110,400	2.0%
Alarm Svc Charges/Fines	50,000	51,000	2.0%	52,020	2.0%	53,060	2.0%	54,120	2.0%	55,200	2.0%	56,300	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	**908,000**	**950,400**	**4.7%**	**968,350**	**1.9%**	**986,630**	**1.9%**	**1,005,260**	**1.9%**	**1,024,250**	**1.9%**	**1,043,590**	**1.9%**
Interest Earnings - Cash Pool	525,000	525,000	0.0%	557,250	6.1%	682,660	22.5%	853,060	25.0%	945,630	10.9%	1,010,870	6.9%
Interest Income	525,000	525,000	0.0%	557,250	6.1%	682,660	22.5%	853,060	25.0%	945,630	10.9%	1,010,870	6.9%
Pier 60 Rent	260,000	100,000	-61.5%	103,000	3.0%	106,090	3.0%	109,270	3.0%	112,550	3.0%	115,930	3.0%
Pier 60 Umbrellas	200,000	450,000	125.0%	463,500	3.0%	477,410	3.0%	491,730	3.0%	506,480	3.0%	521,670	3.0%
S. Beach Pavilion Rental	110,000	100,000	-9.1%	103,000	3.0%	106,090	3.0%	109,270	3.0%	112,550	3.0%	115,930	3.0%
S. Beach Umbrellas	340,000	450,000	32.4%	463,500	3.0%	477,410	3.0%	491,730	3.0%	506,480	3.0%	521,670	3.0%
Clw Marine Aquarium Rental	48,250	48,300	0.1%	48,300	0.0%	-	-100.0%	-	-100.0%	-	-100.0%	-	-100.0%
Lost or Damaged Book	5,500	5,500	0.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%	5,500	0.0%
Other General Revenue	185,000	187,600	1.4%	191,350	2.0%	195,180	2.0%	199,080	2.0%	203,060	2.0%	207,120	2.0%
Vending Machines	32,000	32,000	0.0%	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	58,900	1.6%	59,780	1.5%	60,680	1.5%	61,590	1.5%	62,510	1.5%	63,450	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	7,000	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%	7,000	0.0%
Take Home Vehicle Reimb	14,000	11,180	-20.1%	11,180	0.0%	11,180	0.0%	11,180	0.0%	11,180	0.0%	11,180	0.0%
Adm Transportation Impact Fee	10,000	10,200	2.0%	10,400	2.0%	10,610	2.0%	10,820	2.0%	11,040	2.0%	11,260	2.0%
Miscellaneous Revenue	1,270,250	1,461,180	15.0%	1,499,020	2.6%	1,489,670	-0.6%	1,529,700	2.7%	1,570,890	2.7%	1,613,260	2.7%
Miscellaneous Revenue	**1,795,250**	**1,986,180**	**10.6%**	**2,056,270**	**3.5%**	**2,172,330**	**5.6%**	**2,382,760**	**9.7%**	**2,516,520**	**5.6%**	**2,624,130**	**4.3%**

City of Clearwater
Five Year Forecast

Revenue Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**		**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Airpark Fund	14,760	15,190	2.9%	15,650	3.0%	16,120	3.0%	16,600	3.0%	17,100	3.0%	17,610	3.0%
Stormwater Fund	921,830	959,500	4.1%	988,290	3.0%	1,017,940	3.0%	1,048,480	3.0%	1,079,930	3.0%	1,112,330	3.0%
Water & Sewer Fund	3,686,040	3,881,550	5.3%	3,998,000	3.0%	4,117,940	3.0%	4,241,480	3.0%	4,368,720	3.0%	4,499,780	3.0%
Solid Waste Fund	1,073,710	1,086,150	1.2%	1,118,730	3.0%	1,152,290	3.0%	1,186,860	3.0%	1,222,470	3.0%	1,259,140	3.0%
Recycling	130,340	130,340	0.0%	130,340	0.0%	130,340	0.0%	130,340	0.0%	130,340	0.0%	130,340	0.0%
Marine	244,430	227,850	-6.8%	234,690	3.0%	241,730	3.0%	248,980	3.0%	256,450	3.0%	264,140	3.0%
Clearwater Harbor Marina	34,060	36,460	7.0%	37,550	3.0%	38,680	3.0%	39,840	3.0%	41,040	3.0%	42,270	3.0%
Parking Fund	391,320	424,730	8.5%	437,470	3.0%	450,590	3.0%	464,110	3.0%	478,030	3.0%	492,370	3.0%
Gas System Dividend	2,700,000	2,400,000	-11.1%	2,400,000	0.0%	2,400,000	0.0%	2,400,000	0.0%	2,400,000	0.0%	2,400,000	0.0%
Interfund Charges/Transfers	**9,196,490**	**9,161,770**	**-0.4%**	**9,360,720**	**2.2%**	**9,565,630**	**2.2%**	**9,776,690**	**2.2%**	**9,994,080**	**2.2%**	**10,217,980**	**2.2%**
Transfer (to) from Reserves	**(251,060)**	**1,652,000**		**-**		**-**		**-**		**-**		**-**	
Total Revenues	**124,479,870**	**131,648,530**	**5.8%**	**133,995,890**	**1.8%**	**138,252,220**	**3.2%**	**142,222,800**	**2.9%**	**146,005,610**	**2.7%**	**149,620,970**	**2.5%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Full Time Salaries	42,930	43,450	1.2%	44,540	2.5%	45,650	2.5%	46,790	2.5%	47,960	2.5%	49,160	2.5%
Part Time Salaries	111,940	113,750	1.6%	113,750	0.0%	113,750	0.0%	113,750	0.0%	113,750	0.0%	113,750	0.0%
Life Insurance	660	670	1.5%	680	1.0%	690	1.0%	700	1.0%	710	1.0%	720	1.0%
Major Medical Insurance	56,520	57,960	2.5%	60,860	5.0%	63,900	5.0%	67,100	5.0%	70,460	5.0%	73,980	5.0%
Social Security	9,190	9,340	1.6%	9,570	2.5%	9,810	2.5%	10,060	2.5%	10,310	2.5%	10,570	2.5%
Pension	7,260	6,520	-10.2%	6,680	2.5%	6,850	2.5%	7,020	2.5%	7,200	2.5%	7,380	2.5%
Worker's Compensation	3,030	3,060	1.0%	3,120	2.0%	3,180	2.0%	3,240	2.0%	3,300	2.0%	3,370	2.0%
Operating Expenses	61,400	61,360	-0.1%	62,890	2.5%	64,460	2.5%	66,070	2.5%	67,720	2.5%	69,410	2.5%
Internal Service Expenses	20,500	21,250	3.7%	21,780	2.5%	22,320	2.5%	22,880	2.5%	23,450	2.5%	24,040	2.5%
Interfund Transfers	3,000	14,000	366.7%	3,000	-78.6%	3,000	-	3,000	-	3,000	-	3,000	-
City Council	**316,430**	**331,360**	**4.7%**	**326,870**	**-1.4%**	**333,610**	**2.1%**	**340,610**	**2.1%**	**347,860**	**2.1%**	**355,380**	**2.2%**
Full Time Salaries	701,520	649,730	-7.4%	665,970	2.5%	682,620	2.5%	699,690	2.5%	717,180	2.5%	735,110	2.5%
Life Insurance	4,490	4,290	-4.5%	4,330	1.0%	4,370	1.0%	4,410	1.0%	4,450	1.0%	4,490	1.0%
Major Medical Insurance	79,420	61,010	-23.2%	64,060	5.0%	67,260	5.0%	70,620	5.0%	74,150	5.0%	77,860	5.0%
Social Security	32,810	30,720	-6.4%	31,490	2.5%	32,280	2.5%	33,090	2.5%	33,920	2.5%	34,770	2.5%
Pension	24,800	16,110	-35.0%	16,510	2.5%	16,920	2.5%	17,340	2.5%	17,770	2.5%	18,210	2.5%
Worker's Compensation	3,540	3,060	-13.6%	3,120	2.0%	3,180	2.0%	3,240	2.0%	3,300	2.0%	3,370	2.0%
Operating Expenses	119,830	119,280	-0.5%	122,260	2.5%	125,320	2.5%	128,450	2.5%	131,660	2.5%	134,950	2.5%
Internal Service Expenses	109,180	109,750	0.5%	112,490	2.5%	115,300	2.5%	118,180	2.5%	121,130	2.5%	124,160	2.5%
City Manager's Office	**1,075,590**	**993,950**	**-7.6%**	**1,020,230**	**2.6%**	**1,047,250**	**2.6%**	**1,075,020**	**2.7%**	**1,103,560**	**2.7%**	**1,132,920**	**2.7%**
Full Time Salaries	-	311,250	n/a	319,030	2.5%	327,010	2.5%	335,190	2.5%	343,570	2.5%	352,160	2.5%
Life Insurance	-	1,230	n/a	1,240	1.0%	1,250	1.0%	1,260	1.0%	1,270	1.0%	1,280	1.0%
Major Medical Insurance	-	41,150	n/a	43,210	5.0%	45,370	5.0%	47,640	5.0%	50,020	5.0%	52,520	5.0%
Social Security	-	10,340	n/a	10,600	2.5%	10,870	2.5%	11,140	2.5%	11,420	2.5%	11,710	2.5%
Pension	-	31,170	n/a	31,950	2.5%	32,750	2.5%	33,570	2.5%	34,410	2.5%	35,270	2.5%
Worker's Compensation	-	-	n/a	-	2.0%	-	2.0%	-	2.0%	-	2.0%	-	2.0%
Internal Service Expenses	-	-	n/a	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
CRA Administration	**-**	**395,140**	**n/a**	**406,030**	**0.0%**	**417,250**	**0.0%**	**428,800**	**0.0%**	**440,690**	**0.0%**	**452,940**	**0.0%**
Full Time Salaries	772,740	671,920	-13.0%	688,720	2.5%	705,940	2.5%	723,590	2.5%	741,680	2.5%	760,220	2.5%
Life Insurance	4,420	3,250	-26.5%	3,280	1.0%	3,310	1.0%	3,340	1.0%	3,370	1.0%	3,400	1.0%
Major Medical Insurance	97,630	108,820	11.5%	114,260	5.0%	119,970	5.0%	125,970	5.0%	132,270	5.0%	138,880	5.0%
Social Security	25,820	28,740	11.3%	29,460	2.5%	30,200	2.5%	30,960	2.5%	31,730	2.5%	32,520	2.5%
Pension	83,170	50,410	-39.4%	51,670	2.5%	52,960	2.5%	54,280	2.5%	55,640	2.5%	57,030	2.5%
Worker's Compensation	6,600	6,660	0.9%	6,790	2.0%	6,930	2.0%	7,070	2.0%	7,210	2.0%	7,350	2.0%
Operating Expenses	606,730	691,850	14.0%	709,150	2.5%	726,880	2.5%	745,050	2.5%	763,680	2.5%	782,770	2.5%
Internal Service Expenses	137,920	126,770	-8.1%	129,940	2.5%	133,190	2.5%	136,520	2.5%	139,930	2.5%	143,430	2.5%
Internal Service Expenses	-	18,230	n/a	18,690	2.5%	19,160	2.5%	19,640	2.5%	20,130	2.5%	20,630	2.5%
Economic Development	**1,735,030**	**1,706,650**	**-1.6%**	**1,751,960**	**2.7%**	**1,798,540**	**2.7%**	**1,846,420**	**2.7%**	**1,895,640**	**2.7%**	**1,946,230**	**2.7%**
Full Time Salaries	550,440	561,670	2.0%	575,710	2.5%	590,100	2.5%	604,850	2.5%	619,970	2.5%	635,470	2.5%
Life Insurance	2,730	2,830	3.7%	2,860	1.0%	2,890	1.0%	2,920	1.0%	2,950	1.0%	2,980	1.0%
Major Medical Insurance	111,050	122,020	9.9%	128,120	5.0%	134,530	5.0%	141,260	5.0%	148,320	5.0%	155,740	5.0%
Social Security	17,940	18,310	2.1%	18,770	2.5%	19,240	2.5%	19,720	2.5%	20,210	2.5%	20,720	2.5%
Pension	63,020	57,260	-9.1%	58,690	2.5%	60,160	2.5%	61,660	2.5%	63,200	2.5%	64,780	2.5%

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Worker's Compensation	4,800	5,100	6.3%	5,200	2.0%	5,300	2.0%	5,410	2.0%	5,520	2.0%	5,630	2.0%
Operating Expenses	150,560	133,330	-11.4%	136,660	2.5%	140,080	2.5%	143,580	2.5%	147,170	2.5%	150,850	2.5%
Internal Service Expenses	89,640	96,480	7.6%	98,890	2.5%	101,360	2.5%	103,890	2.5%	106,490	2.5%	109,150	2.5%
Public Communications	**990,180**	**997,000**	**0.7%**	**1,024,900**	**2.8%**	**1,053,660**	**2.8%**	**1,083,290**	**2.8%**	**1,113,830**	**2.8%**	**1,145,320**	**2.8%**
Full Time Salaries	993,090	991,970	-0.1%	1,016,770	2.5%	1,042,190	2.5%	1,068,240	2.5%	1,094,950	2.5%	1,122,320	2.5%
Part Time Salaries	15,950	16,530	3.6%	16,530	0.0%	16,530	0.0%	16,530	0.0%	16,530	0.0%	16,530	0.0%
Life Insurance	4,980	5,010	0.6%	5,060	1.0%	5,110	1.0%	5,160	1.0%	5,210	1.0%	5,260	1.0%
Major Medical Insurance	121,650	127,810	5.1%	134,200	5.0%	140,910	5.0%	147,960	5.0%	155,360	5.0%	163,130	5.0%
Social Security	51,640	52,190	1.1%	53,490	2.5%	54,830	2.5%	56,200	2.5%	57,610	2.5%	59,050	2.5%
Pension	41,660	34,830	-16.4%	35,700	2.5%	36,590	2.5%	37,500	2.5%	38,440	2.5%	39,400	2.5%
Worker's Compensation	5,560	5,870	5.6%	5,990	2.0%	6,110	2.0%	6,230	2.0%	6,350	2.0%	6,480	2.0%
Operating Expenses	303,210	305,820	0.9%	313,470	2.5%	321,310	2.5%	329,340	2.5%	337,570	2.5%	346,010	2.5%
Internal Service Expenses	112,620	109,690	-2.6%	112,430	2.5%	115,240	2.5%	118,120	2.5%	121,070	2.5%	124,100	2.5%
Operating Capital	2,000	2,200	10.0%	2,260	2.5%	2,320	2.5%	2,380	2.5%	2,440	2.5%	2,500	2.5%
City Attorney	**1,652,360**	**1,651,920**	**0.0%**	**1,695,900**	**2.7%**	**1,741,140**	**2.7%**	**1,787,660**	**2.7%**	**1,835,530**	**2.7%**	**1,884,780**	**2.7%**
Full Time Salaries	387,800	391,390	0.9%	401,170	2.5%	411,200	2.5%	421,480	2.5%	432,020	2.5%	442,820	2.5%
Life Insurance	2,170	2,200	1.4%	2,220	1.0%	2,240	1.0%	2,260	1.0%	2,280	1.0%	2,300	1.0%
Major Medical Insurance	85,160	87,350	2.6%	91,720	5.0%	96,310	5.0%	101,130	5.0%	106,190	5.0%	111,500	5.0%
Social Security	5,620	5,700	1.4%	5,840	2.5%	5,990	2.5%	6,140	2.5%	6,290	2.5%	6,450	2.5%
Pension	65,350	58,680	-10.2%	60,150	2.5%	61,650	2.5%	63,190	2.5%	64,770	2.5%	66,390	2.5%
Worker's Compensation	4,070	4,080	0.2%	4,160	2.0%	4,240	2.0%	4,320	2.0%	4,410	2.0%	4,500	2.0%
Operating Expenses	407,470	341,280	-16.2%	449,810	2.5%	461,060	2.5%	472,590	2.5%	484,400	2.5%	496,510	2.5%
Internal Service Expenses	172,800	169,530	-1.9%	173,770	2.5%	178,110	2.5%	182,560	2.5%	187,120	2.5%	191,800	2.5%
Off Records & Legislative S	**1,130,440**	**1,060,210**	**-6.2%**	**1,188,840**	**12.1%**	**1,220,800**	**2.7%**	**1,253,670**	**2.7%**	**1,287,480**	**2.7%**	**1,322,270**	**2.7%**
Full Time Salaries	1,448,880	1,491,090	2.9%	1,528,370	2.5%	1,566,580	2.5%	1,605,740	2.5%	1,645,880	2.5%	1,687,030	2.5%
Part Time Salaries	17,390	17,390	0.0%	17,390	0.0%	17,390	0.0%	17,390	0.0%	17,390	0.0%	17,390	0.0%
Overtime	5,000	5,120	2.4%	5,250	2.5%	5,380	2.5%	5,510	2.5%	5,650	2.5%	5,790	2.5%
Life Insurance	6,040	8,020	32.8%	8,100	1.0%	8,180	1.0%	8,260	1.0%	8,340	1.0%	8,420	1.0%
Major Medical Insurance	261,730	278,180	6.3%	292,090	5.0%	306,690	5.0%	322,020	5.0%	338,120	5.0%	355,030	5.0%
Social Security	42,970	44,280	3.0%	45,390	2.5%	46,520	2.5%	47,680	2.5%	48,870	2.5%	50,090	2.5%
Pension	183,680	168,360	-8.3%	172,570	2.5%	176,880	2.5%	181,300	2.5%	185,830	2.5%	190,480	2.5%
Worker's Compensation	14,420	22,720	57.6%	23,170	2.0%	23,630	2.0%	24,100	2.0%	24,580	2.0%	25,070	2.0%
Operating Expenses	261,210	253,950	-2.8%	260,300	2.5%	266,810	2.5%	273,480	2.5%	280,320	2.5%	287,330	2.5%
Internal Service Expenses	164,250	183,840	11.9%	188,440	2.5%	193,150	2.5%	197,980	2.5%	202,930	2.5%	208,000	2.5%
Finance	**2,405,570**	**2,472,950**	**2.8%**	**2,541,070**	**2.8%**	**2,611,210**	**2.8%**	**2,683,460**	**2.8%**	**2,757,910**	**2.8%**	**2,834,630**	**2.8%**
Full Time Salaries	142,200	149,130	4.9%	152,860	2.5%	156,680	2.5%	160,600	2.5%	164,620	2.5%	168,740	2.5%
Life Insurance	1,240	1,120	-9.7%	1,130	1.0%	1,140	1.0%	1,150	1.0%	1,160	1.0%	1,170	1.0%
Major Medical Insurance	17,440	17,890	2.6%	18,780	5.0%	19,720	5.0%	20,710	5.0%	21,750	5.0%	22,840	5.0%
Social Security	2,060	6,730	226.7%	6,900	2.5%	7,070	2.5%	7,250	2.5%	7,430	2.5%	7,620	2.5%
Pension	24,050	10,210	-57.5%	10,470	2.5%	10,730	2.5%	11,000	2.5%	11,280	2.5%	11,560	2.5%
Worker's Compensation	1,010	1,020	1.0%	1,040	2.0%	1,060	2.0%	1,080	2.0%	1,100	2.0%	1,120	2.0%
Operating Expenses	4,420	13,340	201.8%	13,670	2.5%	14,010	2.5%	14,360	2.5%	14,720	2.5%	15,090	2.5%
Internal Service Expenses	14,950	16,890	13.0%	17,310	2.5%	17,740	2.5%	18,180	2.5%	18,630	2.5%	19,100	2.5%
City Audit	**207,370**	**216,330**	**4.3%**	**222,160**	**2.7%**	**228,150**	**2.7%**	**234,330**	**2.7%**	**240,690**	**2.7%**	**247,240**	**2.7%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Full Time Salaries	582,410	588,830	1.1%	603,550	2.5%	618,640	2.5%	634,110	2.5%	649,960	2.5%	666,210	2.5%
Part Time Salaries	59,660	72,140	20.9%	72,140	0.0%	72,140	0.0%	72,140	0.0%	72,140	0.0%	72,140	0.0%
Overtime	980	1,860	89.8%	1,910	2.5%	1,960	2.5%	2,010	2.5%	2,060	2.5%	2,110	2.5%
Life Insurance	3,570	4,550	27.5%	4,600	1.0%	4,650	1.0%	4,700	1.0%	4,750	1.0%	4,800	1.0%
Major Medical Insurance	74,730	82,200	10.0%	86,310	5.0%	90,630	5.0%	95,160	5.0%	99,920	5.0%	104,920	5.0%
Social Security	24,130	25,440	5.4%	26,080	2.5%	26,730	2.5%	27,400	2.5%	28,090	2.5%	28,790	2.5%
Pension	64,870	58,440	-9.9%	59,900	2.5%	61,400	2.5%	62,940	2.5%	64,510	2.5%	66,120	2.5%
Worker's Compensation	4,910	5,460	11.2%	5,570	2.0%	5,680	2.0%	5,790	2.0%	5,910	2.0%	6,030	2.0%
Operating Expenses	263,110	288,440	9.6%	295,650	2.5%	303,040	2.5%	310,620	2.5%	318,390	2.5%	326,350	2.5%
Internal Service Expenses	95,040	98,770	3.9%	101,240	2.5%	103,770	2.5%	106,360	2.5%	109,020	2.5%	111,750	2.5%
Human Resources	**1,173,410**	**1,226,130**	**4.5%**	**1,256,950**	**2.5%**	**1,288,640**	**2.5%**	**1,321,230**	**2.5%**	**1,354,750**	**2.5%**	**1,389,220**	**2.5%**
Full Time Salaries	20,979,790	21,511,940	2.5%	22,372,420	4.0%	23,267,320	4.0%	24,198,010	4.0%	25,165,930	4.0%	26,172,570	4.0%
Part Time Salaries	650,890	669,360	2.8%	669,360	0.0%	669,360	0.0%	669,360	0.0%	669,360	0.0%	669,360	0.0%
Overtime	650,690	650,690	0.0%	666,960	2.5%	683,630	2.5%	700,720	2.5%	718,240	2.5%	736,200	2.5%
Police Incentive Pay	189,420	195,820	3.4%	200,720	2.5%	205,740	2.5%	210,880	2.5%	216,150	2.5%	221,550	2.5%
Life Insurance	76,850	71,120	-7.5%	71,830	1.0%	72,550	1.0%	73,280	1.0%	74,010	1.0%	74,750	1.0%
Major Medical Insurance	3,357,720	3,475,140	3.5%	3,648,900	5.0%	3,831,350	5.0%	4,022,920	5.0%	4,224,070	5.0%	4,435,270	5.0%
Social Security	364,800	370,570	1.6%	385,390	4.0%	400,810	4.0%	416,840	4.0%	433,510	4.0%	450,850	4.0%
Pension	3,656,290	3,355,650	-8.2%	3,439,540	2.5%	3,525,530	2.5%	3,613,670	2.5%	3,704,010	2.5%	3,796,610	2.5%
Worker's Compensation	545,690	720,630	32.1%	735,040	2.0%	749,740	2.0%	764,730	2.0%	780,020	2.0%	795,620	2.0%
Supplemental Pension	905,000	905,000	0.0%	914,050	1.0%	923,190	1.0%	932,420	1.0%	941,740	1.0%	951,160	1.0%
Medical Examinations	88,800	88,800	0.0%	88,800	0.0%	88,800	0.0%	88,800	0.0%	88,800	0.0%	88,800	0.0%
Operating Expenses	2,175,410	2,281,050	4.9%	2,338,080	2.5%	2,396,530	2.5%	2,456,440	2.5%	2,517,850	2.5%	2,580,800	2.5%
Internal Service Expenses	5,262,630	5,340,150	1.5%	5,473,650	2.5%	5,610,490	2.5%	5,750,750	2.5%	5,894,520	2.5%	6,041,880	2.5%
Operating Capital	6,000	-	n/a	-	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Debt Service	-	115,870	n/a	211,190	(1)	233,840	(1)	233,840	(1)	233,840	(1)	130,610	(1)
Interfund Transfers	230,000	30,000	-87.0%	30,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)	30,000	(2)
Police	**39,139,980**	**39,781,790**	**1.6%**	**41,245,930**	**3.7%**	**42,688,880**	**3.5%**	**44,162,660**	**3.5%**	**45,692,050**	**3.5%**	**47,176,030**	**3.2%**
Full Time Salaries	12,481,580	13,350,420	7.0%	14,516,110	4.0%	15,096,750	4.0%	15,700,620	4.0%	16,328,640	4.0%	16,981,790	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	789,820	937,790	18.7%	961,230	2.5%	985,260	2.5%	1,009,890	2.5%	1,035,140	2.5%	1,061,020	2.5%
Fire Incentive/Acting Pay	282,940	289,690	2.4%	301,280	4.0%	313,330	4.0%	325,860	4.0%	338,890	4.0%	352,450	4.0%
Fire Special Holiday	678,410	528,220	-22.1%	549,350	4.0%	571,320	4.0%	594,170	4.0%	617,940	4.0%	642,660	4.0%
Life Insurance	70,000	72,000	2.9%	72,720	1.0%	73,450	1.0%	74,180	1.0%	74,920	1.0%	75,670	1.0%
Major Medical Insurance	2,129,890	2,188,630	2.8%	2,298,060	5.0%	2,412,960	5.0%	2,533,610	5.0%	2,660,290	5.0%	2,793,300	5.0%
Social Security	207,440	223,700	7.8%	232,650	4.0%	241,960	4.0%	251,640	4.0%	261,710	4.0%	272,180	4.0%
Pension	2,425,520	2,263,030	-6.7%	2,319,610	2.5%	2,377,600	2.5%	2,437,040	2.5%	2,497,970	2.5%	2,560,420	2.5%
Worker's Compensation	466,900	433,300	-7.2%	441,970	2.0%	450,810	2.0%	459,830	2.0%	469,030	2.0%	478,410	2.0%
Supplemental Pension	1,300,000	1,300,000	0.0%	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	80,000	1.3%	80,000	0.0%	80,000	0.0%	80,000	0.0%	80,000	0.0%	80,000	0.0%
Operating Expenses	1,433,360	1,539,360	7.4%	1,577,840	2.5%	1,617,290	2.5%	1,657,720	2.5%	1,699,160	2.5%	1,741,640	2.5%
Internal Service Expenses	2,208,070	2,077,200	-5.9%	2,129,130	2.5%	2,182,360	2.5%	2,236,920	2.5%	2,292,840	2.5%	2,350,160	2.5%
Operating Capital	46,510	56,500	21.5%	57,910	2.5%	59,360	2.5%	60,840	2.5%	62,360	2.5%	63,920	2.5%
Debt Service	591,600	480,810	(1)	640,850	(1)	716,160	(1)	615,840	(1)	983,750	(1)	1,249,780	(1)
Interfund Transfers	314,570	469,360	(2)	324,650	(2)	336,380	(2)	414,390	(2)	362,910	(2)	376,960	(2)
Fire	**25,528,490**	**26,312,890**	**3.1%**	**27,839,240**	**5.8%**	**28,864,000**	**3.7%**	**29,814,820**	**3.3%**	**31,141,210**	**4.4%**	**32,469,550**	**4.3%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Full Time Salaries	2,808,610	2,879,630	2.5%	2,951,620	2.5%	3,025,410	2.5%	3,101,050	2.5%	3,178,580	2.5%	3,258,040	2.5%
Part Time Salaries		12,000	n/a	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%	12,000	0.0%
Overtime	12,780	12,780	0.0%	13,100	2.5%	13,430	2.5%	13,770	2.5%	14,110	2.5%	14,460	2.5%
Life Insurance	13,550	14,100	4.1%	14,240	1.0%	14,380	1.0%	14,520	1.0%	14,670	1.0%	14,820	1.0%
Major Medical Insurance	577,970	545,000	-5.7%	572,250	5.0%	600,860	5.0%	630,900	5.0%	662,450	5.0%	695,570	5.0%
Social Security	50,600	53,290	5.3%	54,620	2.5%	55,990	2.5%	57,390	2.5%	58,820	2.5%	60,290	2.5%
Pension	435,060	390,760	-10.2%	400,530	2.5%	410,540	2.5%	420,800	2.5%	431,320	2.5%	442,100	2.5%
Worker's Compensation	37,260	37,040	-0.6%	37,780	2.0%	38,540	2.0%	39,310	2.0%	40,100	2.0%	40,900	2.0%
Operating Expenses	661,350	810,760	22.6%	831,030	2.5%	851,810	2.5%	873,110	2.5%	894,940	2.5%	917,310	2.5%
Internal Service Expenses	801,160	867,910	8.3%	889,610	2.5%	911,850	2.5%	934,650	2.5%	958,020	2.5%	981,970	2.5%
Debt Service	2,210	4,420	(1)	4,420	(1)	4,420	(1)	4,420	(1)	2,210	(1)	-	(1)
Planning & Development	**5,400,550**	**5,627,690**	**4.2%**	**5,781,200**	**2.7%**	**5,939,230**	**2.7%**	**6,101,920**	**2.7%**	**6,267,220**	**2.7%**	**6,437,460**	**2.7%**
Full Time Salaries	2,880,490	2,954,400	2.6%	3,028,260	2.5%	3,103,970	2.5%	3,181,570	2.5%	3,261,110	2.5%	3,342,640	2.5%
Overtime	28,590	30,420	6.4%	31,180	2.5%	-	2.5%	-	2.5%	-	2.5%	-	2.5%
Life Insurance	14,520	14,220	-2.1%	14,360	1.0%	14,500	1.0%	14,650	1.0%	14,800	1.0%	14,950	1.0%
Major Medical Insurance	560,750	593,790	5.9%	623,480	5.0%	654,650	5.0%	687,380	5.0%	721,750	5.0%	757,840	5.0%
Social Security	50,290	52,230	3.9%	53,540	2.5%	54,880	2.5%	56,250	2.5%	57,660	2.5%	59,100	2.5%
Pension	448,880	415,990	-7.3%	426,390	2.5%	437,050	2.5%	447,980	2.5%	459,180	2.5%	470,660	2.5%
Worker's Compensation	95,360	87,810	-7.9%	89,570	2.0%	91,360	2.0%	93,190	2.0%	95,050	2.0%	96,950	2.0%
Operating Expenses	2,879,260	2,753,520	-4.4%	2,822,360	2.5%	2,892,920	2.5%	2,965,240	2.5%	3,039,370	2.5%	3,115,350	2.5%
Internal Service Expenses	649,650	643,100	-1.0%	659,180	2.5%	675,660	2.5%	692,550	2.5%	709,860	2.5%	727,610	2.5%
Operating Capital	250	250	0.0%	260	2.5%	270	2.5%	280	2.5%	290	2.5%	300	2.5%
Transfers	249,000	320,000	(2)	261,500	(2)	261,500	(2)	261,500	(2)	261,500	(2)	261,500	(2)
Engineering	**7,857,040**	**7,865,730**	**0.1%**	**8,010,080**	**1.8%**	**8,186,760**	**2.2%**	**8,400,590**	**2.6%**	**8,620,570**	**2.6%**	**8,846,900**	**2.6%**
Full Time Salaries	6,907,360	7,050,400	2.1%	7,400,300	2.5%	7,644,630	2.5%	7,835,750	2.5%	8,031,640	2.5%	8,232,430	2.5%
Part Time Salaries	1,060,190	1,130,630	6.6%	1,188,670	0.0%	1,208,020	0.0%	1,208,020	0.0%	1,208,020	0.0%	1,208,020	0.0%
Overtime	107,350	107,370	0.0%	110,050	2.5%	112,800	2.5%	115,620	2.5%	118,510	2.5%	121,470	2.5%
Life Insurance	35,160	36,130	2.8%	37,800	1.0%	38,620	1.0%	39,010	1.0%	39,400	1.0%	39,790	1.0%
Major Medical Insurance	1,730,960	1,784,050	3.1%	1,922,290	5.0%	2,035,570	5.0%	2,137,350	5.0%	2,244,220	5.0%	2,356,430	5.0%
Social Security	210,880	220,110	4.4%	232,050	2.5%	240,050	2.5%	246,050	2.5%	252,200	2.5%	258,510	2.5%
Pension	1,133,130	989,860	-12.6%	1,039,100	2.5%	1,073,450	2.5%	1,100,290	2.5%	1,127,800	2.5%	1,156,000	2.5%
Worker's Compensation	346,780	310,130	-10.6%	316,330	2.0%	322,660	2.0%	329,110	2.0%	335,690	2.0%	342,400	2.0%
Operating Expenses	7,296,190	7,469,090	2.4%	7,772,840	2.5%	8,007,140	2.5%	8,207,320	2.5%	8,412,500	2.5%	8,622,810	2.5%
Internal Service Expenses	3,645,410	3,870,300	6.2%	4,008,560	2.5%	4,122,950	2.5%	4,226,020	2.5%	4,331,670	2.5%	4,439,960	2.5%
Capital	-	30,000	n/a	30,750	2.5%	31,520	2.5%	32,310	2.5%	33,120	2.5%	33,950	2.5%
Debt Service	12,110	26,950	(1)	56,501	(1)	72,301	(1)	72,301	(1)	62,696	(1)	45,382	(1)
Transfers	1,105,000	2,657,600	(2)	2,995,000	(2)	1,630,000	(2)	1,630,000	(2)	1,675,000	(2)	1,755,000	(2)
Parks & Recreation	**23,590,520**	**25,682,620**	**8.9%**	**27,110,241**	**5.6%**	**26,539,711**	**-2.1%**	**27,179,151**	**2.4%**	**27,872,466**	**2.6%**	**28,612,152**	**2.7%**

City of Clearwater
Five Year Forecast

Expenditure Schedule

				Forecast									
	Budget 2015-16	**Budget 2016-17**	**% Δ**	**Fiscal Year 2017-18**	**% Δ**	**Fiscal Year 2018-19**	**% Δ**	**Fiscal Year 2019-20**	**% Δ**	**Fiscal Year 2020-21**	**% Δ**	**Fiscal Year 2021-22**	**% Δ**
Full Time Salaries	2,444,050	2,552,830	4.5%	2,616,650	2.5%	2,682,070	2.5%	2,749,120	2.5%	2,817,850	2.5%	2,888,300	2.5%
Part Time Salaries	612,840	620,710	1.3%	620,710	0.0%	620,710	0.0%	620,710	0.0%	620,710	0.0%	620,710	0.0%
Life Insurance	11,410	12,090	6.0%	12,210	1.0%	12,330	1.0%	12,450	1.0%	12,570	1.0%	12,700	1.0%
Major Medical Insurance	574,570	620,120	7.9%	651,130	5.0%	683,690	5.0%	717,870	5.0%	753,760	5.0%	791,450	5.0%
Social Security	87,520	90,680	3.6%	92,950	2.5%	95,270	2.5%	97,650	2.5%	100,090	2.5%	102,590	2.5%
Pension	386,230	365,320	-5.4%	374,450	2.5%	383,810	2.5%	393,410	2.5%	403,250	2.5%	413,330	2.5%
Worker's Compensation	41,130	46,010	11.9%	46,930	2.0%	47,870	2.0%	48,830	2.0%	49,810	2.0%	50,810	2.0%
Operating Expenses	908,300	923,140	1.6%	946,220	2.5%	969,880	2.5%	994,130	2.5%	1,018,980	2.5%	1,044,450	2.5%
Internal Service Expenses	867,530	947,010	9.2%	970,690	2.5%	994,960	2.5%	1,019,830	2.5%	1,045,330	2.5%	1,071,460	2.5%
Operating Capital	686,140	668,180	-2.6%	684,880	2.5%	702,000	2.5%	719,550	2.5%	737,540	2.5%	755,980	2.5%
Debt Service	23,760	-	(1)	-	(1)	-	(1)	-	(1)	-	(1)	-	(1)
Transfers	115,580	373,850	(2)	242,500	(2)	242,500	(2)	70,000	(2)	70,000	(2)	70,000	(2)
Library	**6,759,060**	**7,219,940**	**6.8%**	**7,259,320**	**0.5%**	**7,435,090**	**2.4%**	**7,443,550**	**0.1%**	**7,629,890**	**2.5%**	**7,821,780**	**2.5%**
Full Time Salaries	198,070	280,890	41.8%	287,910	2.5%	295,110	2.5%	302,490	2.5%	310,050	2.5%	317,800	2.5%
Part Time Salaries	49,210	50,670	3.0%	50,670	0.0%	50,670	0.0%	50,670	0.0%	50,670	0.0%	50,670	0.0%
Overtime	6,880	7,650	11.2%	7,840	2.5%	8,040	2.5%	8,240	2.5%	8,450	2.5%	8,660	2.5%
Life Insurance	1,090	1,080	-0.9%	1,090	1.0%	1,100	1.0%	1,110	1.0%	1,120	1.0%	1,130	1.0%
Major Medical Insurance	52,320	74,120	41.7%	77,830	5.0%	81,720	5.0%	85,810	5.0%	90,100	5.0%	94,610	5.0%
Social Security	6,730	6,840	1.6%	7,010	2.5%	7,190	2.5%	7,370	2.5%	7,550	2.5%	7,740	2.5%
Pension	34,660	30,370	-12.4%	31,130	2.5%	31,910	2.5%	32,710	2.5%	33,530	2.5%	34,370	2.5%
Worker's Compensation	6,310	5,570	-11.7%	5,680	2.0%	5,790	2.0%	5,910	2.0%	6,030	2.0%	6,150	2.0%
Operating Expenses	540,470	658,240	21.8%	674,700	2.5%	691,570	2.5%	708,860	2.5%	726,580	2.5%	744,740	2.5%
Internal Service Expenses	52,240	63,930	22.4%	65,530	2.5%	67,170	2.5%	68,850	2.5%	70,570	2.5%	72,330	2.5%
Interfund Transfers	20,000	40,000	(1)	40,000	(1)	40,000	(1)	50,000	(1)	50,000	(1)	50,000	(1)
Marine Operations	**967,980**	**1,219,360**	**26.0%**	**1,249,390**	**2.5%**	**1,280,270**	**2.5%**	**1,322,020**	**3.3%**	**1,354,650**	**2.5%**	**1,388,200**	**2.5%**
Other Operating	10,000	50,000	400.0%	51,250	2.5%	52,530	2.5%	53,840	2.5%	55,190	2.5%	56,570	2.5%
Property/Liability Insurance	2,443,480	2,022,280	-17.2%	2,072,840	2.5%	2,124,660	2.5%	2,177,780	2.5%	2,232,220	2.5%	2,288,030	2.5%
Interfund Transfers	1,820,940	4,528,560	(1)	3,218,684	(1)	2,381,284	(1)	1,844,764	(1)	1,659,764	(1)	2,094,764	(1)
Non-Departmental	**4,274,420**	**6,600,840**	**54.4%**	**5,342,774**	**-19.1%**	**4,558,474**	**-14.7%**	**4,076,384**	**-10.6%**	**3,947,174**	**-3.2%**	**4,439,364**	**12.5%**
Other Operating	119,050	123,600	3.8%	126,690	2.5%	129,860	2.5%	133,110	2.5%	136,440	2.5%	139,850	2.5%
Internal Services	156,400	162,430	3.9%	166,490	2.5%	170,650	2.5%	174,920	2.5%	179,290	2.5%	183,770	2.5%
Public Utilities	**275,450**	**286,030**	**3.8%**	**293,180**	**2.5%**	**300,510**	**2.5%**	**308,030**	**2.5%**	**315,730**	**2.5%**	**323,620**	**2.5%**
Total Expenditures	**124,479,870**	**131,648,530**	**5.8%**	**135,566,265**	**3.0%**	**137,533,175**	**1.5%**	**140,863,615**	**2.4%**	**145,218,901**	**3.1%**	**150,225,986**	**3.4%**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

Department Objective

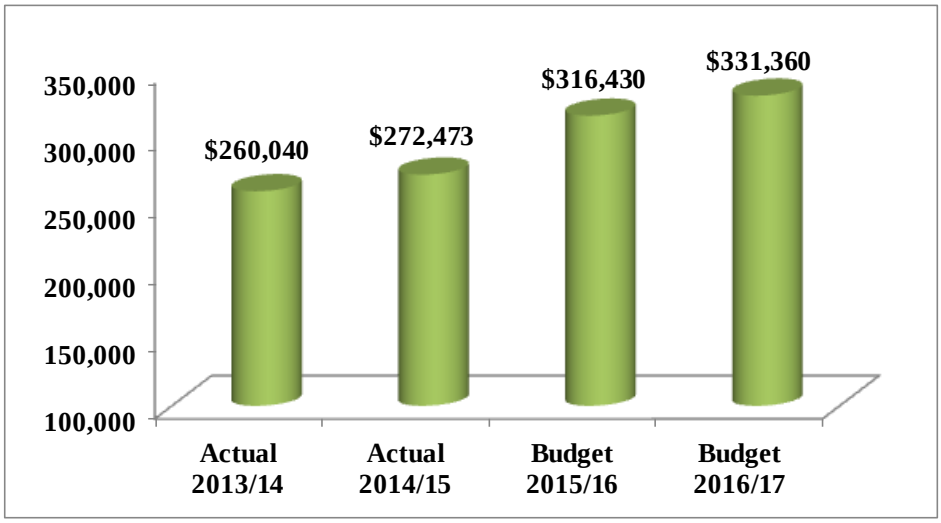
The City of Clearwater is governed by a Council/Manager form of government with the City Council serving as the governing body. The Clearwater City Council is comprised of the Mayor and four Councilmembers, who each serve four-year terms. The City Council is the legislative and policy-making body of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

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

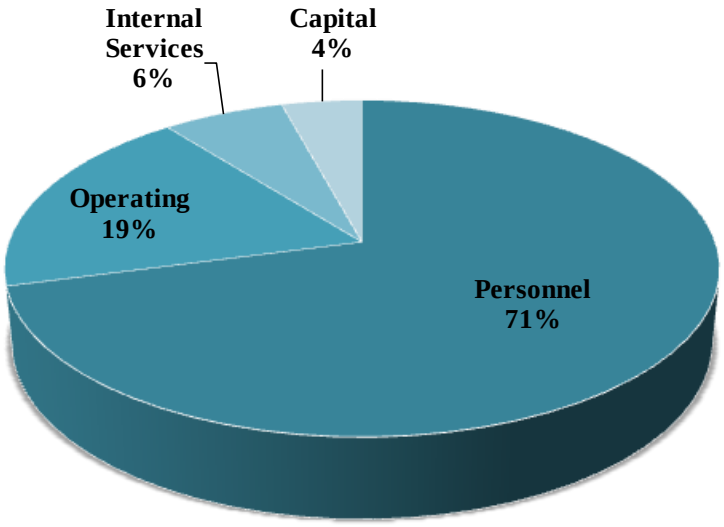
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	204,664	214,309	231,530	234,750	1%
Operating	33,892	39,335	61,400	61,360	0%
Internal Services	18,484	15,829	20,500	21,250	4%
Capital	3,000	3,000	3,000	14,000	367%
Total City Council Office	**260,040**	**272,473**	**316,430**	**331,360**	**5%**
Total City Council Office FTEs	**1.0**	**1.0**	**1.0**	**1.0**	**0.0**

Department Total Summary

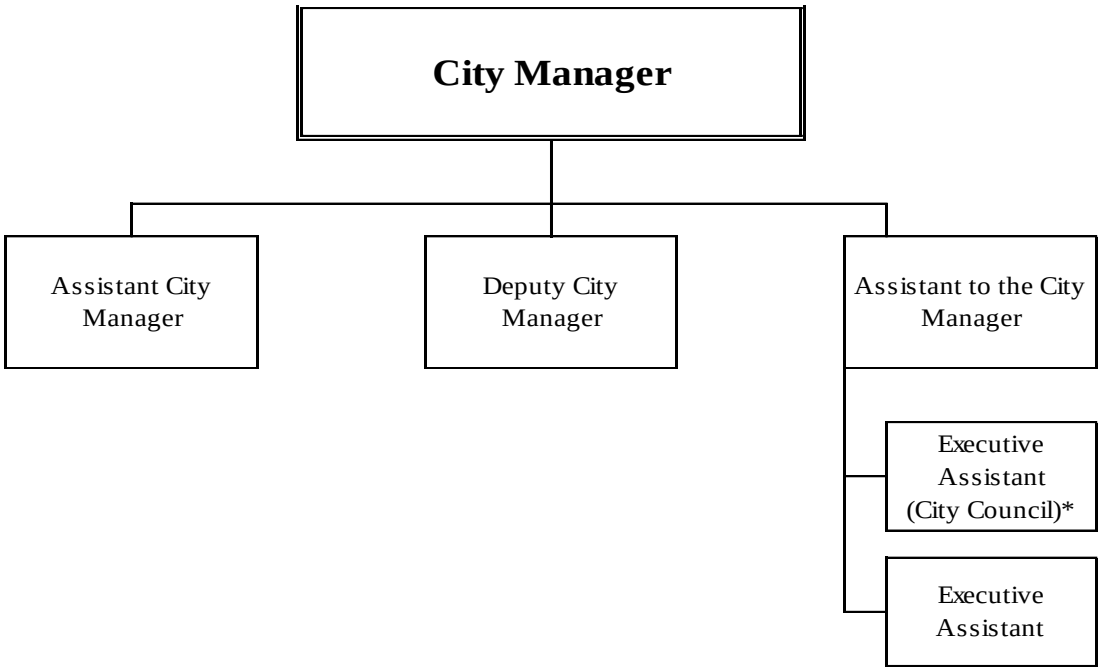


Fiscal Year 2016/17 Budget by Category



Budget Highlights

- The City Council program includes salaries for the five Council members and an Executive Assistant. The Councilmember's salaries have been increased by 2.0% in this budget based upon City Ordinance to adjust salaries based upon the greater of Social Security cost-of-living (COLA) adjustment or 2%.
- Included in the operating category is the anticipated cost of memberships for fiscal year 2016/17 totaling $17,460, a 3% increase from the 2015/16. 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 reflect an increase from the previous year for a new total of $14,000. This represents a transfer to the Special Program Fund for Nagano Sister City Program activities.
- Councilmember travel is budgeted at $14,200, the same level of funding as the 2015/16 budget.
- Internal Services reflect a 4% increase from the 2015/16 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 5% increase from the fiscal year 2015/16 budget.



City Manager's Office – 5.0 FTEs
***City Council – 1.0**

Department Objective

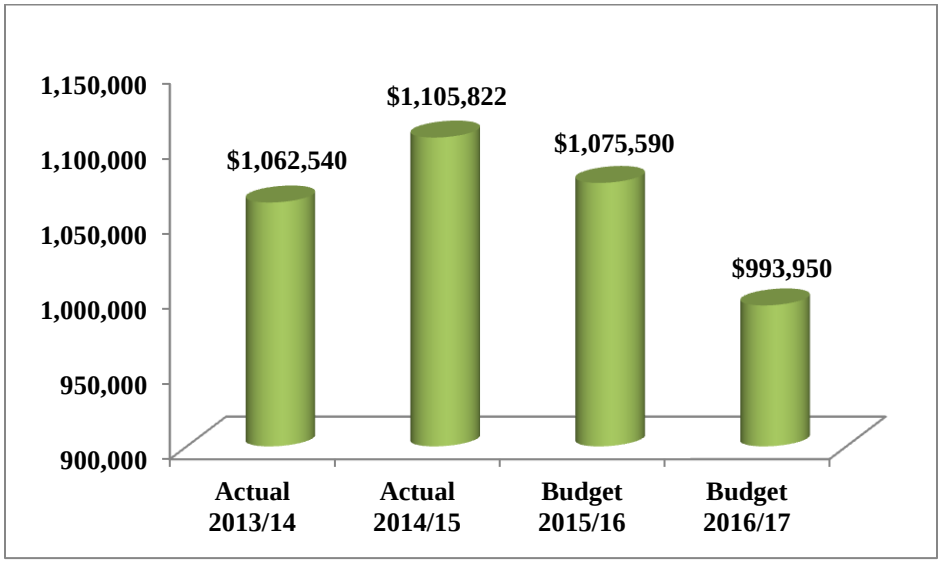
The objective of the City Manager's Office is to support the Mayor and City Council vision, mission and strategic direction to ensure that the City of Clearwater government provides the municipal services and infrastructure necessary for a high quality of life for all our citizens.

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

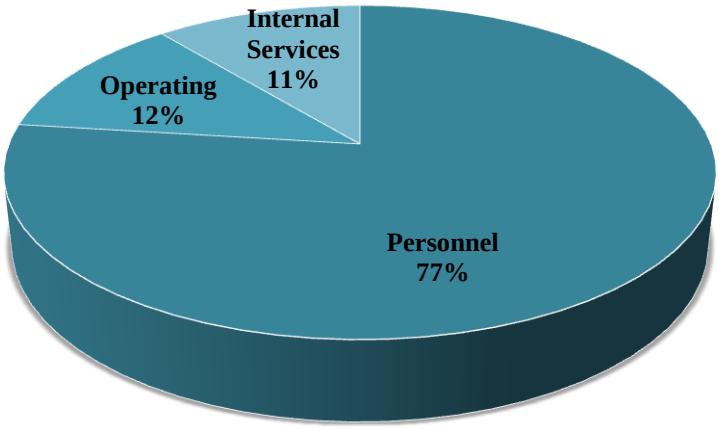
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	858,282	898,478	846,580	764,920	-10%
Operating	89,960	98,375	119,830	119,280	0%
Internal Services	114,298	107,469	109,180	109,750	1%
Interfund Transfer	-	1,500	-	-	n/a
Total City Manager's Office	**1,062,540**	**1,105,822**	**1,075,590**	**993,950**	**-8%**
Total City Manager's Office FTEs	**8.0**	**7.0**	**6.0**	**5.0**	**-1.0**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



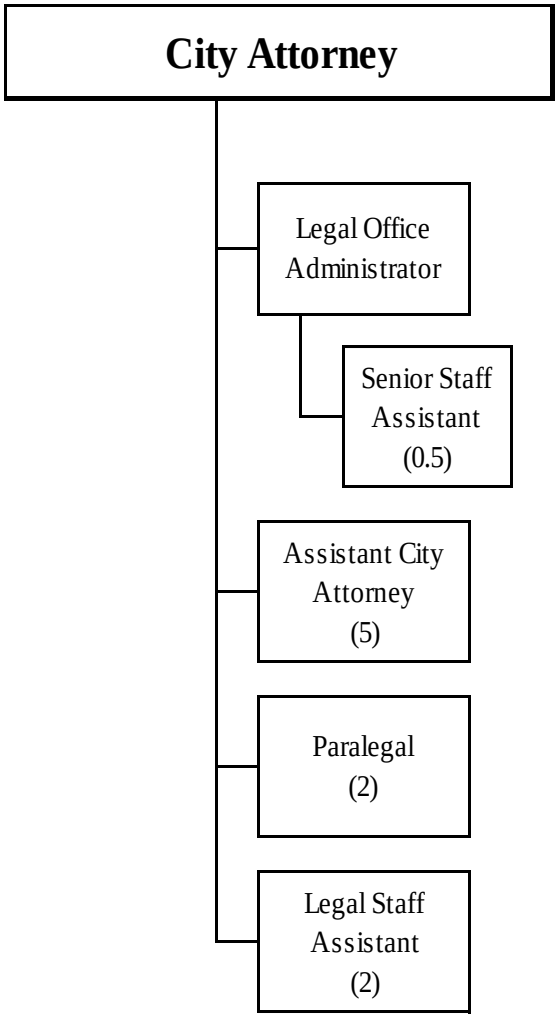
Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Strategic Plan – Nonrecurring Projects/Tasks • **% complete** • **% active** The City's Strategic Plan consists of 38 defined priorities, 29 of which are nonrecurring. This represents the percentage of total completed and active priorities that are not recurring.	0% 41%	3% 52%	3% 62%
Strategic Plan – Recurring Projects/Tasks • **% complete** Of the 38 defined priorities within the City's Strategic Plan, 9 are recurring, such as the Budget and CAFR and others are updated annually or semiannually, such as the ED Strategic Plan and Rates Studies. This represents the percentage of total recurring priorities that were completed or otherwise updated by progress.	100%	100%	100%
Employee Satisfaction • **% very satisfied or satisfied overall with job** • **% neither satisfied or dissatisfied with job** The most recent employee survey was completed in 2015 with 56% of total employees responding. This represents the answers of those who responded.	N/A	72.5% 19.1%	N/A
• **% of survey recommendations implemented or addressed with new approaches** The action plan for the survey provided 18 recommendations, of which 6 were identified as first priorities.	N/A	N/A	50%

Budget Highlights

- The City Manager's Office is supported by five full time equivalent positions, a reduction of one FTEs from the 2015/16 budget. For fiscal year 2016/17, an Executive Assistant is being transferred to support CRA Administration.

- Operating expenses include $75,000 as a source of funding for the City Manager to handle small, unbudgeted requests or issues that arise during any fiscal year; this is the same level of funding as fiscal year 2015/16.

- There have been no other significant changes in the City Manager's program. The budget for this department reflects an 8% decrease from the 2015/16 budget primarily due to the reduction in personnel.



City Attorney's Office – 11.5 FTEs

Department Objective

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

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

Summary of Service Provided

City Attorney's Office

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

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

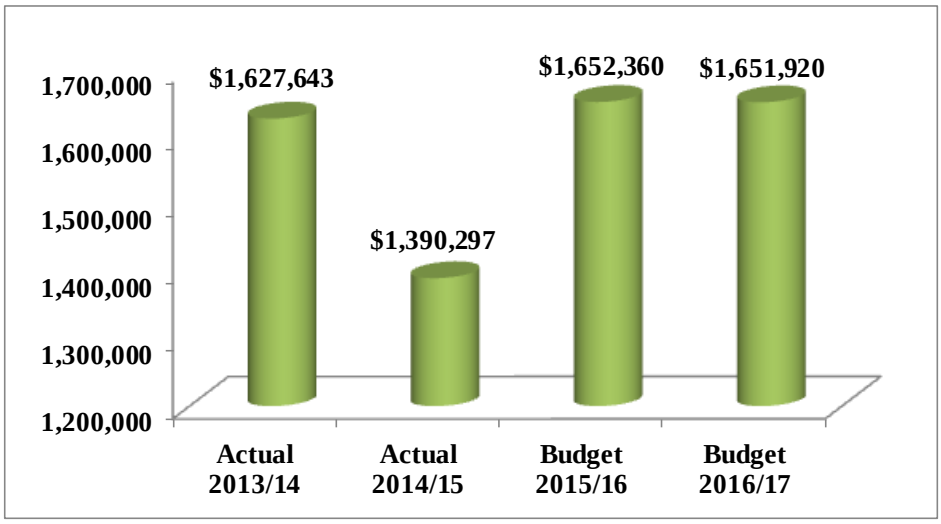
Legislation – Drafts or assists City staff in drafting ordinances and resolutions and performs any research associated therewith.

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

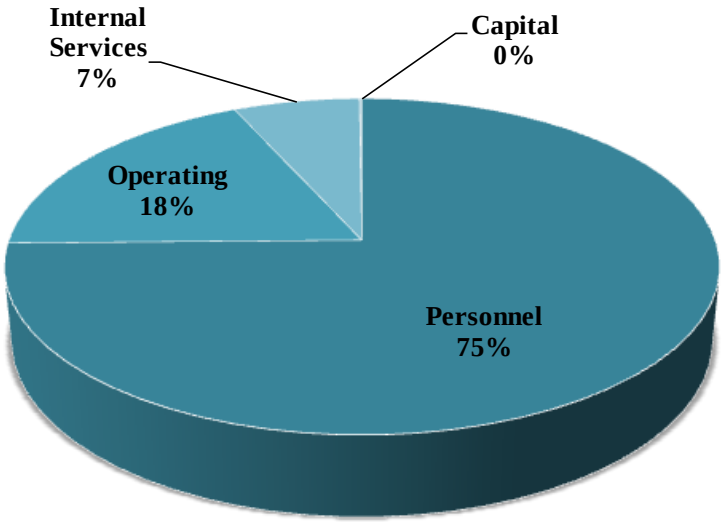
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	1,220,151	1,180,185	1,234,530	1,234,210	0%
Operating	292,969	99,093	303,210	305,820	1%
Internal Services	113,370	110,373	112,620	109,690	-3%
Capital	1,153	646	2,000	2,200	10%
Total City Attorney's Office	**1,627,643**	**1,390,297**	**1,652,360**	**1,651,920**	**0%**
Total City Attorney's FTEs	**11.0**	**11.5**	**11.5**	**11.5**	**0.0**

Department Total Summary

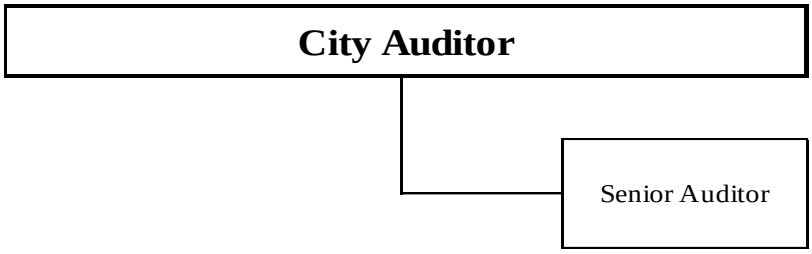


Fiscal Year 2016/17 Budget by Category



Budget Highlights

- The City Attorney's Office is supported by 11.5 full time equivalent positions, an increase of 0.5 FTEs from the 2015/16 budget.
- Personnel costs represent 75% of this program's budget.
- Capital expenditures represent funding for books and publications for $2,200; this is an increase of 10% from 2015/16 budget.
- Other operating expenditures include $238,000 for outside professional services, a 2% increase from the 2015/16 budget.
- There have been no other significant changes in the City Attorney's Office. The budget for this Department reflects a slight decrease from the 2015/16 budget.



City Audit – 2.0 FTEs

Department Objective

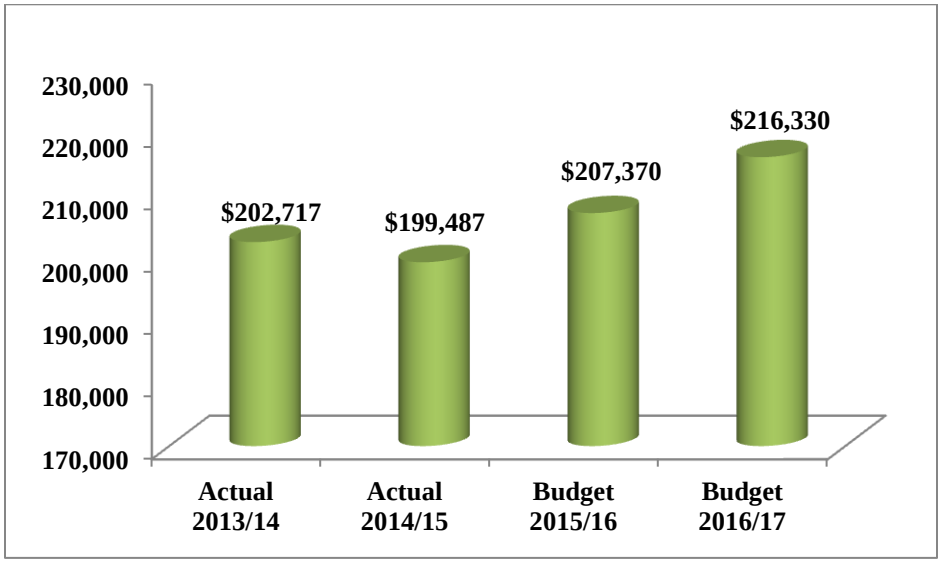
The objective of the City Audit Department is to provide independent, objective assurance, and consulting reviews of City services to promote ethical, effective, and accountable government. We are committed to providing proactive, accurate, and fair services in a friendly, professional manner.

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

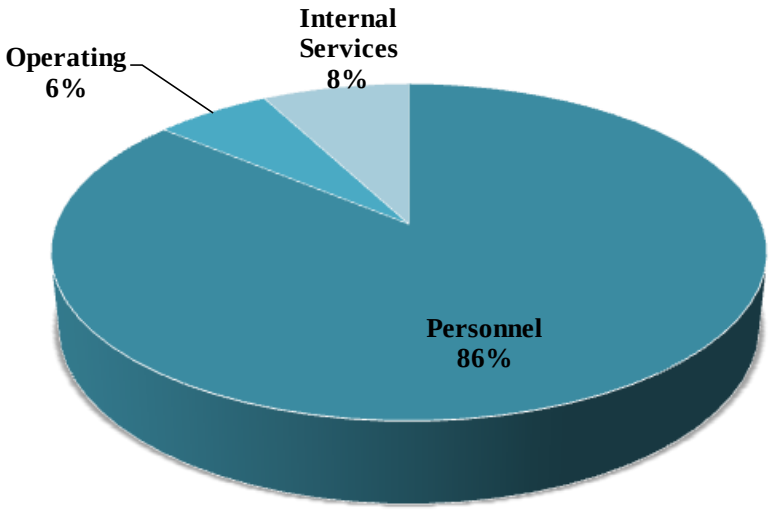
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	184,474	184,078	188,000	186,100	-1%
Operating	1,393	585	4,420	13,340	202%
Internal Services	16,850	14,824	14,950	16,890	13%
Total City Audit Office	**202,717**	**199,487**	**207,370**	**216,330**	**4%**
Total City Audit Office FTEs	**2.0**	**2.0**	**2.0**	**2.0**	**0.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category

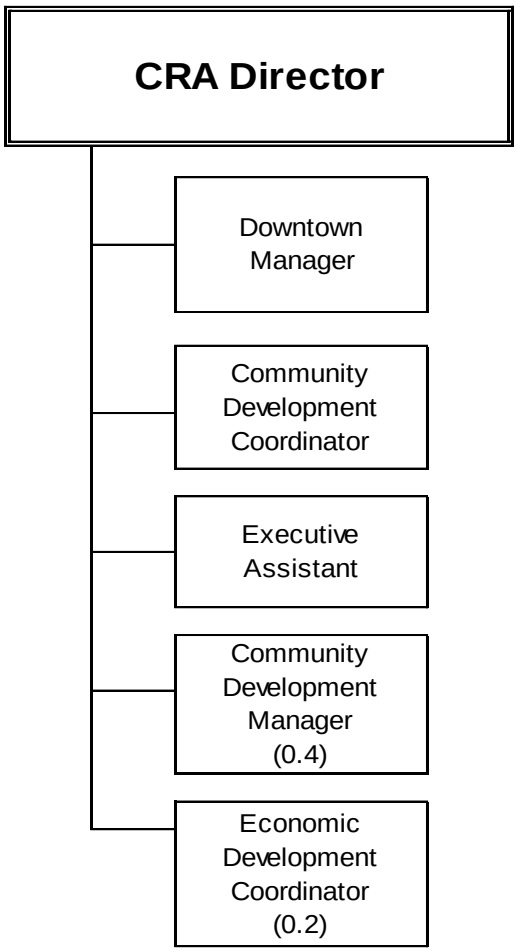


Budget Highlights

- The City Auditor's Office is supported by two full time equivalent positions, the same as the 2015/16 budget.
- Other operating costs reflect an increase of 202% increase from fiscal year 2015/16 budget to fund increased costs for training, travel and memberships.
- Personnel costs represent approximately 86% 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 4% from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915



CRA Administration –4.6 FTEs

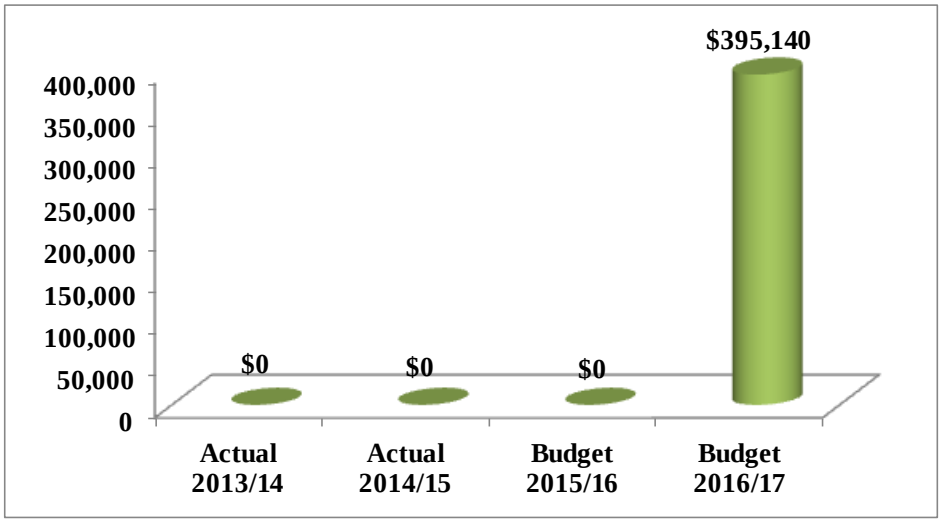
Department Objective

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

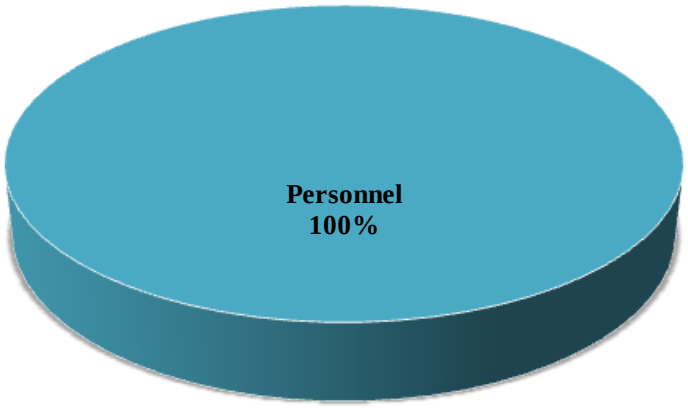
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	0	0	0	395,140	n/a
Total CRA Administration	**0**	**0**	**0**	**395,140**	**n/a**
Total CRA FTEs	**0.0**	**0.0**	**0.0**	**4.6**	**n/a**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Budget Highlights

- In fiscal year 2015/16, City Management decided to create a Community Development Agency (CRA) Director position to fully administer the operations of the Community Redevelopment District. The CRA Administration program is supported by 4.6 full time equivalent positions, the Director and 3.6 supporting staff which were previously part of the Economic Development and City Manager's Office.
- The CRA Administration budget reflects only the personnel costs for the associated staff. This General Fund expenditure is fully reimbursed by CRA revenues.

CITY OF CLEARWATER, FLORIDA

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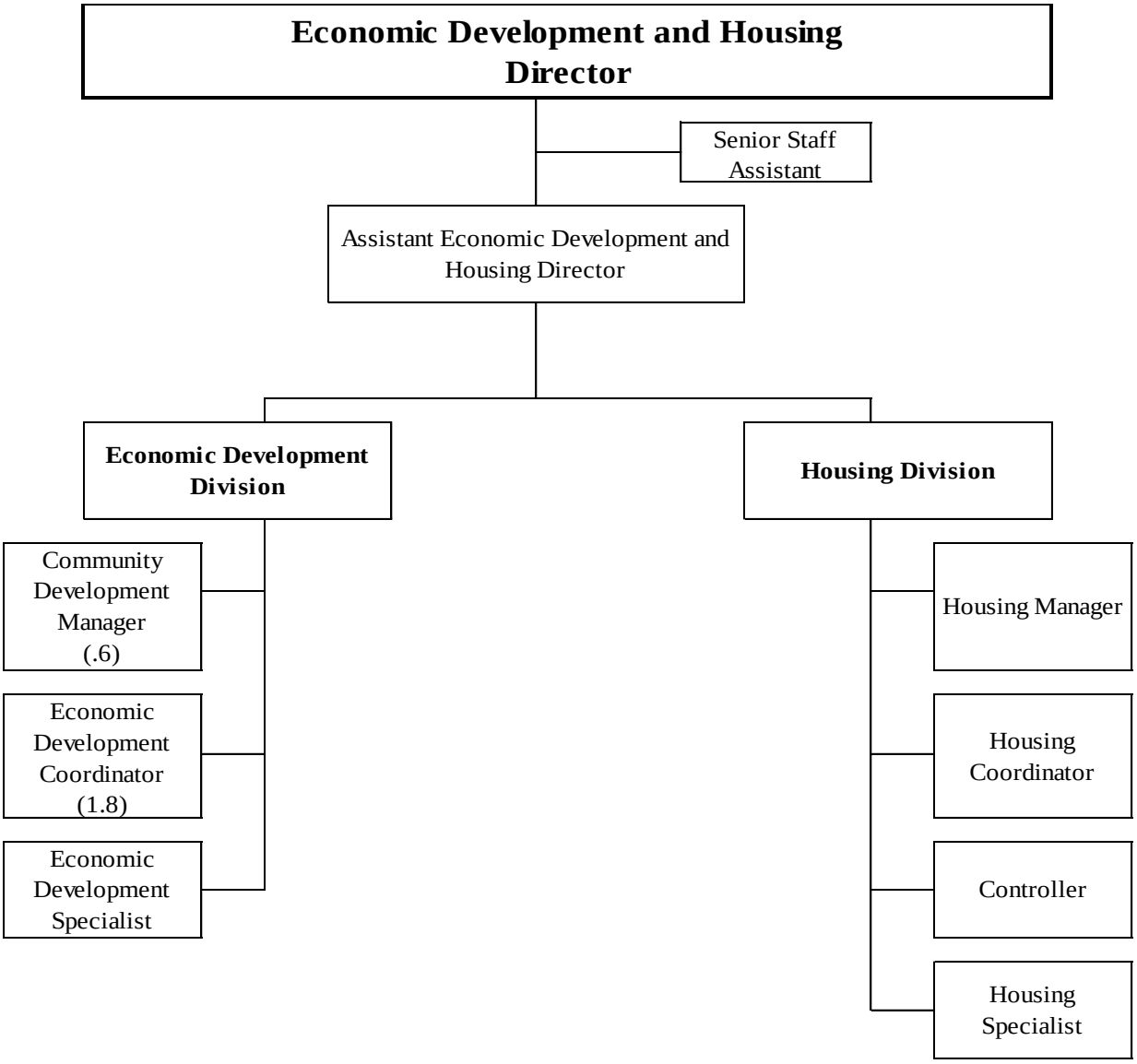


Economic Development – 5.8 FTEs
Housing – 4.6 FTEs
Total Economic Development – 10.4 FTEs

Department Objective

In furthering the City Council's Strategic Direction to facilitate development of the economy, the objective of the Economic Development and Housing Department 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 investment. In furthering the City's mission to support a high quality of life and experience, our goal is to implement value-added strategies and programs that enhance the community's overall high quality of life and local and national image, and provide quality affordable housing and community services to the citizens of Clearwater.

Summary of Services Provided

Economic Development

Economic Development, in concert with Housing, interrelates its activities with all other City departments and a wide spectrum of public and private organizations to facilitate the development of the economy and foster partnerships for the achievement of community goals. 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 and Hub Zone. The department also manages the city's tourism and economic development efforts and collaborates with Pinellas County Economic Development, Visit St. Pete/Clearwater, the Tampa Bay Partnership, and other partners.

The department will begin the sixth 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.

Housing

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's, Community Development Block Grant (CDBG) and Home Investment Partnership Program (HOME). Additionally, the City also utilizes funds through the State of Florida's State Housing Initiatives Partnership (SHIP) Program, and Pinellas County Housing Trust Fund (PCHTF). The Department is implementing projects from repayment of funds, known as Program Income, consisting with requirements of the original funding source which may include CDBG HOME, SHIP and/or PCHTF.

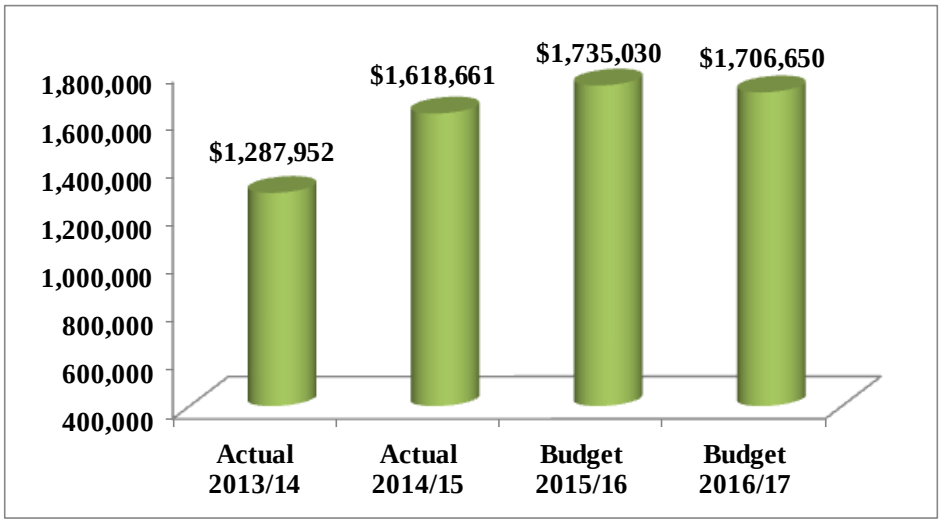
This year, CDBG funds total approximately $667,000 and are used to support a wide variety of eligible housing, social service and economic development programs. Approximately 85% of the CDBG funds are redistributed to organizations that directly provide services to the community through Public Services 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.

HOME and SHIP grant funds total approximately $985,000 and are generally used to provide affordable housing funding for very low to moderate-income residents for down payment assistance and rehabilitation loans and construction of new infill housing units and rental communities. The focus of funding for this fiscal year continues to be the improvement of the existing housing stock through down payment assistance and rehabilitation programs. The budget shown reflects the administrative portion of the grant revenue detailed above and the allowable portion of program income generated from all funding sources used for salaries, benefits and other eligible expenses as determined by the program requirements and regulations.

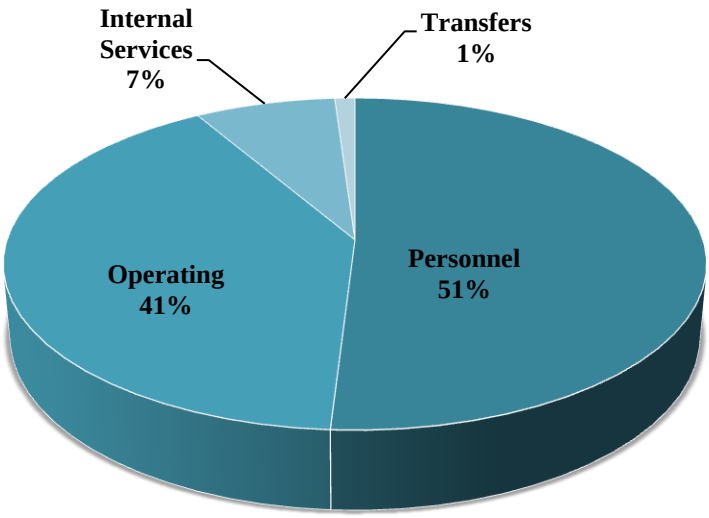
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Economic Development	897,775	1,221,746	1,333,380	1,237,690	-7%
Housing	390,177	396,915	401,650	468,960	17%
Total Economic Development and Housing	**1,287,952**	**1,618,661**	**1,735,030**	**1,706,650**	**-2%**
Full Time Equivalent Positions					
Economic Development	6.0	6.0	8.0	5.8	-2.2
Housing	4.0	4.0	4.0	4.6	0.6
Total Economic Development and Housing FTEs	**10.0**	**10.0**	**12.0**	**10.4**	**-1.6**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Tourism: • **Number of annual visitors** • **Direct expenditures** • **Total economic impact** Data supplied by Research Data Services, Inc.	1,027,900 $834,010,200 $1,661,014,600	1,087,400 $919,572,800 $1,831,421,200	1,109,300 $963,171,800 $1,918,253,000
Tax Base Diversification: • **Commercial and Industrial** • **Government and Institutional** • **Other** • **Residential** Values in thousands of dollars based on data provided by Pinellas County Property Tax Appraiser	$2,226,376 $1,057,915 $715,295 $6,863,871	$2,301,699 $1,117,973 $745,389 $7,713,777	$2,410,004 $1,167,103 $775,759 8,606,077
Affordable Housing - New Loans **Down payment assistance** • **Number of loans** • **Total amount loaned** • **Amount leveraged** **Rehabilitation** • **Number of loans** • **Total amount loaned**	16 $454,400 $2,167,830 8 $396,758	16 $371,140 $1,667,101 13 $285,514	10 $137,000 $1,109,708 12 307,905

Key Performance Indicator (continued)	FY 2013/14	FY 2014/15	FY 2015/16
Community Development Block Grant Outcomes			
• **Public Facilities - amount to grantees**	$414,000	$187,000	$327,987
• **Public Services - number of clients served**	3,425	4,099	6,427

Budget Highlights

- The Economic Development and Housing Department is supported by 10.4 full time equivalent positions, a decrease of 1.6 FTEs from the 2015/16 budget. In the 2016/17 budget a staff assistant position is being added, and 2.6 FTEs are being transferred to the CRA Administration program.

- Outside professional services for auditing, appraisals, research, statistical analyses and market analyses are budgeted at $71,610. This is a 7% increase from the 2015/16 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 2015/16 budget.

- A contribution of $245,000 is budgeted to support City wide homeless initiatives. This is a decrease of $2,000 from the fiscal year 2015/16 budget.

- There have been no other significant changes in the Economic Development and Housing program budgets. The Budget for this Department reflects a 2% decrease from the 2015/16 budget, primarily due to personnel changes.

CITY OF CLEARWATER, FLORIDA

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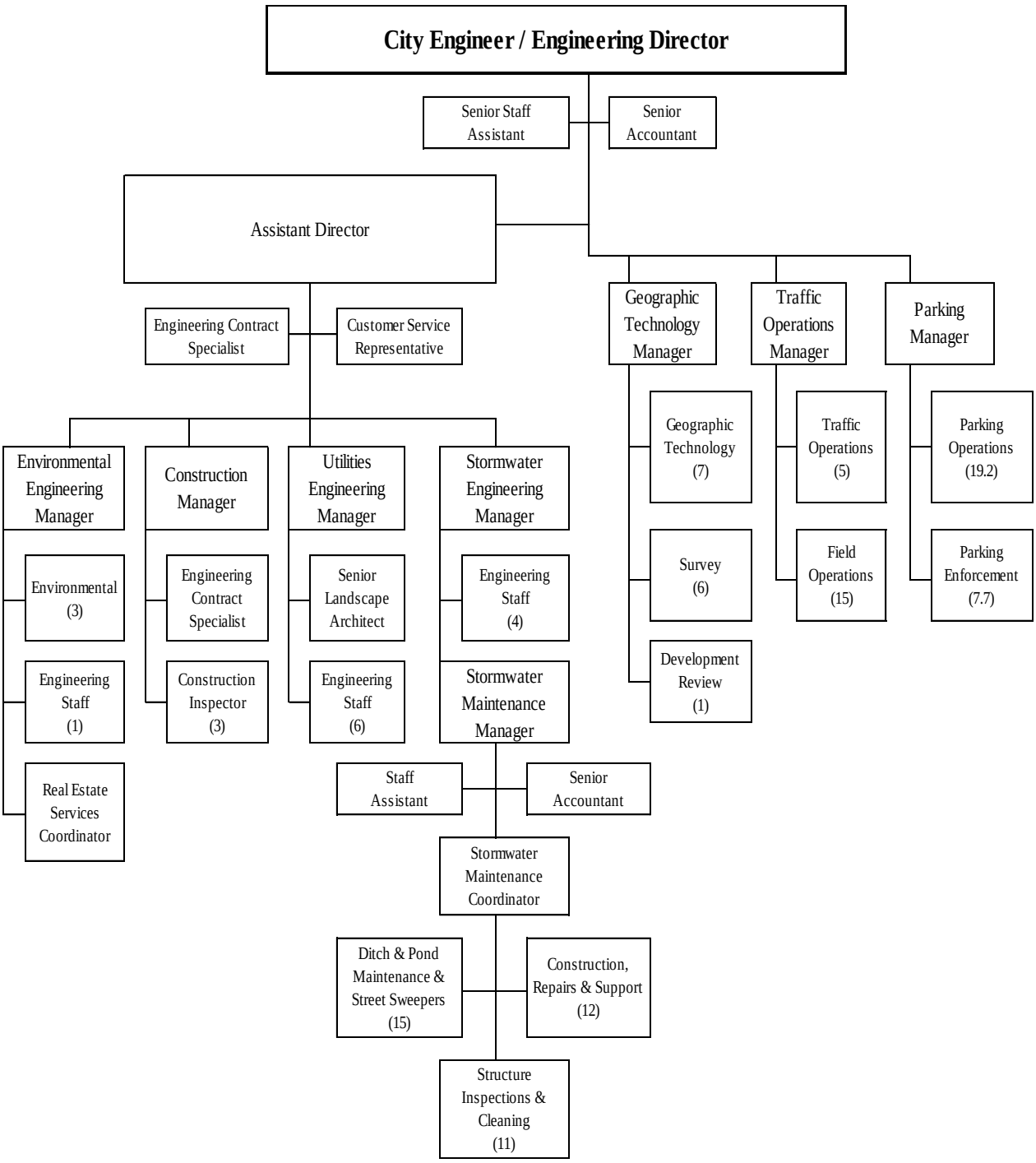


Engineering (General Fund) – 56.0 FTEs
Engineering (Stormwater) – 52.0 FTEs
Engineering (Parking) – 27.9 FTEs
Total Engineering – 135.9 FTEs

Department Objective

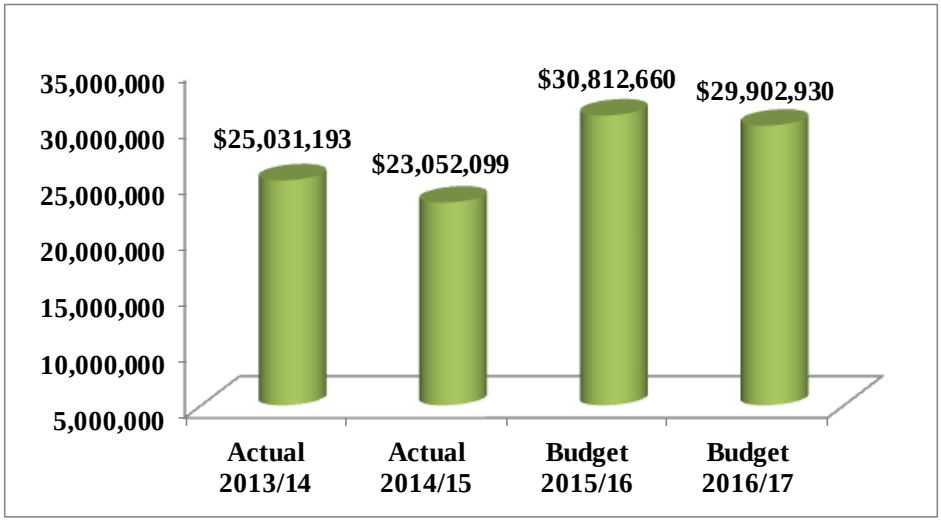
In support of the City Council's Strategic Direction of maintaining and reinvesting in the quality of the City's infrastructure the Engineering Department is responsible for project management for various elements of the City's Capital Improvement Program. The department is also responsible for traffic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

Summary of Services Provided
Civil Engineering
The Civil Engineering program is organized into three operational divisions: Engineering, Geographic Technology and Construction Management. The Engineering Division consists of Environmental Engineering, Utility Engineering, and Real Estate services. The division is responsible for engineering design including management of engineering, environmental, and architectural consultant contracts, landscape architecture, project bidding, construction contract award, and real estate services. 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 administration, project management and inspection services.
Traffic Operations
This division is responsible for the planning, design and operation of the City's transportation network. It reviews plans of developments for impact on adjacent street systems, coordinates street lighting, and conducts traffic studies. The division also operates and maintains the Computerized Traffic Control System and fabricates, installs and maintains all traffic signal installations, pavement markings and traffic signs under the jurisdiction of the City of Clearwater.
Stormwater Management & Maintenance
This division manages the planning, design, and development of stormwater studies and projects for: (1) flood control and drainage purposes; (2) water quality purposes; (3) habitat restoration purposes; and (4) erosion/sedimentation control purposes. The division is also responsible for the maintenance and repair of the City's storm sewer mains, ditches, storm manholes, catch basins, stormwater ponds, and all other drainage structures. This includes a proactive street sweeping program to intercept pollutants from entering the stormwater system.
Parking System & Enforcement
The Clearwater Parking System is responsible for the administration, operation, maintenance, and revenue collection for all City owned parking spaces located both on-street and in City parking garages. Services such as the resident, downtown and beach employee permit parking programs; the downtown merchant validation program; and the prepaid park & go parking card programs are offered to enhance customer satisfaction. The Parking System also offers the Parkmobile alternative electronic payment option. The Parking Enforcement program provides dedicated enforcement of parking both downtown and at the beach. Consistent parking enforcement encourages compliance with parking regulations which results in a higher level of parking space turnover. All parking fine revenue is directed first to the Parking Fund to cover the costs of the program and the excess revenue is transferred to the general fund.

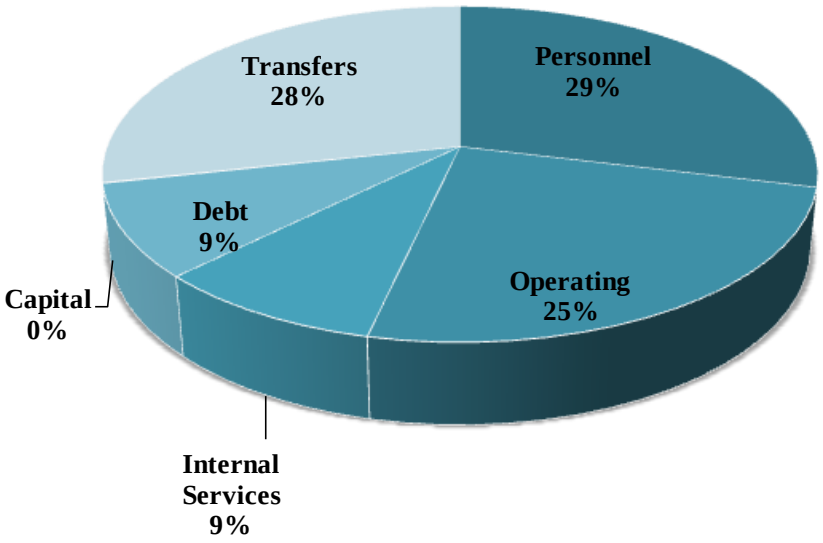
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Civil Engineering	3,092,321	2,981,894	3,235,490	3,405,460	5%
Traffic Operations	4,239,419	4,407,922	4,621,550	4,460,270	-3%
Subtotal - General Fund	7,331,740	7,389,816	7,857,040	7,865,730	0%
Stormwater Fund					
Stormwater Management	3,387,813	3,660,826	10,411,190	11,180,240	7%
Stormwater Maintenance	11,066,025	8,472,731	6,800,510	6,473,420	-5%
Subtotal - Stormwater Fund	14,453,838	12,133,557	17,211,700	17,653,660	3%
Parking Fund					
Parking System	2,587,499	2,937,840	5,080,050	3,748,320	-26%
Parking Enforcement	658,116	590,886	663,870	635,220	-4%
Subtotal - Parking Fund	3,245,615	3,528,726	5,743,920	4,383,540	-24%
Total Engineering	**25,031,193**	**23,052,099**	**30,812,660**	**29,902,930**	**-3%**
Full Time Equivalent Positions					
General Fund					
Civil Engineering	34.0	34.0	34.0	35.0	1.0
Traffic Operations	21.0	21.0	21.0	21.0	0.0
Subtotal - General Fund	55.0	55.0	55.0	56.0	1.0
Stormwater Fund					
Stormwater Management	10.0	10.0	10.0	10.0	0.0
Stormwater Maintenance	39.0	39.0	42.0	42.0	0.0
Subtotal - Stormwater Fund	49.0	49.0	52.0	52.0	0.0
Parking Fund					
Parking System	14.7	14.7	14.7	20.2	5.5
Parking Enforcement	7.0	7.0	7.7	7.7	0.0
Subtotal - Parking Fund	21.7	21.7	22.4	27.9	5.5
Total Engineering FTEs	**125.7**	**125.7**	**129.4**	**135.9**	**6.5**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Miles of Main Street Arteries Swept Objective: to maintain City streets by sweeping each street 10 times per year, Tourist district streets daily and Downtown district streets weekly.	31,450	30,192	31,990
Storm Drain System Reliability Measured by the number of storm drain structures inspected, cleaned and maintained annually. Objective : to meet or exceed inspections required by the FDEP MS4 permit and to complete warranty inspections on all newly constructed systems within one year of completion.	2,484	6,162	8,903
Storm Drain Reliability Measured by miles of storm drains inspected, cleaned and maintained annually. Objective : to meet or exceed inspections required by the FDEP MS4 permit – 10% of the stormwater pipes (15 miles as of FY15/16)	13.3	12.83	16.47

General Fund
Civil Engineering and Traffic Operations
Budget Highlights

- The Engineering General Fund operations are supported by 56 FTEs an increase of one FTEs from the 2015/16 budget. For fiscal year 2016/17 one Professional Engineer has been added to Civil Engineering.
- 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 2016/17 are budgeted at $2.4 million, which is a 5% decrease from the 2015/16 budget.
- Transfers to the Capital Improvement Fund total $320,000 to support Engineering projects for fiscal year 2016/17.
- There have been no other significant changes in the Engineering and Traffic Operation programs. The budget for these programs reflects a slight decrease from the 2015/16 budget.

Stormwater Fund
Budget 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, the same level of staffing as the 2015/16 budget.

- Contractual and professional services are budgeted at $525,400 a 7% decrease from the 2015/16 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 $577,750 in this fiscal year, a 6% decrease from the 2015/16 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 $364,070, a 1% increase from 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 $769,130 in this fiscal year, a decrease of 16% from the 2015/16 budget.

- Budgeted debt costs are approximately $2.7 million in fiscal year 2016/17 which is a 1% increase from the 2015/16 budget.

- Per City Council policy, Stormwater Fund will make a payment in lieu of taxes in the amount of $959,500 to support the General Fund. The computation is based on, and reflects a rate of 5.5% of prior year gross revenues. The 2016/17 contribution is a 4% increase from the 2015/16 budget.

- Transfers to the Capital Improvement Fund to support Stormwater Fund projects as planned in the 2015 rate study are $6,180,430 for the 2016/17 budget.

- There have been no other significant changes in the Stormwater Fund. The budget for this program reflects an increase of 3% from the 2015/16 budget.

Parking Fund
Budget Highlights

- The Parking Fund programs in the Engineering Department are supported by 27.9 full time equivalent positions, an increase of 5.5 FTEs from the fiscal year 2015/16 budget. For fiscal year 2016/17, a Parking System Coordinator, Parking Permit Supervisor, two fulltime and 1.5 part time Parking Assistants are being added to the Parking System program.

- Parking System reimbursements to the General Fund total $777,410 and include $139,090 for traffic field operation services, $36,980 for Parks and Recreation facility maintenance, and $601,340 for beach cleaning. This is an increase of 5% from the 2015/16 budget.

- Sunsets at Pier 60 is funded from the Parking Fund at a budgeted cost of $22,900 in 2016/17. This is the same level funding as the 2015/16 budget.

- Funding for the Jolley Trolley service is budgeted in the Parking Fund at a cost of $180,000 for fiscal year 2016/17. This is an increase of 8% from the 2015/16 budget.

- Transfers of $83,180 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 $341,550 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal year 2014/15 gross revenues. The 2016/17 contribution represents a 20% increase from the 2015/16 budget.

- Transfers to the Capital Improvement Fund total $631,000 to support Parking projects for the 2016/17 budget. This transfer reflects a 74% decrease from prior year.

- There have been no other significant changes to the Parking Fund programs in Engineering. The budgets for these programs reflect a net decrease of 24% primarily due to planned capital funding.

CITY OF CLEARWATER, FLORIDA

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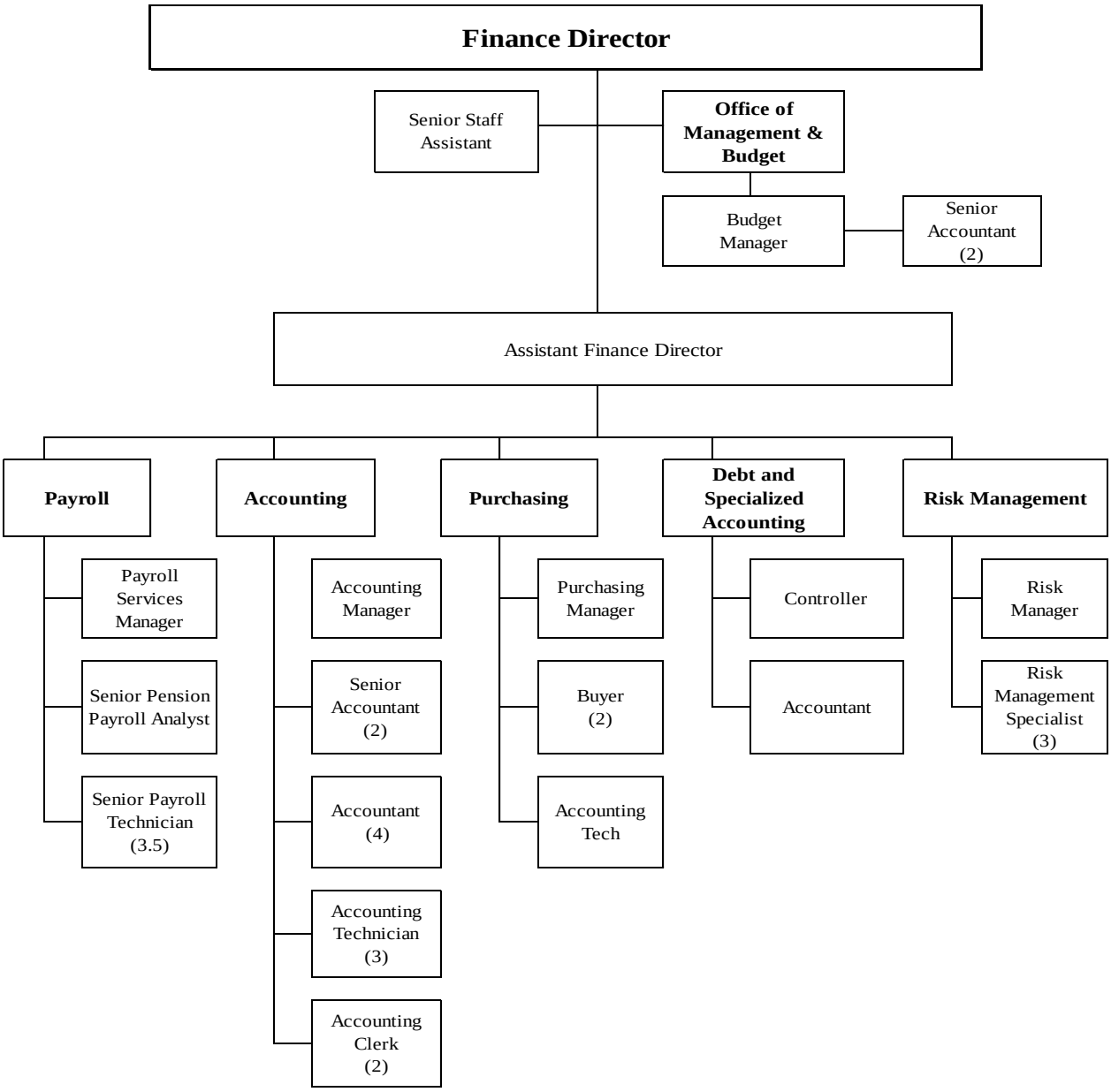


Finance (General Fund) – 29.5 FTEs
Finance (Insurance Fund) – 4.0 FTEs
Total Finance – 33.5 FTEs

Department Objective

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

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

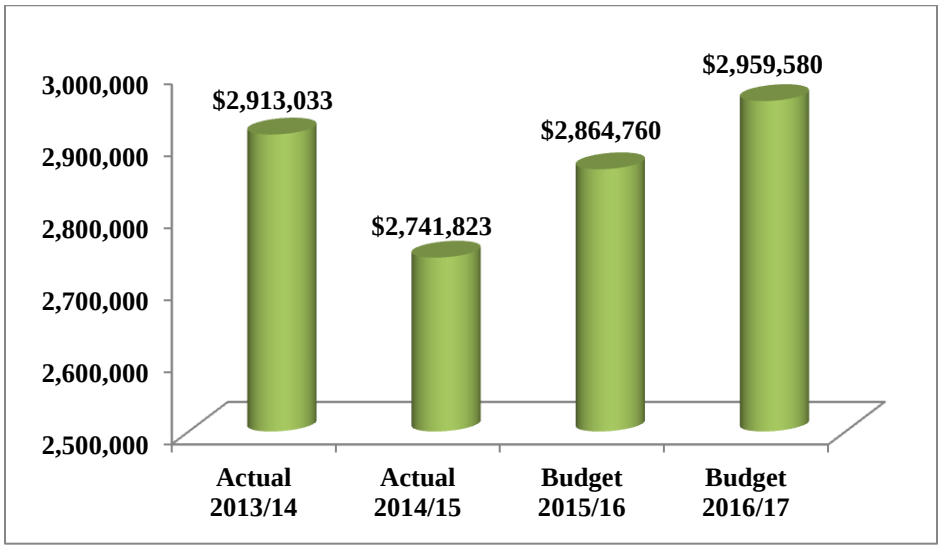
Summary of Service Provided
Finance
Administration – Responsible for the effective coordination of all City financial and accounting functions in order to provide reliable, timely, and accurate financial information to the stakeholders of the organization including the City Council, City Management,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

Summary of Service Provided
Office of Management and Budget
The objective of the Office of Management and Budget is to offer accurate financial planning information and quality service to the City Management Team, the City Council, other City departments, and our citizens in order to increase confidence in City leadership and provide comprehensive budgeting data to all of our customers. In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, and the Council's through financial responsibility, the Office of Management and Budget prepares and presents the City's Annual Operating and Capital Improvement Budget, as well as ensuring the City's compliance with the State of Florida's "Truth-in-Millage" (TRIM) act to inform citizens of proposed changes and how it may affect their property taxes.
Risk Management
The objectives of the Risk Management program are to protect the City's assets from risks of accident or loss in a cost effective manner, and to assist employees in performing their jobs safely. In furthering the City Council's Strategic Direction objective of providing cost effective municipal services and infrastructure through financial responsibility, the Risk Management program administers the City's self-insurance program including general liability, auto liability, commercial property, and Workers' Compensation insurances, in addition to developing, implementing, and administering loss prevention/control programs. Risk Management also supports this Strategic Direction thru the objective of safety by developing, implementing, and administering safety training and practices.

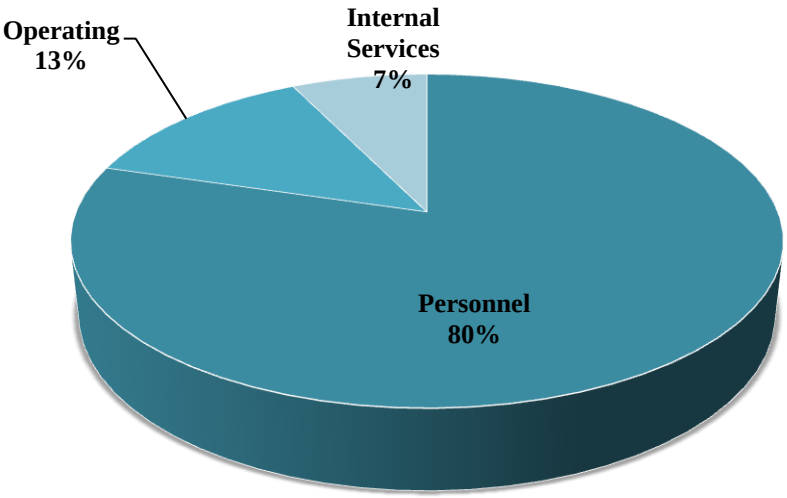
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Finance	2,089,302	2,128,325	2,151,990	2,210,160	3%
Office of Management & Budget	410,940	237,474	253,580	262,790	4%
Subtotal - General Fund	2,500,242	2,365,799	2,405,570	2,472,950	3%
Central Insurance Fund					
Risk Management	412,791	376,024	459,190	486,630	6%
Total Finance	**2,913,033**	**2,741,823**	**2,864,760**	**2,959,580**	**3%**
Full Time Equivalent Positions					
General Fund					
Finance	26.5	25.5	26.5	26.5	0.0
Office of Management & Budget	3.0	3.0	3.0	3.0	0.0
Subtotal - General Fund	29.5	28.5	29.5	29.5	0.0
Central Insurance Fund					
Risk Management	5.0	5.0	4.0	4.0	0.0
Total Finance FTEs	**34.5**	**33.5**	**33.5**	**33.5**	**0.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



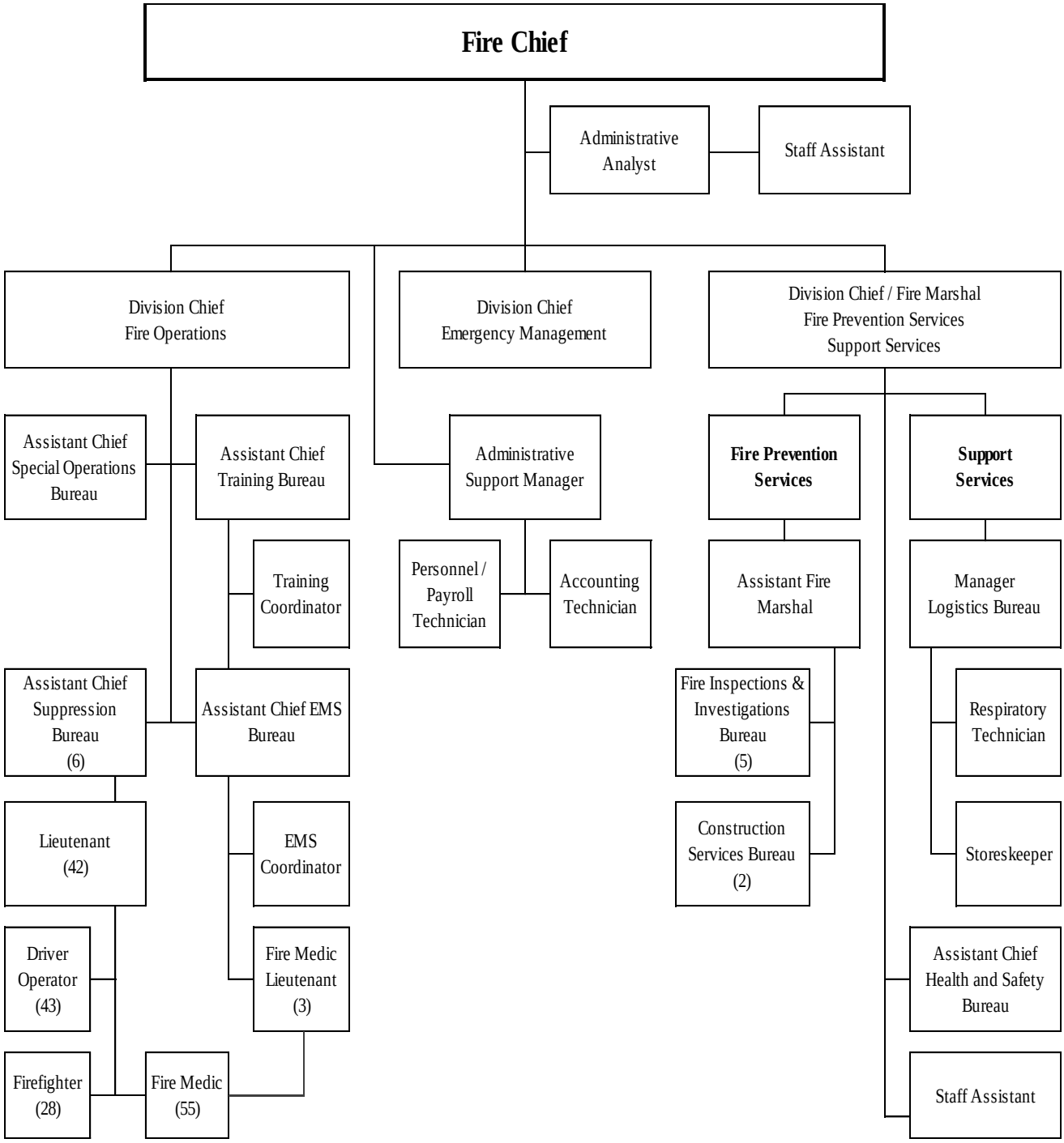
Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Risk Management - Claims Paid • **Workers Compensation** • **Property** • **City Autos** • **Public Liability** • **Auto Liability** Total annual cost of claims paid City Wide.	$918,877 $27,699 $98,243 $120,136 $292,750	$1,532,624 $58,764 $227,986 $193,627 $176,004	$1,407,864 $74,468 $234,175 $142,696 $218,889
Accounts Payable • **Total amount of invoices paid (in thousands)** • **Total invoice count** This represents the total number of invoices and total dollar value of invoices paid during each fiscal year, regardless of the payments method. For each payment type (checks, p-card, e-pay, wire), there are costs and benefits to both the vendor and the City. The Finance Department strives to achieve a satisfactory balance in the most practical and efficient manner.	$247,449 50,130	$221,959 52,313	$224,945 51,457
Procurement • **Invitation to Bid** • **Request for Proposal (RFP)** • **Request for Quote (RFQ)** This represents the total number of bids, RFPs, and RFQs solicited by the Purchasing department.	15 21 2	38 27 7	29 24 5

General Fund
Finance and Office of Management and Budget
Budget Highlights

- The Finance Department is supported by 29.5 full time equivalent positions, the same level of staffing as the 2015/16 budget.
- Personnel costs represent 82% of this program's budget.
- Operating expenditures include $121,000 for external audit services, $34,000 for consulting services for the financial management systems, and $20,000 for OPEB Actuary Report and consulting fees.
- Internal service charges reflect a 12% increase from the fiscal year 2015/16 budget due to increased support from internal service departments.
- There have been no significant changes in the Finance program budget. The budget for this department reflects a 3% increase from the 2015/16 budget.

Central Insurance Fund
Risk Management
Budget Highlights

- This program is an internal service function. All costs of the operation are passed back to other City Departments based upon employee count and other insurance cost-related factors.
- The Risk Management program is supported by four full time equivalent positions, the same level of staffing as the 2015/16 budget.
- Other operating costs include $116,370 in professional and contractual services to fund increased support for risk management and safety functions.
- There have been no other significant changes in the Risk Management program. The budget for this program reflects a 4% increase from the 2015/16 budget.



Fire Department – 204.0 FTEs

Department Objective

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

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

Summary of Services Provided
Administration
Fire Administration oversees a department with eight (8) fire stations strategically located throughout the district, a training bureau for continual development of personnel, policies, and techniques to enhance safety, and a prevention and inspection bureau that ensures the safety of structures within the district. The internationally accredited department maintains the Insurance Service Office's (ISO) highest rating. The ISO 1 rating can positively affect insurance rates for Clearwater residents and business owners and is a measure of the effectiveness and efficiency of the department's services. Clearwater Fire & Rescue serves a fire district which is larger than the City of Clearwater and includes sections of unincorporated Pinellas County.
Support Services
Support Services supports the strategic directive of providing cost effective services by ensuring all fire equipment, apparatus, and facilities are extensively researched, planned and acquired to ensure compatibility with existing systems and needs. This program maintains all equipment and coordinates vehicle maintenance and acquisition. Support Services researches new products, equipment, apparatus and technologies to determine future purchases.
Fire Prevention Services
The Fire Prevention Services program provides building inspections, fire investigations, and construction review services to ensure the safety of structures within the fire district.
Fire Operations
Fire Operations is budgeted under two separate programs: Fire Operations and Emergency Medical Services (EMS). Pinellas County contracts with the City to provide emergency medical services on their behalf and costs are budgeted separately for reporting and accounting purposes. The Fire Operations program provides the vital fire suppression services required to protect the lives and property of the citizens of Clearwater and residents of the Fire District. Fire Operations' personnel provide basic and advanced life support services as well as fire services. Additional responsibilities include response to hazardous materials conditions to stabilize the incident with help from the Pinellas County Hazardous Materials team. Fire Operations include specialized teams such as the Marine Response Team, Special Operations Response Team, Technical Rescue Team, and Dive Team for critical incidents. Fire Operations maintains a Training Bureau and provides classroom instruction, a fire tower, burning pits, computer access and a library that provides comprehensive firefighting and emergency medical services training programs necessary to continually update, certify, and refresh knowledge and performance in every discipline. This program oversees the Health & Safety Bureau which evaluates various equipment for safety, effectiveness, and compatibility to ensure a well-equipped, responsive, and prepared Fire and Rescue workforce. The Assistant Chief of Health and Safety facilitates the wellness program and promotes health and safety preparedness through the Department.

Summary of Services Provided

Emergency Medical Services

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

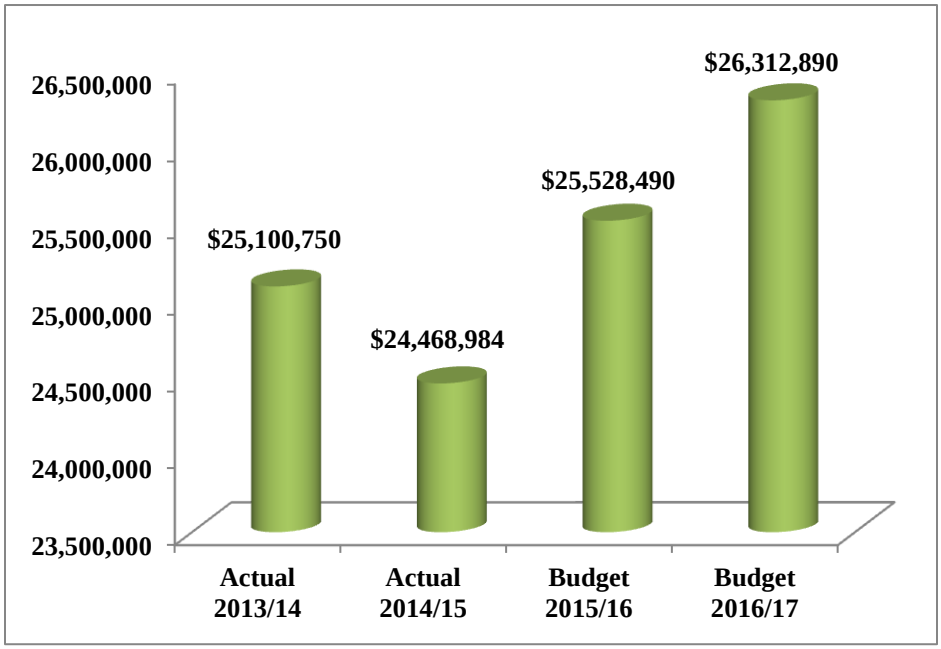
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Administration	579,503	643,688	700,060	696,590	0%
Support Services	3,331,448	3,343,392	3,556,540	3,882,140	9%
Fire Prevention Services	864,185	860,627	880,370	1,048,700	19%
Fire Operations	13,331,123	12,863,622	13,370,810	13,378,100	0%
Emergency Medical	6,994,491	6,757,655	7,020,710	7,307,360	4%
Total Fire	**25,100,750**	**24,468,984**	**25,528,490**	**26,312,890**	**3%**

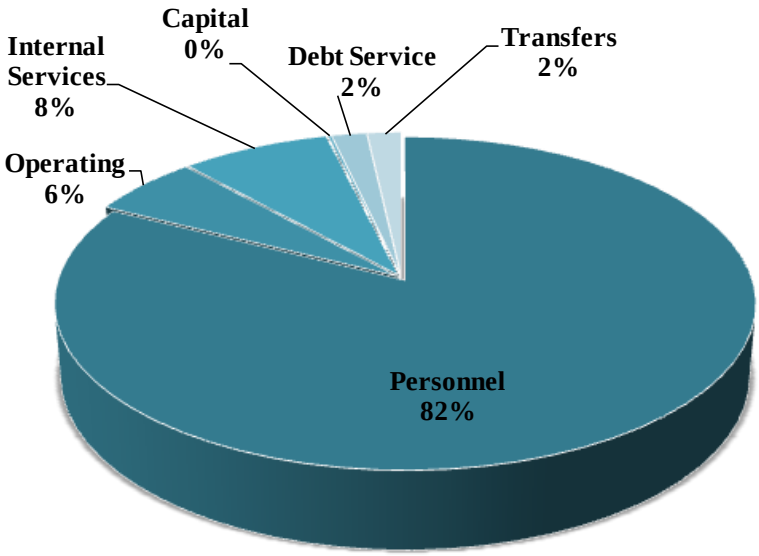
Full Time Equivalent Positions

Administration	8.0	9.0	8.0	8.0	0.0
Support Services	3.0	2.0	2.0	3.0	1.0
Fire Prevention Services	8.0	8.0	8.0	9.0	1.0
Fire Operations	123.0	123.0	123.0	124.0	1.0
Emergency Medical	59.0	59.0	60.0	60.0	0.0
Total Fire FTEs	**201.0**	**201.0**	**201.0**	**204.0**	**3.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2014 (Calendar Year)	FY 2015 (Calendar Year)	FY 2016 (Calendar Year)
EMS Call Response Time Average time elapsed between first responder notification and arrival on scene. Benchmark: 90% of calls within 7:30 minutes	4:41	4:42	4:44
Fire/Special Operations Call Response Time Average elapsed between first responder notification and arrival on scene. Benchmark: 90% of calls within 7:30 minutes	4:25	4:30	4:28
Number of Emergency Calls • Fire Emergency Calls • EMS Emergency Calls • Total All Calls Total number of annual emergency calls. *Fiscal Year 2016 call data is annualized based on nine months of activity – January through September.	3,315 23,335 26,650	3,399 24,573 27,972	3,993 * 25,616 * 29,609 *
Fire Prevention - High Hazard Inspections: Measured by the percentage of completion of annual 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.	100%	100%	90%
Fire Prevention - Non-Hazardous Inspections Measured by the percentage of inspections completed within targeted goal. 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.	100%	100%	80%

Budget Highlights

- The Fire Department is supported by 204 full-time equivalent positions, an increase of three FTEs from the 2015/16 budget. In fiscal year 2016/17, a Respiratory Technician, Fire Inspector II and Training Lieutenant are being added to the Fire Department. During fiscal year 2016/17, the department created an EMS Coordinator position utilizing the vacant Deputy Chief position.

- Regular overtime and Fair Labor Standards Act (FLSA) overtime costs across the department are budgeted at $1,045,880, the same level of funding as the 2015/16 budget.

- Funding for the Fire Supplemental Pension plan for $1,300,000 is included in the budget for fiscal year 2016/17. This is based upon the Government Finance Officers Association (GFOA) recommendation that our state funding for Police and Fire supplemental plans should be recorded as both revenues and expenditures for City employer contributions in the General Fund.

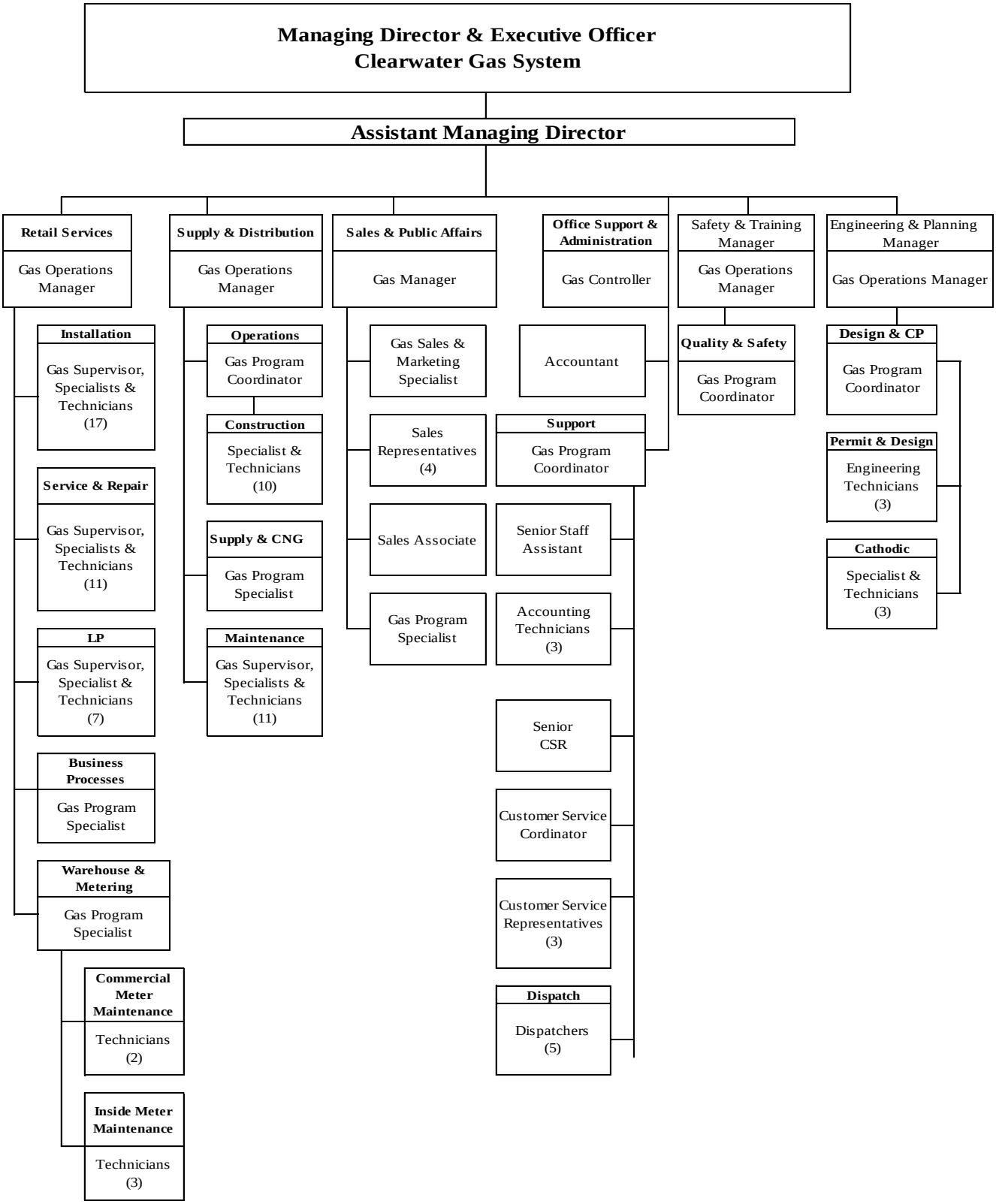
- Personnel costs represent approximately 82% of the Fire Department total operating budget.

- The Fire Department personnel budget reflects step advancement for IAFF union employees in fiscal year 2016/17.

- Debt service costs for the department are budgeted at $480,810 a decrease of 19% from fiscal year 2015/16 due to payoff of an engine and rescue unit.

- Transfers to the Capital Improvement Fund total $469,360 to support Fire projects for fiscal year 2016/17.

- There have been no other significant changes in the Fire Department 2016/17 budget. The budget for the Department reflects a 3% increase from the 2015/16 budget.



Gas Systems – 104.0 FTEs

Department Objective

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

Clearwater Gas System has provided energy-efficient gas service to local residents and businesses since 1923. CGS is owned and operated as an enterprise utility by the City of Clearwater and operates over 890 miles of underground gas main; including supply and distribution of both natural and propane (LP) gas throughout northern Pinellas County and western Pasco County. CGS serves as a one-stop shop gas utility offering residential and commercial gas appliances, installation of customer gas piping, service and repair, construction and maintenance of underground gas mains/service lines, and a 24-hour emergency response guarantee. CGS is also regulated for safety by the Florida Public Service Commission and the Federal Department of Transportation.

Clearwater Gas System serves over 21,500 customers in a 330 square mile service territory, which includes twenty municipalities, as well as, unincorporated areas of Pinellas and Pasco counties.

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

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

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

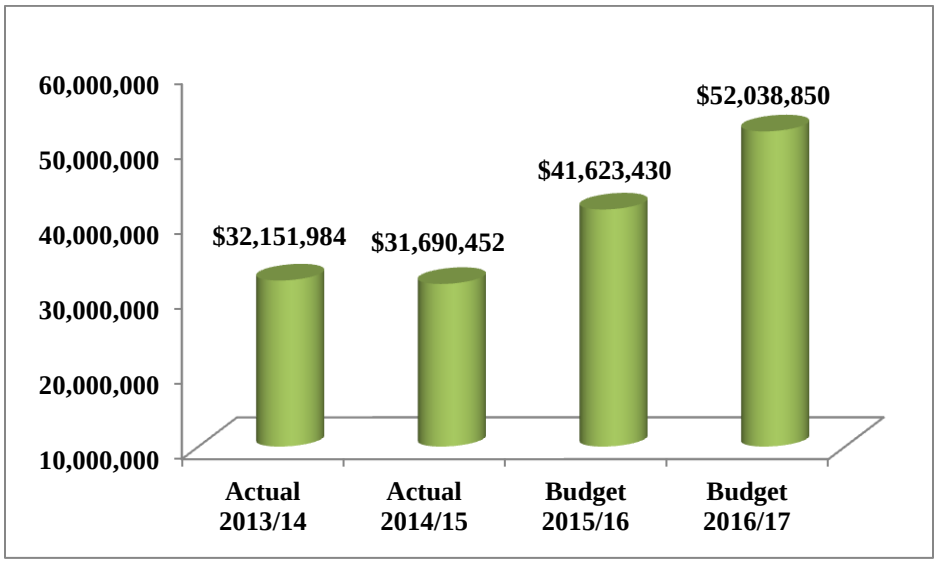
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Administration & Supply	22,392,348	21,613,159	23,893,060	22,051,990	-8%
Pinellas Gas Operations	4,798,397	4,846,582	7,561,590	7,694,220	2%
Pasco Gas Operations	1,905,204	1,996,588	3,636,840	4,941,400	36%
Marketing & Sales	3,056,035	3,234,123	6,531,940	17,351,240	166%
Total Gas	**32,151,984**	**31,690,452**	**41,623,430**	**52,038,850**	**25%**

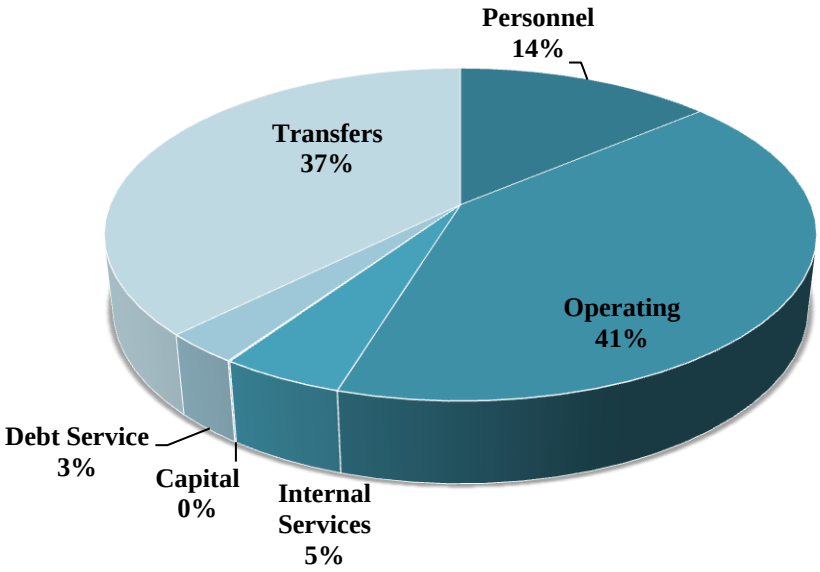
Full Time Equivalent Positions

Administration & Supply	9.6	9.6	9.6	11.6	2.0
Pinellas Gas Operations	49.0	51.0	52.0	54.0	2.0
Pasco Gas Operations	16.0	17.0	21.0	29.0	8.0
Marketing & Sales	8.4	9.4	9.4	9.4	0.0
Total Gas FTEs	**83.0**	**87.0**	**92.0**	**104.0**	**12.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Miles of Gas Mains • **Pinellas County Mains** • **Pasco County Mains** Total number of Gas Main miles, as of each fiscal year end.	699.24 161.36	714.13 169.98	723.37 184.44
Gas Sales • **Natural Gas (therm)** • **Liquid Propane (gallons)** Total equivalent therms sold (LP converted to therms)	23,133,851 361,285	24,284,658 369,563	23,714,259 365,752
Natural Gas Vehicle (NGV) Station • **Total NGV Customers** • **Compressed Natural Gas** Total annual count of NGV customers, and Gas Gallon Equivalent (GGE) sold.	50 140	76 241,867	80 303,398
Clearwater Gas Customers • **Natural Gas Customers** • **Liquid Propane Customers** Annual average number of customers connected.	18,744 1,975	19,368 1,908	20,106 1,867
Retail Sales • **Appliance Sales** • **Installation Sales** • **Service & Repair Sales** Total annual retail sales.	$890,766 $981,968 $382,352	$957,350 $1,419,650 $383,793	$987,936 $1,261,691 $467,160

Budget Highlights

- The Gas Fund supports the Gas Administration and Supply program. The Gas Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to maintain the Clearwater Gas System.

- The Gas Department is supported by 104 full time equivalent positions, an increase of 12.0 FTEs from fiscal year 2015/16. Additional positions include an Assistant Director, Safety and Training Manager, Engineering and Planning Manager, Design and Mapping Technician, Gas Program Specialist, and seven Gas Technicians.

- Gas supply purchases in this fiscal year are budgeted at approximately $12 million, representing 24% of the total Department operating budget. This is an 11 decrease from the 2015/16 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 $1,666,140 in fiscal year 2016/17, an increase of 4% over the 2015/16 budget.

- Internal Service costs reflect the reimbursement to Clearwater Customer Service operations for billing and customer service support services. This is budgeted at $946,570 in fiscal year 2016/17, a 1% increase from the 2015/16 budget.

- Debt service cost, which include debt on outstanding bonds and new vehicle purchases, total $1,552,340 for fiscal year 2016/17 budget which is a slight increase from 2015/16 budget.

- Interfund transfers include the estimated gas dividend to the General Fund of $2.4 million, an 11% decrease from the 2015/16 budget. Transfers to the Capital Improvement Fund are budgeted at $17,100,000 to support the capital projects of the Gas Fund; this is a 183% increase in funding from the 2015/16 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 25% from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

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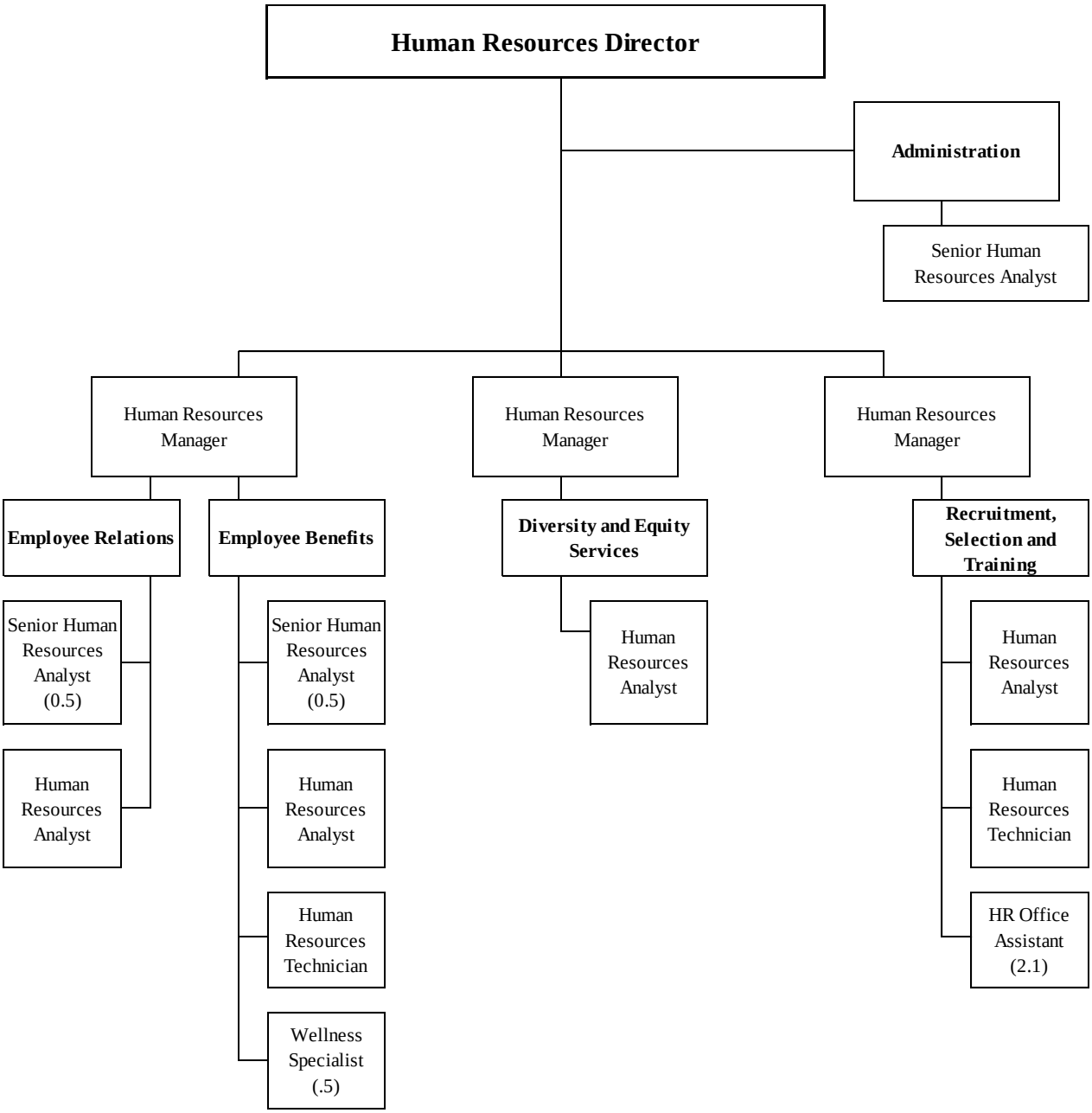


Human Resources (General Fund) – 11.1 FTEs
Human Resources (Insurance Fund) – 3.5 FTEs
Total Human Resources – 14.6 FTEs

Department Objective

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

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

Summary of Services Provided
Administration
The Administrative responsibilities of the department include: employee awards and recognition programs; coordinating the Civil Service Board, Pension Advisory Committee and Pension Trustees; overseeing labor/management relations, collective bargaining, dispute resolution; managing compensation and classification functions (pay and job analysis, labor market surveys, job descriptions, job audits, unemployment compensation); and ensuring compliance with federal, state, local laws, regulations and ordinances that are applicable to all divisions (ADA, COBRA, EEO, FMLA, HIPPA, USERRA, etc.). For the current fiscal year, this division has secured collective bargaining agreements with all employee unions and will be continuing labor-management relationships through scheduled CALM (collaborative agreements between labor and management) meetings.
Recruitment, Selection, and Training
The Recruitment, Selection and Training division is responsible for: advertising, screening, testing, interviewing and selecting; performance evaluation and management; training and development; tuition assistance; Human Resources Information Systems (PeopleSoft-NeoGov); and personnel and public records management. For the current fiscal year, this division will also be initiating an Employee Engagement Survey project and will be responsible for analyzing the data, and recommending and implementing strategies for improvement.
Employee Relations
The Employee Relations division is responsible for: internal investigations into employee performance/behavior, employee orientation, school mentoring and tutoring partnerships, Employee Assistance Program (EAP), City mandated referrals, Performance and Behavior Management Program (PBMP); City Drug and Alcohol compliance, administration and oversight of the Family and Medical Leave Act (FMLA), Work Place Violence, and Fitness for Duty programs.
Diversity and Equity Services
The Diversity and Equity division is responsible for: managing Equal Employment Opportunity (EEO), Americans with Disabilities Act programs; diversity training; diversity awareness, appreciation and inclusiveness; Diversity Leadership Council (DLC); discrimination and harassment investigations; training and orientation on discrimination, harassment prevention and EEO principles; liaison to state and county EEO offices. In the current fiscal year, this division will implement diversity awareness lunch and learn sessions for city employees and develop a city-wide diversity day for all citizens.

Summary of Services Provided

Employee Benefits

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

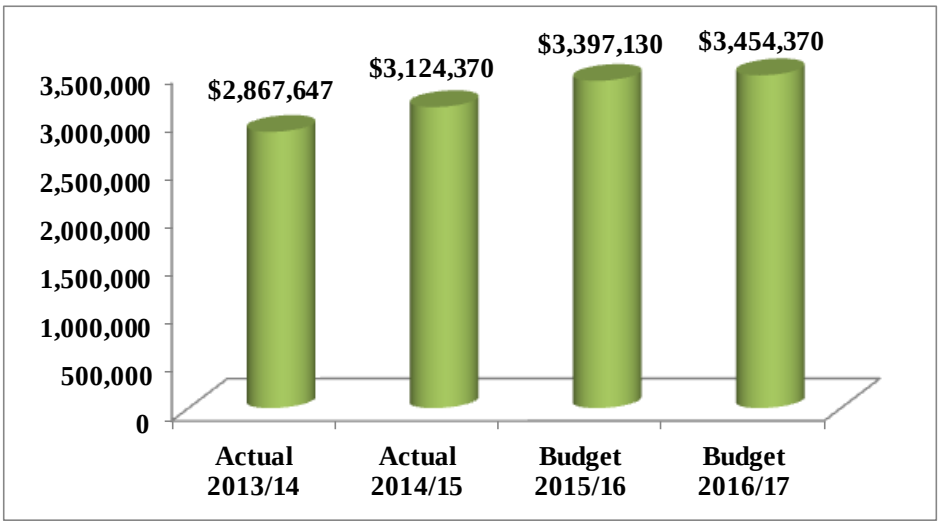
Employee Health Center

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

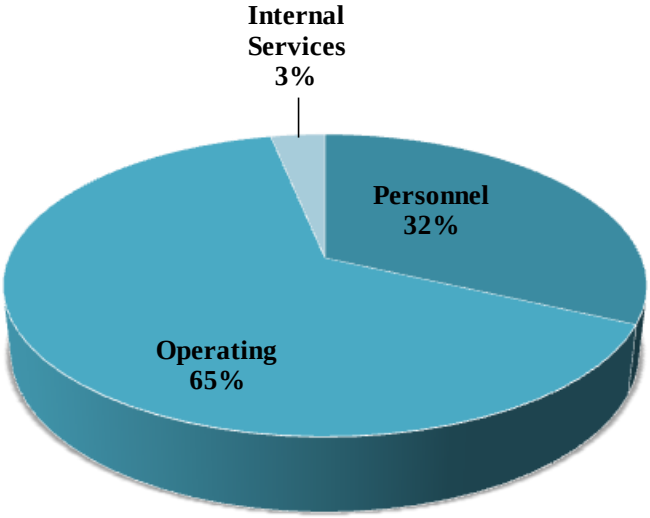
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Administration	497,878	488,129	408,990	428,780	5%
Recruitment, Selection and Training	386,214	390,141	440,810	448,020	2%
Employee Relations	193,496	143,178	152,000	152,840	1%
Diversity and Equity Services	-	-	171,610	196,490	14%
Subtotal - General Fund	1,077,588	1,021,448	1,173,410	1,226,130	4%
Central Insurance Fund					
Employee Benefits	269,752	352,569	368,760	386,280	5%
Employee Health Center	1,520,307	1,750,353	1,854,960	1,841,960	-1%
Subtotal - Central Insurance Fund	1,790,059	2,102,922	2,223,720	2,228,240	0%
Total Human Resources	**2,867,647**	**3,124,370**	**3,397,130**	**3,454,370**	**2%**
Full Time Equivalent Positions					
Administration	2.0	3.0	2.0	2.0	0.0
Recruitment, Selection and Training	3.7	4.7	4.7	5.1	0.4
Compensation and Classification	2.0	0.0	0.0	0.0	0.0
Employee Relations	2.5	2.0	2.0	2.0	0.0
Diversity and Equity Services	0.0	0.0	2.0	2.0	0.0
Subtotal - General Fund	10.2	9.7	10.7	11.1	0.4
Central Insurance Fund					
Employee Benefits	3.0	3.5	3.5	3.5	0.0
Total Human Resources FTEs	**13.2**	**13.2**	**14.2**	**14.6**	**0.4**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Years of Service Average years of service City wide.	10.72	11.5	10.87
Successful Applicants Percentage of new hires employed six months from hire.	77%	76%	78%
Turnover: Percentage of full-time, permanent employees who left to pursue other opportunities (excluding retirees).	7.4%	7.6%	9.1%

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

- The Human Resources General Fund programs are supported by 11.1 full time equivalent positions, an increase of 0.4 FTEs from the 2015/16 budget. For fiscal year 2016/17, additional hours are being added to Human Resources Office Assistants in the Recruitment Selection and Training program; and funding for an intern is budgeted for the Diversity and Equity Services Program.

- Operating expenditures include the budget for outside labor council, tuition reimbursement, training programs, diversity and equity programs, and employee award and appreciation programs.

- There have been no other significant changes in the Human Resources General Fund programs; the budget reflects an increase of 4% over fiscal year 2015/16.

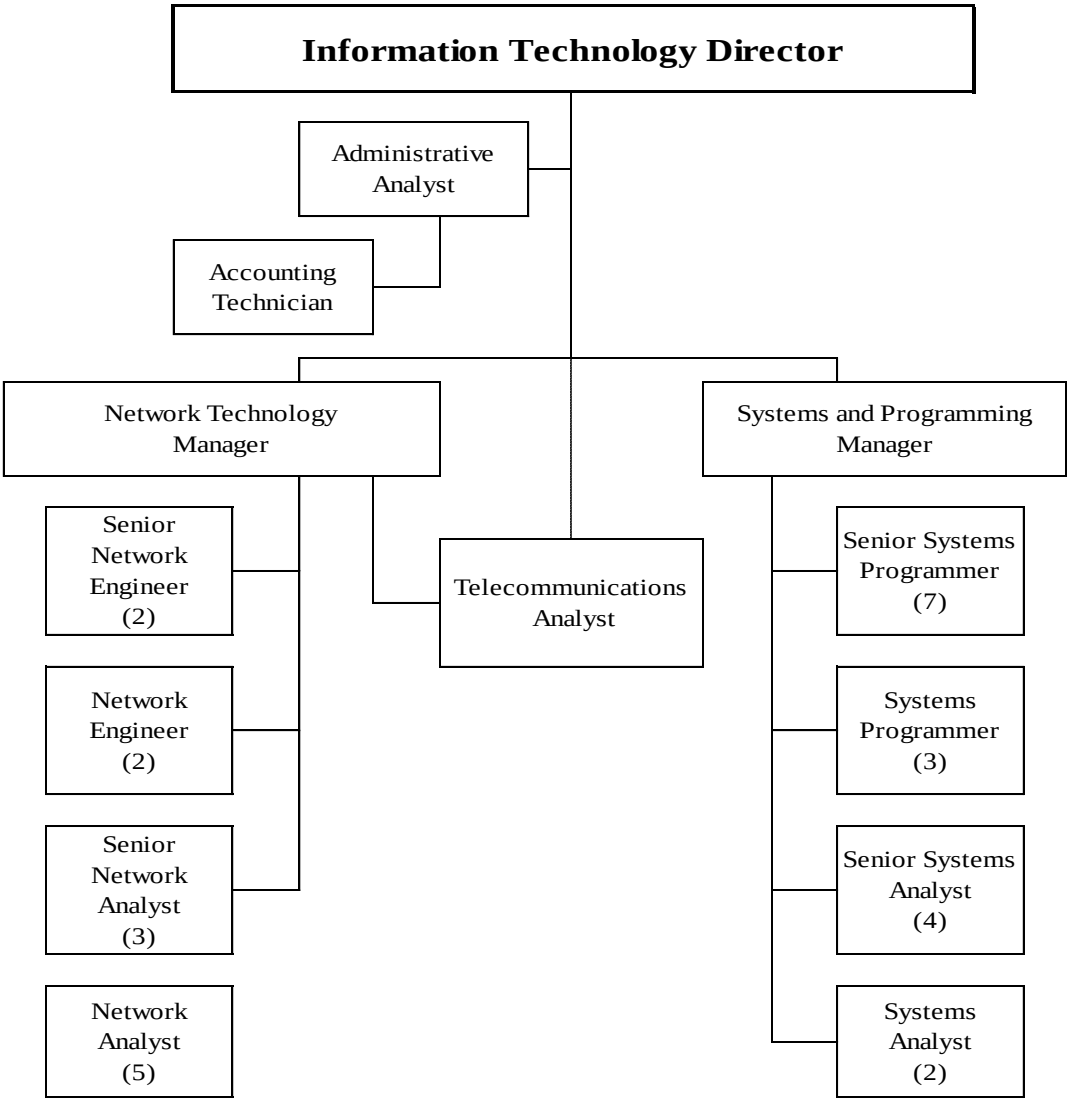
Central Insurance Fund
Employee Benefits and Employee Health Center
Budget Highlights

- The Employee Benefits program is an Internal Service function responsible for administering the employee benefits programs for health and life insurance, and retirement plans. The cost of this program is charged to all operating funds and departments based upon the number of personnel in each program.

- The Employee Benefits program is supported by 3.5 full time equivalent positions, the same level of staffing as the 2015/16 budget. In fiscal year 2016/17, the personnel budget includes the salary for an intern to assist with open enrollment.

- There have been no other significant changes in the Employee Benefits program. This budget reflects an increase of 5% from the 2015/16.

- 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 2016/17 budget for the Employee Health Center reflects a 1% decrease from the prior year budget due reduced support required from internal services departments. 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.



Information Technology – 34 FTEs

Department Objective

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

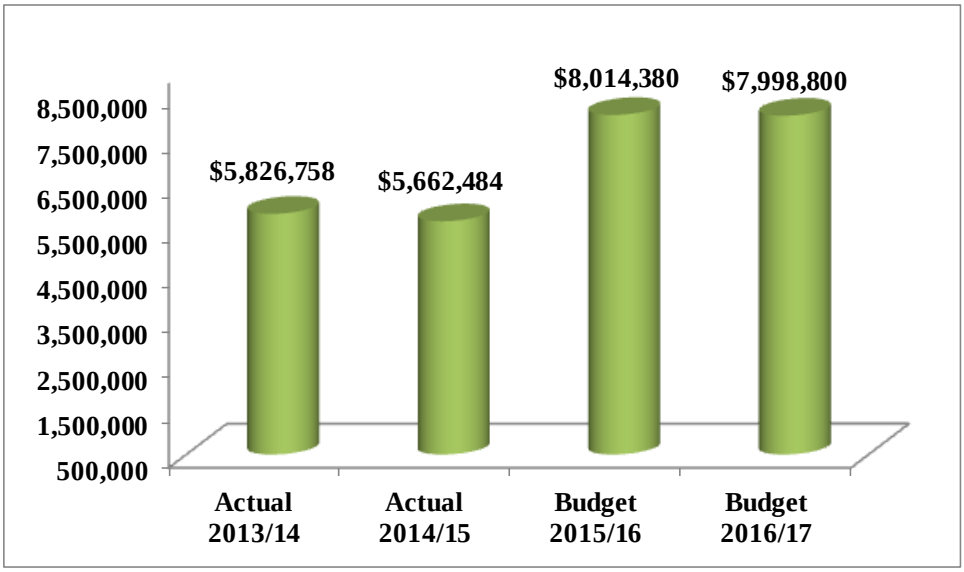
In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the Information Technology Department manages the delivery of quality services in the areas of technology administration, systems support, hardware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

Summary of Service Provided
Administration
Administration of the City's information technology systems includes development/maintenance of governance and architecture plans used to guide operations and development of technology throughout the City. Key to the success of technology integration is the development of strong alliances between IT service providers, departmental management, and end users. The administrative arm of IT is committed to maintaining vital relationships with internal customers in their pursuit of excellence. Also included within IT Administration is the development and oversight of contracts and vendor relationships, as well as, the project management for citywide application implementation.
Network Services
Currently, there are approximately 1,400 desktop/laptop computers, 150 servers, and over 1,500 individual user accounts located at 50 locations throughout the City. This program manages helpdesk support to the City's computer users and is also responsible for technology assessment and testing, network administration, network and system security and hardware procurement.
Software Application
There are currently 78 business systems / software applications including 10 business critical systems that are administered and supported by the City's programming operations. Support of these systems includes assisting in daily operations and maintaining effective relationships with both end users and product vendors. This program is also responsible for development and maintenance of the City's Internet website, implementation of new systems, performing business process analysis of departmental operations, and database administration for all business applications.
Telecommunications
Telecommunications provides desktop phone, cellular 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.

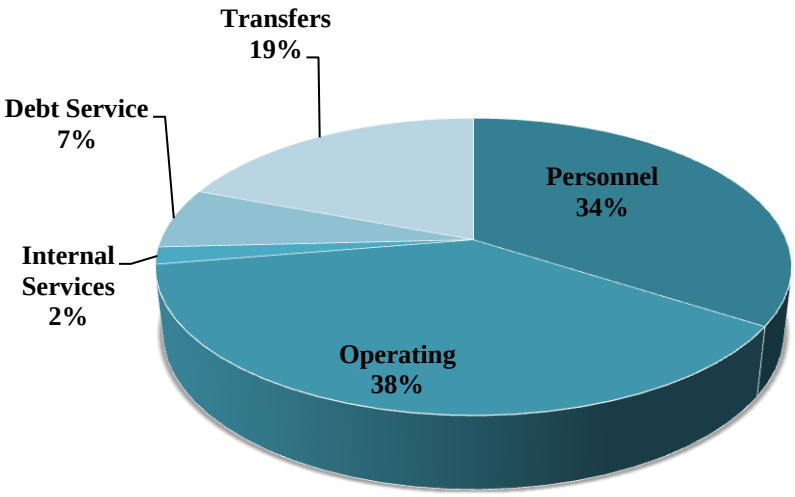
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Administration	375,507	313,909	375,330	389,700	4%
Network Services	2,500,335	2,398,185	3,249,620	3,419,880	5%
Software Application	2,207,859	2,257,246	3,688,710	3,541,860	-4%
Telecommunications	743,057	693,144	700,720	647,360	-8%
Total Information Technology	**5,826,758**	**5,662,484**	**8,014,380**	**7,998,800**	**0%**
Full Time Equivalent Positions					
Administration	3.0	3.0	3.0	3.0	0.0
Network Services	11.0	11.0	11.0	13.0	2.0
Software Application	16.0	16.0	16.0	17.0	1.0
Telecommunications	1.5	1.5	1.0	1.0	0.0
Total Information Technology FTEs	**31.5**	**31.5**	**31.0**	**34.0**	**3.0**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Bandwidth • **Annual average available** • **Annual average used** • **Average daily peak usage** Annual average of bandwidth usage vs. purchased. (i.e. available)	100MB ~30MB ~80MB	100MB ~30MB ~89MB	100MB ~40MB ~95MB
Helpdesk Tickets • **Number of tickets closed** • **Average time to completion (hours)** Information Technology provides helpdesk support for City Employees using the City's network and systems.	9,823 ~6.5	11,304 ~6.1	13,604 ~6.4
Email Statistics • **Total emails scanned** • **Total emails blocked** • **Total emails found to have viruses** Data from the City's email filter system Barracuda.	8.2M 4.7M 8.5K	6.3M 2.8M 11.7K	7.3M 2.9M 13.8K

Budget Highlights

- All programs of the Information Technology department are internal service functions. All costs of operation are passed back to user department based upon services provided.

- The Information Technology Department is supported by 34 full time equivalent positions, an increase of three FTEs from the FY 2015/16 budget. In fiscal year 2016/17, two Senior Network Engineers are being added to the Network Services program and one Systems Programmer is being added to the Software Applications program.

- Other operating expenditures in the Network Services program which include maintenance contract renewals, for support for programs, and computer lease costs reflect a 7% increase from prior year due to increased contracts and service maintenance agreements.

- In the Network Services program, $435,000 is budgeted for transfers to the Capital Program fund to support Information Technology projects for fiscal year 2016/17. This includes the one-time use of reserves of $300,000 to fund the Citywide Connectivity project.

- The Network Services program reflects a net increase of 5% from the 2015/16 budget primarily due to personnel increases and increased cost for services.

- Other operating expenditures in the Software Application program reflect a 13% decrease primarily due to the budget for GPS service that is being taken over by the Fleet department.

- In the Software Application program, $1,100,000 is budgeted in transfers to support capital projects for permitting system upgrades, the business process review project, and Microsoft licensing upgrades. This includes the one-time use of reserves for $800,000 for increased funding to the Financial System Upgrade project.

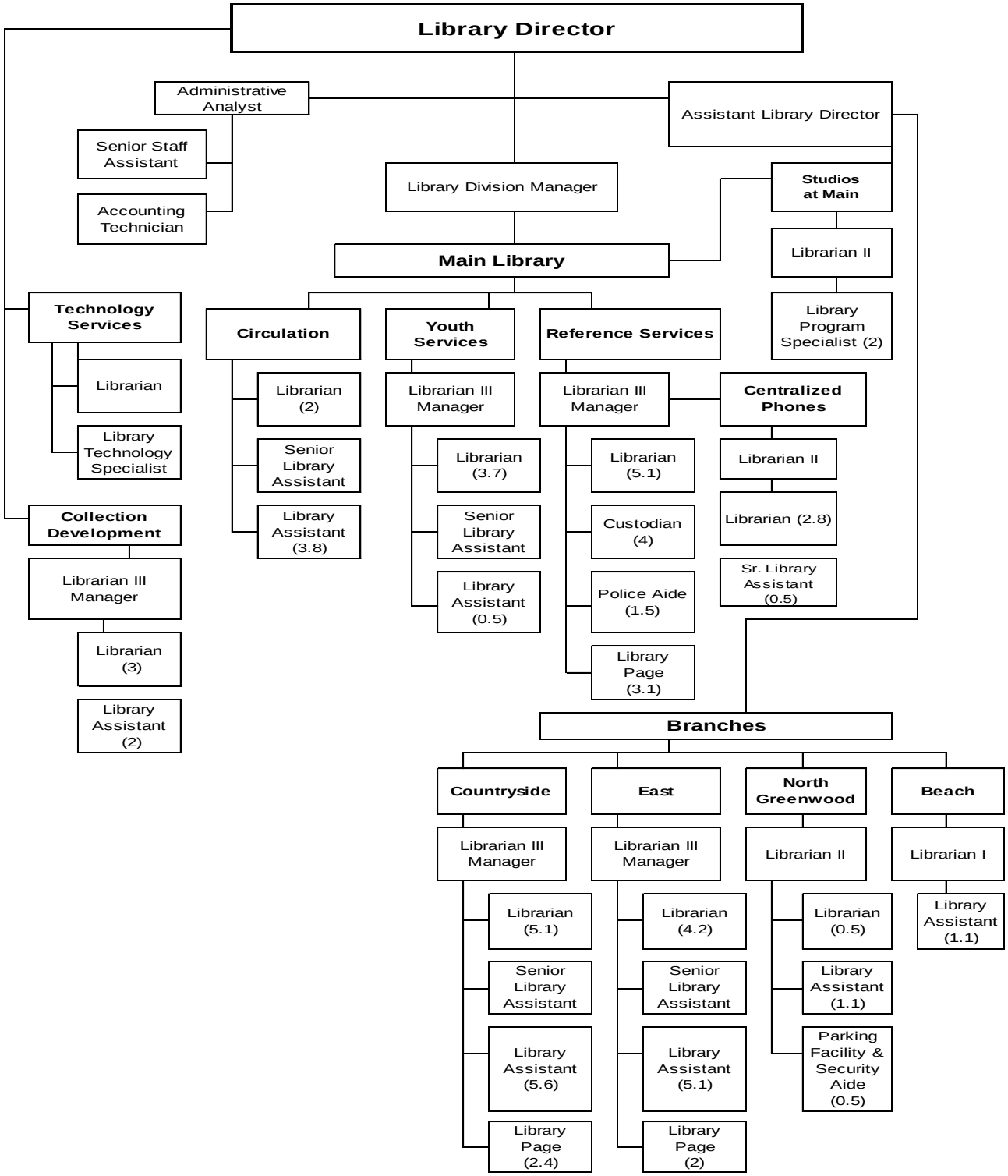
- The Software Application program reflects a net increase of 1% from the 2015/16 budget.

- The Telecommunications program reflects a net decrease of 8% from the 2015/16 budget. This is due to estimated decreases in telephone charges.

- There have been no other significant changes to the Information Technology programs in fiscal year 2016/17. The Department budget reflects a slight decrease from the 2015/16 budget primarily due to decreased transfers to the capital fund.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915



Library – 82.6 FTEs

Department Objective

The goal of the Clearwater Public Library System is to meet the informational, educational, recreational, and cultural needs and expectations of the citizens of the community using a wide array of library formats and materials and a trained and dedicated staff. The library provides a collection of nearly 600,000 items in five locations and circulates nearly one million items a year to 80,000 active borrowers.

In furthering the City Council's Strategic Direction of Fostering Community Engagement, the Library works to preserve community history and provide programming and events that reached over 30,000 users last year. It also works to promote the City Brand through economic development partnerships in the downtown and maker space activities that reach a new segment of the community.

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

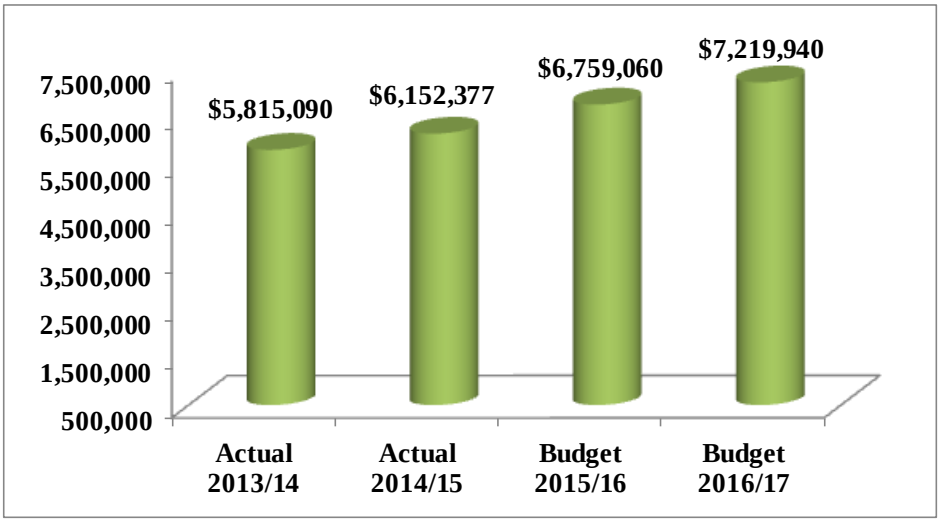
- Maintain and provide access to the Christine Wigfall Morris African-American Collection and the Wickman Nautical Collection.
- Maintain, preserve and provide access to the *Clearwater Sun* photographic, microfilm and clipping archives. Digitizing the collection for online access.
- Offer a variety 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.

Summary of Services Provided
Centralized Library
The Centralized Services program consists of programs and services with a scope encompassing the entire library system. Following the City Council's Strategic Direction for Efficiency, services have been centralized to promote efficiency and cost savings. Initiatives include creating a single answer line to receive all calls for the system, centralized scheduling of meeting rooms, and working to increase outsourcing for processing of library materials and the central oversight of all social media and web initiatives.
Main Library
The Main Library program consists of a mixture of traditional and innovative library services and programs provided from the system's downtown location. Along with Pinellas County's premier collection of books and other materials, the Studios at Main provide interactive spaces for STEM (Science, Technology, Engineering and Math), Business, Arts & Design and Community Memory projects. The Main Library is part of the Economic Development partnership, Clearwater Business Spark and is working to make the building a destination space in the downtown area, as recommended by the 2nd Century Clearwater report.
Countryside Branch Library
The Countryside Branch Library opened in a new building this year as part of a complex including the Countryside Recreation Center and the Clearwater Community Park. In addition to providing a mix of traditional and innovative library services including a diverse collection of materials, new group and individual study rooms, a drive up window to pick up materials and a Maker Studio, the library has been expanding partnerships with the Recreation Center and other community organizations.
East Branch Library
The East Branch Library services reflect the community need and skew heavily toward families, with a particular emphasis on the nearby Hispanic Community. Programs such as Homework Help, Language Exchange Café and Mother Goose on the Loose support literacy and learning for all ages. Planning is underway to move the East Branch Library into a Joint Use facility with SPC.
North Greenwood Branch Library
The North Greenwood Branch Library is a true community library, with more people walking to the library than any other location. Children and young adults are the heaviest users and the library is designated as a safe place for children. Working with partner organizations in the North Greenwood area, the library provides the computer lab and meeting room space for educational activities throughout the year.
Beach Branch Library
The Beach Branch Library serves both residents and tourists in the Clearwater Beach community, with its busiest time during the winter season. The mix of books, computers, Wi-Fi and programming serves a variety of needs. With its location inside the Beach Recreation Center, the strong interdepartmental partnership works for all.

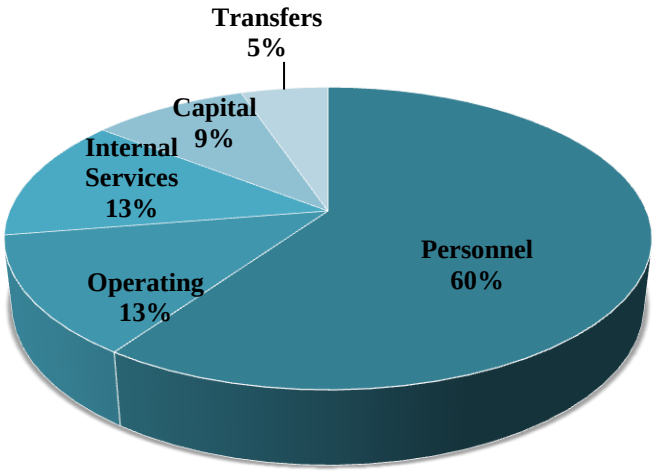
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Centralized Services	2,435,471	2,615,291	2,786,150	3,097,120	11%
Main Library	1,723,920	1,791,416	2,156,030	2,184,830	1%
Countryside Branch Library	704,062	739,167	790,030	875,650	11%
East Branch Library	675,828	700,746	706,770	730,450	3%
North Greenwood Library	205,395	217,698	226,880	237,810	5%
Beach Branch Library	70,414	88,059	93,200	94,080	1%
Total Library	**5,815,090**	**6,152,377**	**6,759,060**	**7,219,940**	**7%**
Full Time Equivalent Positions					
Centralized Services	17.3	17.3	17.3	17.3	0.0
Main Library	25.6	25.6	30.5	31.7	1.2
Countryside Branch Library	13.1	13.1	15.1	15.1	0.0
East Branch Library	13.2	13.2	13.3	13.3	0.0
North Greenwood Library	3.0	3.1	3.1	3.1	0.0
Beach Branch Library	1.4	2.1	2.1	2.1	0.0
Total Library FTEs	**73.6**	**74.4**	**81.4**	**82.6**	**1.2**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Community Engagement Number of hours worked by volunteers on an annual basis.	13,331	13,867	13,847
Registered Borrowers Number of registered Clearwater and Pinellas Public Library Cooperative users to the Clearwater Library System.	77,090	79,199	80,060
Circulation of Materials Number of hard copy library materials circulated on an annual basis.	1,019,469	948,484	875,932
Use of Public Computers Number of patron computer usage.	149,420	127,612	126,664

Budget Highlights

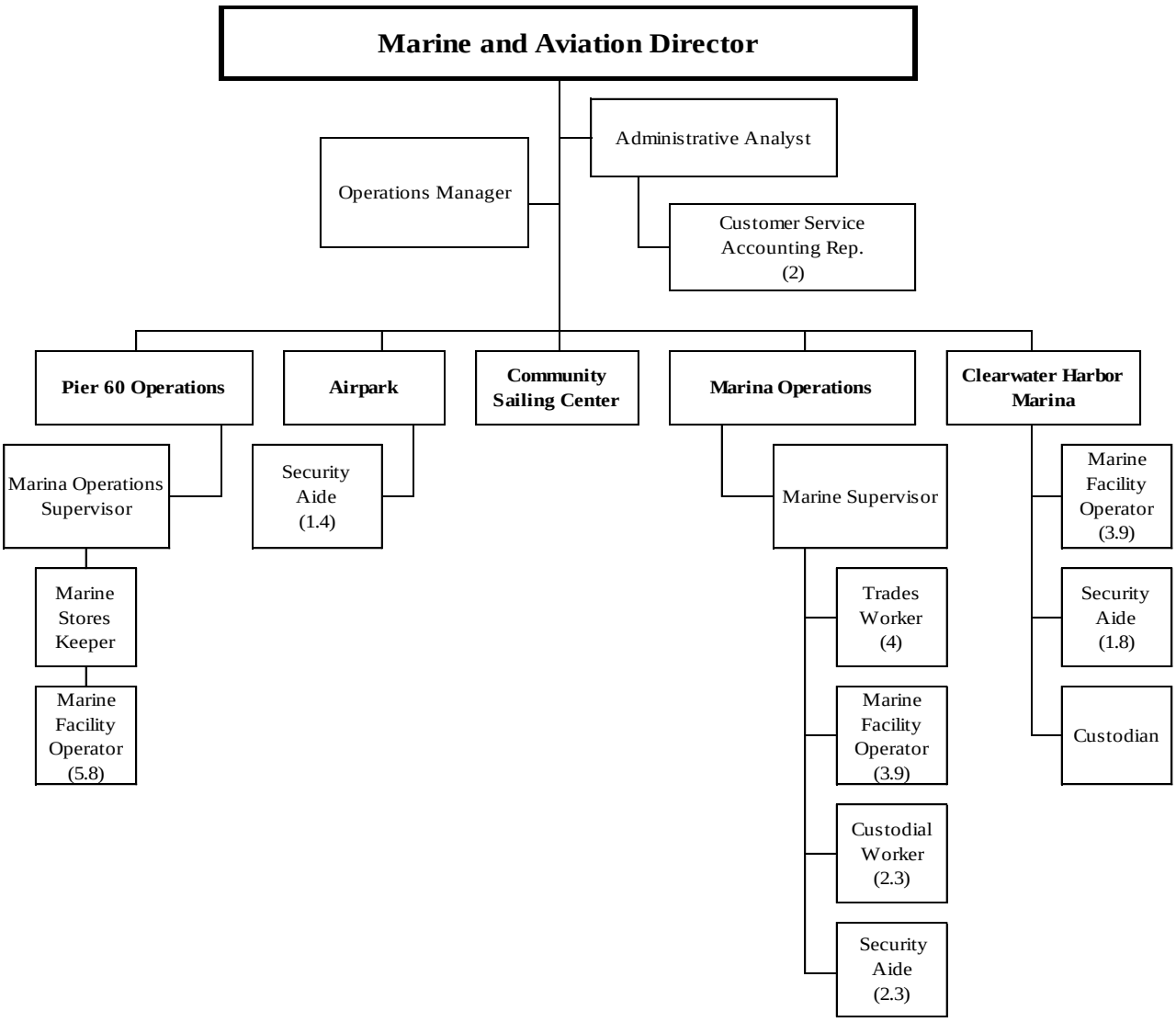
- The Library Department is supported by 82.6 full time equivalent positions, an increase of 1.2 FTEs from the 2015/16 budget. For fiscal year 2016/17, one Librarian is being added to support new Maker Spaces at the Main Library as suggested by the ULI Study; and increased part time hours representing 0.2 FTEs for a Library Assistant are being added to support the Main Library.

- Capital Items include the budget of $667,000 to fund the purchase of books and materials. This is the same level of funding as fiscal year 2015/16.

- 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 $373,850 to fund Library projects for fiscal year 2016/17; this is a 223% increase from the 2015/16 budget.

- There have been no other significant changes in the Library department. The 2016/17 budget for this department reflects a 7% increase from the 2015/16 budget primarily due capital transfers



General Fund – 7.8 FTEs
Marine Fund – 18.5 FTEs
Airpark Fund – 1.4 FTEs
Clearwater Harbor Marina Fund – 6.7 FTEs
Total Marine and Aviation – 34.4 FTEs

Department Objective

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

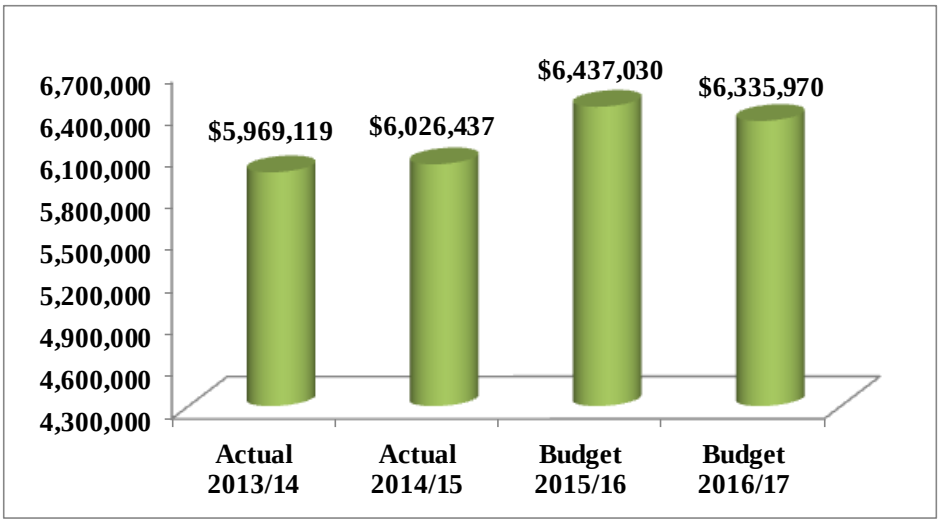
In furthering the City Council's Strategic Direction to support a high quality of life and experience, the Marine & Aviation Department strives to provide quality resources for the marina and airpark tenants both permanent and transient.

Summary of Service Provided
Pier 60 Operations
Pier 60 is a City owned fishing pier and fills a void in the community by providing a fishing facility in the area. The pier was rebuilt in 1994 at a cost of over $2.2 million with a bait house and six covered pavilions. It has a bait and gift shop, restrooms, and up to date tide and weather information and is open 24 hours a day year round. All wood railings on the Pier were replaced with plastic recycled lumber as part of a Pier renovation project in 2013.
Sailing Center Operations
The Clearwater Community Sailing Association Center on Sand Key takes advantage of the waterfront property owned by the City and fills a void in the area for an upscale sailing facility. The center opened in November of 1991 and serves the sailing community of Clearwater and the surrounding areas. The center provides beginning and intermediate sailing classes, as well as, the sailability program that provides sailing classes and regattas for those with physical challenges. The center also has watercolor classes, yoga classes and has a multipurpose room for events, meetings, receptions and weddings. The Sailing Center received an upgrade in 2009 to include two open air decks and an additional office for a total of 3,088 sf. The facility is now managed by a 501(c)(3) organization that saves the City in excess of $150,000 annually.
Clearwater Airpark Operations
Clearwater Airpark is a single paved runway facility on a 47-acre site and is currently operating as a general aviation airport. A Fixed Base Operator (FBO), provides daytime management and customer service with flight service, aircraft rental, hangar and tie down rental, maintenance, and flight training. The department converted the Airpark to an enterprise fund starting in fiscal year 2001 and it is currently economically self-sufficient. Portions of the Master plan have been implemented, with the airpark close to being fully utilized. A new terminal (FBO) building is planned for sometime in the future. The runway and taxiway were extended in 2014 to a total of 4108 feet and an Automated Weather Observation Station was installed in 2014.
Beach Marina Operations
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.
Clearwater Harbor Marina
The Clearwater Harbor Marina is an ancillary facility to the main municipal marina on Clearwater Beach. This facility adds an additional 126 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 water taxi service and advance notice pick up and drop off of passengers coordinated with 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.

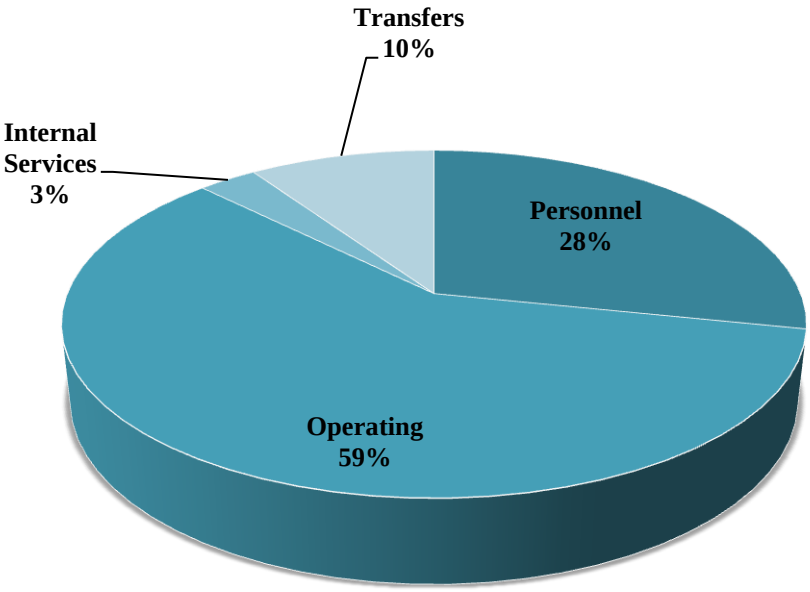
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Pier 60 Operations	797,768	878,518	927,800	1,179,080	27%
Sailing Center	27,374	30,540	40,180	40,280	0%
Subtotal - General Fund	825,142	909,058	967,980	1,219,360	26%
Marine Fund					
Beach Marina Operations	4,480,740	3,961,585	4,589,840	4,223,510	-8%
Airpark Fund					
Airpark	193,177	202,328	274,870	249,330	-9%
Clearwater Harbor Marina Fund					
Clearwater Harbor Marina	470,060	953,466	604,340	643,770	7%
Total Marine & Aviation	**5,969,119**	**6,026,437**	**6,437,030**	**6,335,970**	-2%
Full Time Equivalent Positions					
General Fund (Pier 60 Operations)	5.9	7.5	9.8	9.8	0.0
Marina Fund	17.1	17.1	17.9	18.5	0.6
Airpark Fund	1.4	1.4	1.4	1.4	0.0
Clearwater Harbor Marina Fund	5.6	5.6	6.7	6.7	0.0
Total Marine & Aviation FTEs	**30.0**	**31.6**	**35.8**	**36.4**	**0.6**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Slip Rentals • **Clearwater Beach Marina** • **Clearwater Harbor Marina** Percentage of slips occupied at the City's marinas.	67% 98%	87% 97%	80% 99%
Fuel Sales • **Gasoline** • **Diesel** Total gallons of fuel sold at the City's Fuel Dock.	277,300 450,300	314,228 449,249	331,250 471,200

General Fund
Pier 60 and Sailing Center Budget Highlights

- Pier 60 is a General Fund operation. The Pier 60 program is supported by 9.8 full time equivalent positions. In fiscal year 2015/16, the City Council approved the addition of two Marine Facility Operator positions to assist with increased hours and customers at Pier 60. This budget reflects the same level of staffing as the amended 2015/16 budget.

- 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 are budgeted at $40,000, for the routine maintenance of Pier 60 and the Sailing Center in 2016/17; this is a 100% increase in funding from the 2015/16 budget.

- Both the Pier 60 and Sailing Center programs are charged an administrative service charge which totals $27,610 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 $500,000 for inventory for resale items which represents a 25% increase from fiscal year 2015/16.

- There are no other significant changes in the Pier 60 program; the fiscal year 2016/17 budget reflects a 27% increase over prior year.

- There are no significant changes to the Sailing Center program; the fiscal year 2016/17 budget reflects a slight increase over prior year.

Marine Fund
Budget Highlights

- The Marine Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Marina operations.

- The Marine Operations program is supported by 18.5 full time equivalent positions, an increase of 0.6 FTEs from the 2015/16 budget. In fiscal year 2016/17, an additional part time (0.6 FTEs) Security Aide position is added.

- Inventory costs for fuel purchases are budgeted at $2.0 million in 2016/17, a 20% decrease from the 2015/16

- Budgeted transfers for 2016/17 include a payment in lieu of taxes in the amount of $227,850 to support the General Fund, a 7% decrease from the 2015/16 budget. Transfers to the Capital Improvement Fund of $210,000 represent funding necessary to maintain the infrastructure of the Marina as well as the City's waterways; this is a 121% increase in funding from the 2015/16 budget.

- There have been no other significant changes in the Marine Operations budget. The budget for this program reflects an 8% decrease from the 2015/16 budget.

Airpark Fund
Budget Highlights

- The Airpark Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain Clearwater Airpark operations.

- The Airpark Operations program is supported by 1.4 full time equivalent positions, the same as the 2015/16 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 2016/17, this expenditure is estimated to be approximately $29,140, a decrease of 56% from the 2015/16 budget.

- Transfers to the Capital Improvement Fund of $35,000 provide funding for Airpark projects for fiscal year 2016/17. Transfers also include $15,190 representing the payment in lieu of taxes to the General Fund, which is a 3% increase from the 2015/16 budget.

- There have been no other significant changes in the Airpark Operations budget. The budget for this program reflects a decrease of 9% from the 2015/16 budget.

Clearwater Harbor Marina Fund
Budget Highlights

- The Clearwater Harbor Marina Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the Clearwater Harbor Marina operations.

- This program is supported by 6.7 full time equivalent positions, the same level of staffing as the 2015/16 budget.

- 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 2016/17, this expenditure is estimated to be approximately $107,670, which is a 7% increase from the 2015/16 budget.

- Capital Improvement Fund transfers include $40,000, for the routine maintenance of the Clearwater Harbor Marina in 2016/17, a 60% increase from the 2015/16 budget. Transfers also include $36,460 representing the payment in lieu of taxes to the General Fund; this computation is based upon a rate of 5.5% of fiscal year 2014/15 gross revenues. The 2016/17 contribution represents an increase of 7% over the 2015/16 budget.

- There have been no other significant changes in the Clearwater Harbor Marina budget. This program reflects an increase of 7% from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

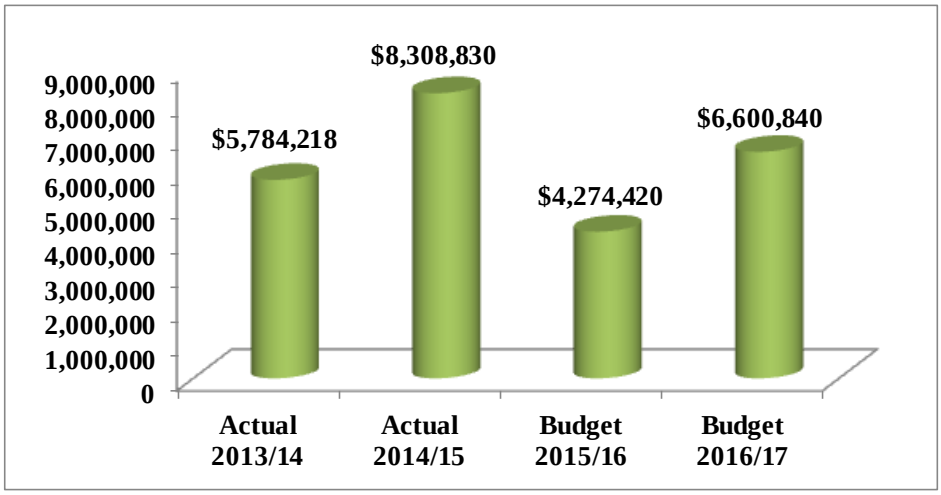
Department Objective

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

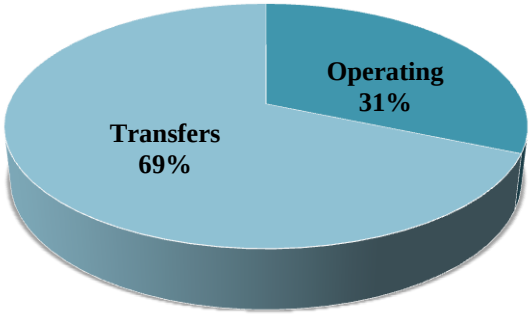
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	535,200	-	-	-	n/a
Operating	2,731,427	2,606,505	2,453,480	2,072,280	-16%
Internal Services	15,220	-	-	-	n/a
Transfers	2,502,371	5,702,325	1,820,940	4,528,560	149%
Total General Fund	**5,784,218**	**8,308,830**	**4,274,420**	**6,600,840**	**54%**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Budget Highlights

- The Non-Departmental program is used to budget for those items that are not directly associated with any one department or operating budget.
- Operating costs include $2,022,280 for general property and liability insurance for all General Fund programs, which represents a 17% decrease from the 2015/16 budget.
- Interfund transfers for fiscal year 2015/16 include the tax increment payment to the Community Redevelopment Agency (CRA) at an estimated amount of $1,009,480. This is a 10% increase in funding from fiscal year 2015/16.
- Other interfund transfers include $3,519,080 to fund on-going maintenance projects at current general government facilities, as well as the first year of funding for the Seminole Boat Launch Improvement project. The budget for transfers to the Capital Improvement Fund reflects a 290% increase from the 2015/16 budget.

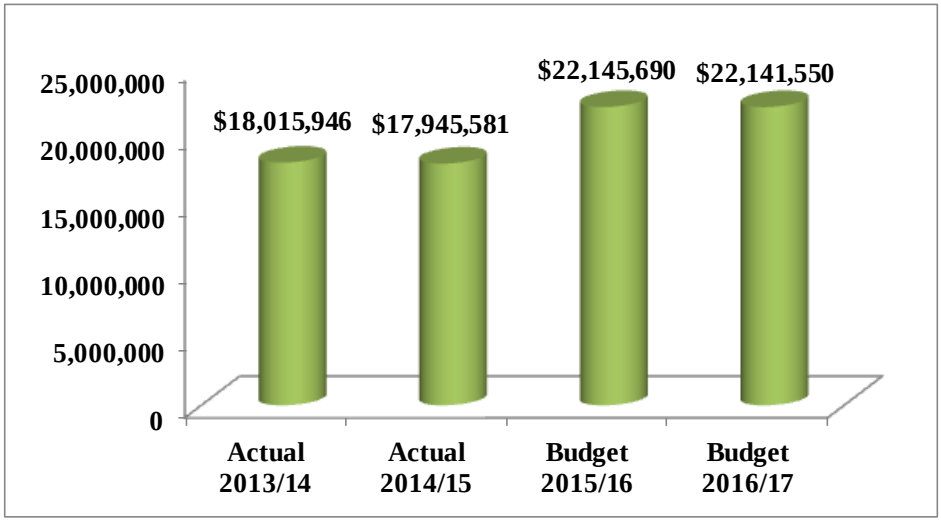
Program Description

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

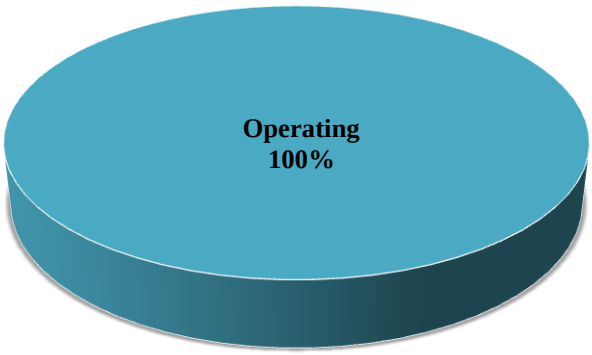
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	5	6	-	-	n/a
Operating	17,236,101	17,945,575	22,145,690	22,141,550	0%
Internal Services	779,840	-	-	-	n/a
Total Central Insurance Fund	**18,015,946**	**17,945,581**	**22,145,690**	**22,141,550**	0%

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Budget Highlights

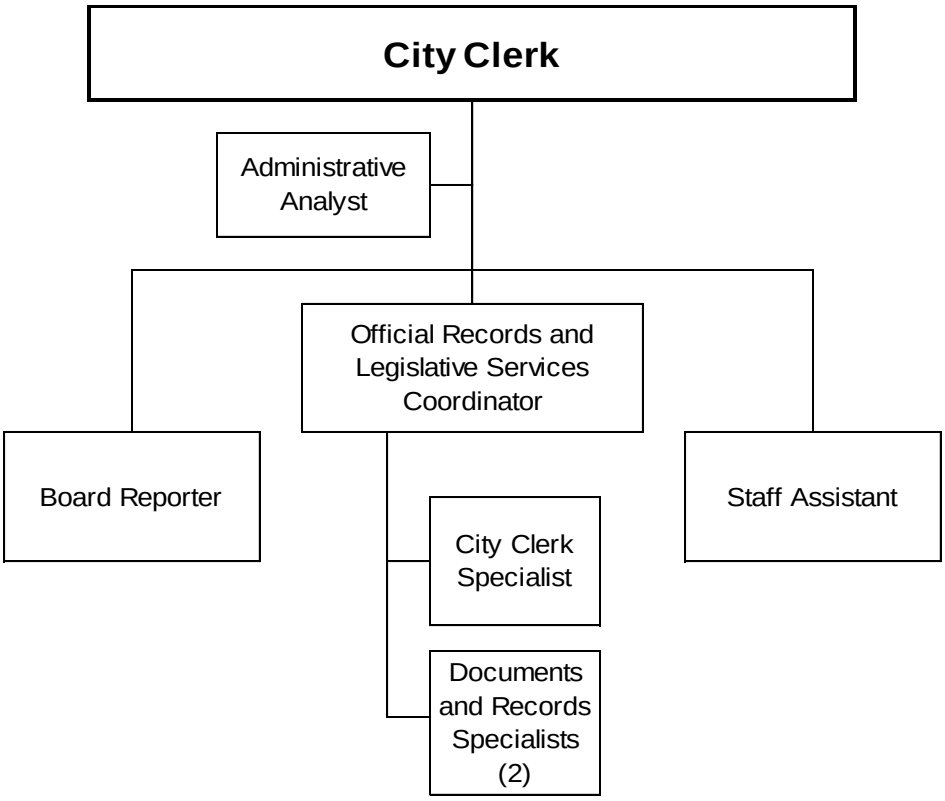
- The Central Insurance Fund Non-Departmental program is an internal service operation primarily managed by the Finance and Human Resources Departments. All anticipated costs are charged to City Departments through interfund charges to the department operating budgets based upon personnel and performance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

- Worker's compensation costs are estimated to decrease by approximately 5% across all city operations. Total costs for fiscal year 2016/17 are estimated at $2,682,000, an increase of $81,080 or 3% from 2015/16.

- Property and liability insurance costs are estimated at a 14% decrease citywide. Total estimated costs for property and liability insurance are estimated at $3,556,890 for fiscal year 2016/17, a decrease of approximately $600,430 from fiscal year 2015/16.

- Since fiscal year 2011/12 the budget for employee medical insurance is based upon the employee selection of employee only, employee plus one dependent, family coverage, etc. during the most recent annual benefit enrollment period.

- The total estimated cost for medical insurance paid by the City in fiscal year 2016/17 is budgeted at $15.3 million, which is a 4% increase from the fiscal year 2015/16 budget. This increase represents the changes in employee insurance selections, increased FTE citywide, as well as an estimated contract increase for fiscal year 2016/17. Approximately $1.6 million is also budgeted to offset the cost of the Employee Health Clinic.



Official Records and Legislative Services – 8.0 FTEs

Department Objective

The Official Records and Legislative Services Department is the custodian of the City's current and historical knowledge. It is our objective to receive, organize, maintain, preserve and disseminate this knowledge.

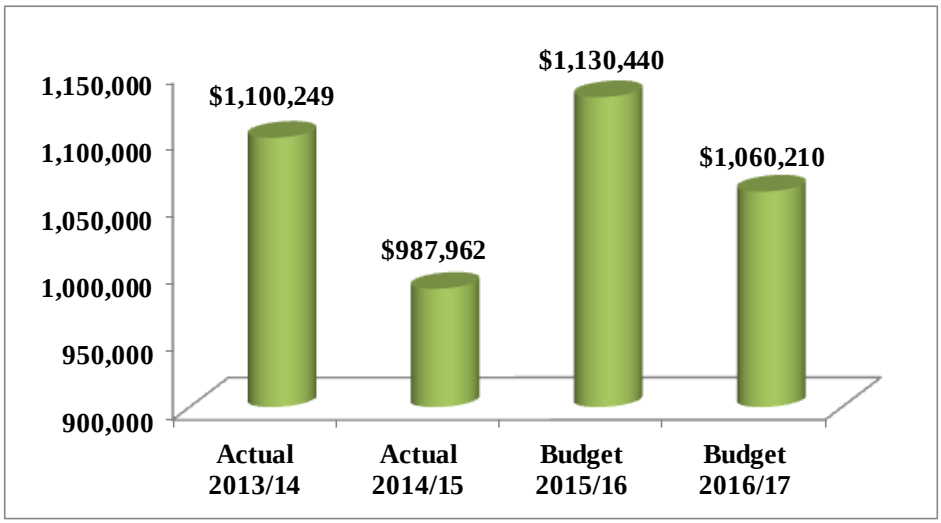
In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through efficiency, the Department coordinates the City's legislative priorities, assists with grant programs in efforts to optimize funding opportunities, coordinates municipal and employee elections, and assesses property owners for improvements.

Summary of Services Provided
Official Proceedings Management
Processes items presented to the City Council for official action and follow-up. Prepares a written summary of official proceedings and actions taken by the City Council and board members. Provides staff and resources to prepare required ads for publication and notification to property owners of possible changes concerning their property. Ordinances and resolutions are distributed under this function.
Records Management
Coordinates retention and destruction of official records. This function includes maintenance of the City Code and distribution of supplements. Part of this program is to provide information to other departments, citizens, etc. by searching through City records. An integrated document management system captures official City documents, minutes and agendas in an electronic format for citywide access, establishes workflow for processing the agenda electronically, and facilitates research of information.
Property Assessments, Code Enforcements and Liens
Assesses property owners for improvements, tracks code enforcement fines 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.

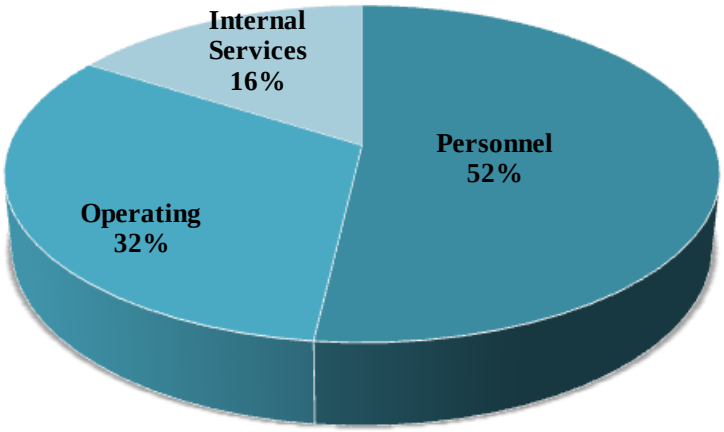
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	534,386	537,479	550,170	549,400	0%
Operating	392,763	279,201	407,470	341,280	-16%
Internal Services	173,100	171,282	172,800	169,530	-2%
Total Official Records and Legislative Services	**1,100,249**	**987,962**	**1,130,440**	**1,060,210**	**-6%**
Total Official Records FTEs	**8.0**	**8.0**	**8.0**	**8.0**	**0.0**

Department Total Summary



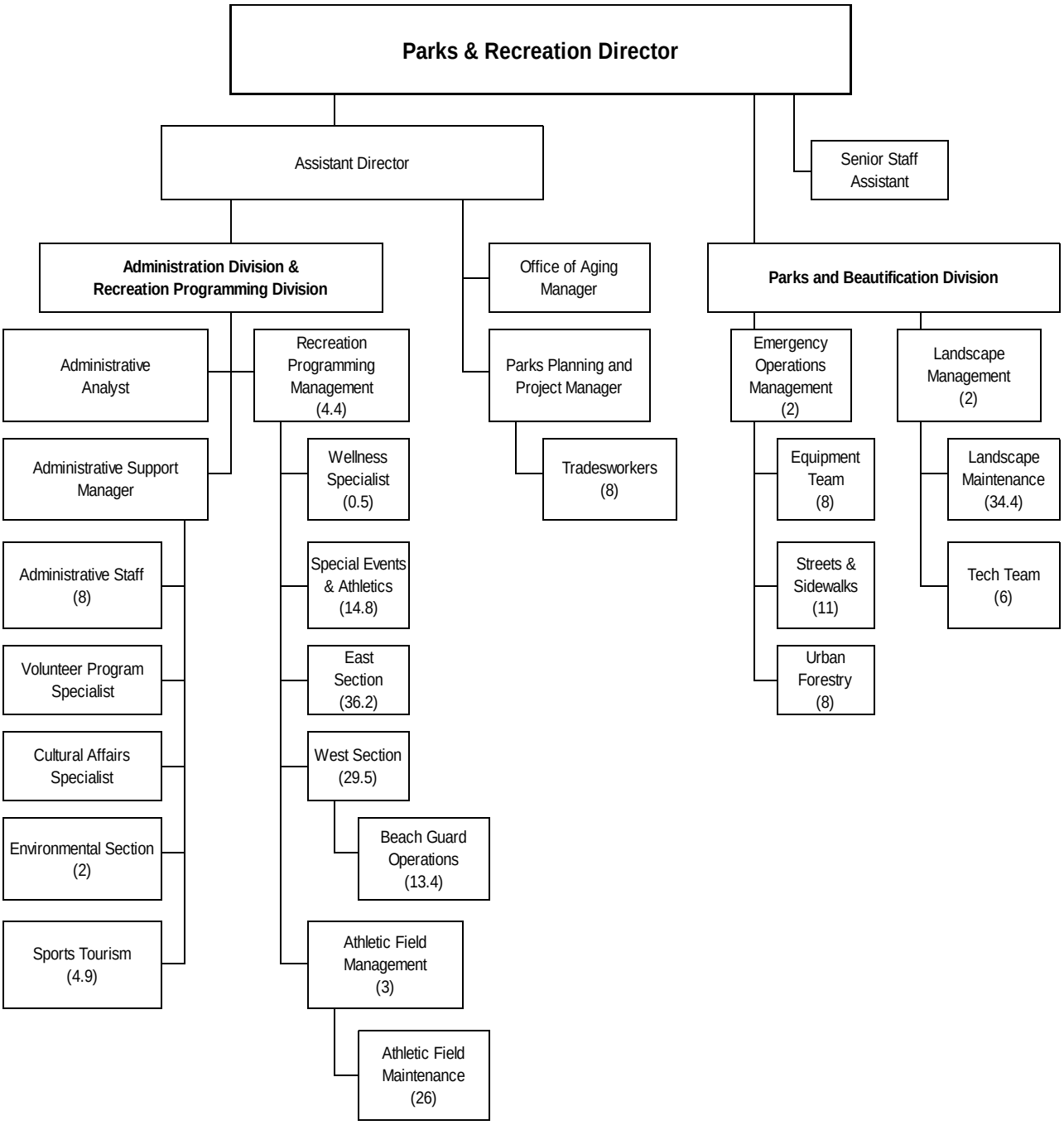
Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Public Records Requests *Annual total number of Public Records Requests received.	176	255	336
Public Meetings *Annual total number of public meetings held which required a record of minutes.	150	171	147
Grants *Annual total of grants received.	3 Grants $296,772	5 Grants $308,634	6 Grants $250,101

Budget Highlights

- The Official Records and Legislative Services Department is supported by eight full time equivalent positions, the same level of staffing as the 2015/16 budget.
- Other operating costs reflect a decrease of 16% from the prior budget due to no funding for the cost of elections in fiscal year 2016/17.
- The budget for Official Records & Legislative Services reflects a decrease of 6% from the 2015/16 budget, primarily related to reductions in operating costs.



Parks and Recreation (General Fund) – 211.4 FTEs
Parks and Recreation (Parking Fund) – 13.4 FTEs
Parks and Recreation (Special Program Fund) – 6.3 FTEs
Total Parks and Recreation – 231.1 FTEs

Department Objective

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

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

Summary of Services Provided
Administration
The objective of the Administration Division is to provide support to all programs within the Parks & Recreation department. This division is responsible for all administrative duties for the entire department, including: management, accounting, budget, payroll, personnel, community engagement, contract management and grant management, as well as various special programs including Cultural Affairs, Older Adult Programs, Environmental Lands Division, Volunteers and Special Events. To further the City Council's Strategic Direction of facilitating development of the economy, the Administration Division promotes the City's brand by promoting the offerings of community amenities; fosters community engagement by helping to preserve community history and culture, and coordinating city community events. To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Administration Division ensures efficiency through optimizing use of employees, assets and resources in Parks and Recreation and coordinating over 60 public-private partnerships to ensure effective delivery of services; ensures quality through continuously measuring and improving performance; promotes financial responsibility by setting department priorities that align with the Strategic Direction, evaluating additional funding options and ensuring responsible financial management.
Recreation Programming
The objective of the Recreation Programming division is to provide a diverse collection of recreational activities to the residents and visitors to Clearwater. Recreation Programming activities include the coordination of sports tourism activities, athletic leagues and tournaments, individual sports, aquatics, general recreation, social recreation, older adult activities, special events, environmental education, youth development, city-wide wellness at City facilities and recreation centers. A strong volunteer program, grants, sponsorship recruitment, donations and the collection of user fees to defray operating costs and help to enhance operations. To further the City Council's Strategic Direction of facilitating development of the economy, the Recreation Programming Division diversifies the economic base of the City by implementing the City's sports tourism initiative; promotes the City's brand by promoting the offerings of community amenities; fosters community engagement by implementing the City's efforts to support the Pinellas County Healthy Communities initiative and producing community events. To further the City Council's Strategic Direction of providing cost effective municipal services and infrastructure, the Recreation Programming Division promotes efficiency by ensuring the optimal use of employees, assets and resources in the Recreation Programming Division and coordinates public-private partnerships to ensure effective delivery of services.

Summary of Services Provided

Parks and Beautification

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

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

Streets and Sidewalks

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

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

Harborview Center

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.

Beach Guards

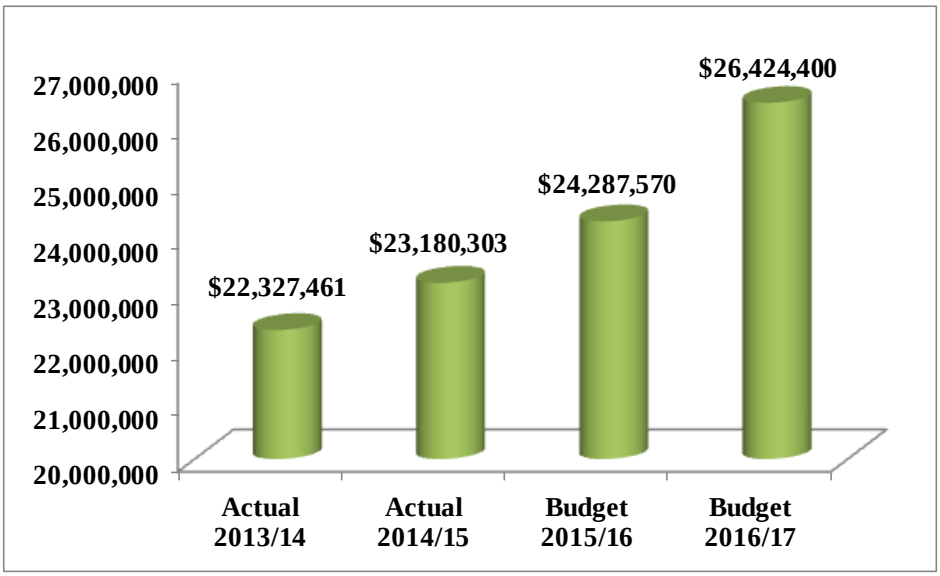
The objective of the City of Clearwater beach lifeguards is to provide supervision and safety for the Gulf waters and adjacent public beach for approximately 1.0 mile of coastline on Clearwater Beach.

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

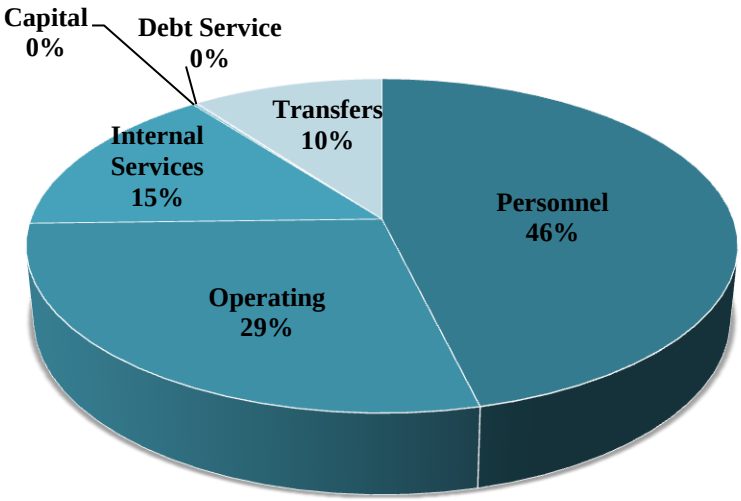
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Administration	2,651,269	2,737,392	2,972,390	3,161,520	6%
Recreation Programming	6,259,486	6,572,113	7,293,470	8,348,390	14%
Parks and Beautification	10,962,674	12,089,677	12,348,360	13,180,620	7%
Streets and Sidewalks	1,022,714	950,510	950,300	978,090	3%
Harborview Center	-	9,671	26,000	14,000	-46%
Subtotal - General Fund	20,896,143	22,359,363	23,590,520	25,682,620	9%
Parking Fund					
Beach Guards	581,087	820,940	697,050	741,780	6%
Harborview Fund					
Harborview Center	850,231	-	-	-	n/a
Total Parks and Recreation	**22,327,461**	**23,180,303**	**24,287,570**	**26,424,400**	**9%**
Full Time Equivalent Positions					
General Fund					
Administration	20.0	20.0	20.0	24.9	4.9
Recreation Programming	71.2	73.9	75.4	77.1	1.7
Parks and Beautification	94.0	96.0	99.0	98.4	(0.6)
Streets and Sidewalks	12.0	11.0	10.0	11.0	1.0
Subtotal - General Fund	197.2	200.9	204.4	211.4	7.0
Parking Fund					
Beach Guards	9.9	12.0	13.4	13.4	0.0
Special Program Fund	0.0	3.3	5.3	6.3	1.0
Total Parks and Recreation FTEs	**207.1**	**216.2**	**223.1**	**231.1**	**8.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Economic Impact of Athletic Tournaments Based on the number of nights participants and their family members stayed locally during athletic tournaments held at City facilities.	$14,393,808	$20,847,827	$19,489,184
Special Events • **Hosted** • **Sponsored** • **Co-Sponsored** Number of special events supported by City staff.	121 26 24	114 19 14	144 23 34
Registered Members Number of registered pass holders (includes all membership types).	10,057	9,989	8,937
Utilization of Recreation Centers Based on the number annual visits to all recreation centers.	517,378	696,094	714,657
Utilization of Athletic Programs Based on the number annual visits to all athletic facilities.	887,830	1,066,767	1,079,752
Sidewalks Repaired and Replaced Square footage of City sidewalks repaired or replaced.	23,603	17,452	14,682
Beach Lifeguard Activity Number of actions taken by lifeguards. This includes water rescue, medical aid, missing persons, rule violations, and public assistance.	34,161	35,105	52,127

General Fund
Parks & Recreation Budget Highlights

- The General Fund operations of the Parks and Recreation Department are supported by 211.4 full time equivalent positions, an increase of seven FTEs from fiscal year 2015/16. In fiscal year 2016/17, two Parks Service Technicians, one Recreation Supervisor, 0.3 seasonal Parks Service Technician, and 0.6 seasonal Recreation Programmers are added to support Sports Tourism in the Administration division; 1.3 Pool Guards and 0.4 FTEs seasonal Recreation Leader are added to support the Recreation Programming division; and one Parks Service Technician is added to support the North Landscape team and 0.4 Parks Service Technician is added to support the Beach Team in the Parks and Beautification division. All of the positions with the exception of the Parks Service Tech are funded by new revenue.

- 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, $75,000 for Jazz Holiday, $8,000 for the Arts Alliance and $12,000 for Clearwater for Youth. This reflects a decrease of $14,550 from fiscal year 2015/16 in the Jazz Holiday contribution.

- Debt service expenditures are estimated at $26,950 for fiscal year 2016/17. This includes funding for new equipment to support the Parks and Beautification division and a vehicle for the Administration division.

- 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 $2,587,600 in fiscal year 2016/17, a 150% increase from the 2015/16 budget. Transfers reflect funding to support routine repair and maintenance of Parks and Recreation facilities as well as increased project funding for major renovations at the Long Center ($882,600) and Bright House Field ($350,000).

- 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 9% from the 2016/17 budget due to increased personnel and capital transfers.

Parking Fund
Beach Guard Budget Highlights

- The Beach Guard program is reflected as a program of the Parks and Recreation Department funded by Parking Fund revenues.

- The Beach Guard program is supported by 13.4 full time equivalent positions the same level of staffing as the 2015/16 budget.

- Personnel costs represent 78% of the Beach Guard Operations program budget.

- Internal service costs reflect an increase of 10% from the 2015/16 budget. This increase is primarily related to the cost of the radio upgrade.

- Capital costs are budgeted at $13,000 for fiscal year 2016/17. This represents funding for the replacement of the Beach Patrol's 2004 personal watercraft.

- 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 the same level of funding as the fiscal year 2015/16 budget.

- There are no other significant changes to the Beach Guard program; the budget reflects a 6% increase from the 2015/16 budget.

Administration Cost Center Descriptions

Administration

This program provides for overall administration support for the entire parks and recreation department. Responsibilities include: payroll processing; purchasing; capital and operating budget preparation and monitoring; personnel processing; cash handling; impact fee administration; agreement and records management; grant submission and monitoring; and development and implementation of strategic plans, master plans, and business plans. This program includes some major costs for the entire department such as the $400,000 contribution to Ruth Eckerd Hall.

Program Revenues: $ 324,000
Program Expenditures: $ 1,760,620
Program FTEs: 13.0

Special Events

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

Program Revenues: $ 8,000
Program Expenditures: $ 881,280
Program FTEs: 4.0 (General Fund)
Program FTEs: 2.0 (Special Program Fund)

Volunteer Program

This program is responsible for recruiting volunteer groups and individuals to support the various functions of the Parks and Recreation Department. Some of the work performed by volunteers include park clean up, special event assistance, custodial work, recreation center monitoring, program assistance, and etc. Currently there are over 33 adopt a park agreements with various civic, neighborhood and business groups. There were over 42,000 hours donated by volunteers in FY 2014/15, representing a savings to the City of over $972,523

Program Revenues: $ 0
Program Expenditures: $ 68,450
Program FTEs: 1.0

Office of Aging

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

Program Revenues: $ 0
Program Expenditures: $ 104,250
Program FTEs: 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 2015/16, 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 2015/16 was the completion of the Middens Sculpture on the downtown waterfront and Accumulate at Fire Station 45. 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: $ 88,580
Program FTEs: 1.0

Sports Tourism

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

Program Revenues: $ 258,340
Program Expenditures: $ 258,340
Program FTEs: 4.9

Recreation Programming Cost Center Descriptions

Recreational Programming Administration

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

Program Revenues: $ 125,000
Program Expenditures: $ 1,259,090
Program FTEs: 4.9

Moccasin Lake Environmental Education Center

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

Program Revenues: $ 3,000
Program Expenditures: $ 191,560
Program FTEs: 2.0

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: $ 26,300
Program Expenditures: $ 145,660
Program FTEs: 2.1

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: $ 153,100
Program Expenditures: $ 292,770
Program FTEs: 4.2

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: $ 87,500
Program Expenditures: $ 660,030
Program FTEs: 7.1 (General Fund)
Program FTEs: 3.0 (Special Program Fund)

North Greenwood Recreation and Aquatic Center

This program provides staff and resources to supervise and program the North Greenwood complex which houses the Ray E. Green Aquatics Center and the Dr. Joseph L. Carwise Recreation Center. The 2016/17 budget reflects community partnerships with Martin Luther King Neighborhood Family Center, Youth Development Initiatives 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: **$ 70,600**
Program Expenditures: **$ 785,200**
Program FTEs: **11.6 (General Fund)**
Program FTEs: **1.3 (Special Program Fund)**

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: **$ 95,250**
Program FTEs: **0.0**

The Long Center

This program provides staff and resources to supervise and program the Long Center which houses the Roz & Dan Doyle Center for Aquatics, Carlisle Courts and Gymnasium and the Aging Well Center. The Long Center offers a 2,750 sq. ft. fitness center designed for users of all abilities; three full size indoor basketball courts; three multi-purpose rooms; an indoor Olympic sized pool; and therapeutic pool. Outside there is parking, open playfields and the Sunshine Limitless Playground. Also, the Long Center is the terminus of the Ream Wilson Recreation Trail. The Long Center provides recreational activities such as sports, games, crafts, rentals, special activities, and supervision of the Fitness room. The aquatics portion of the facility is open year round and provides opportunities for open swim, swim lessons, special activities, rentals, and fitness swimming. Summer is the busiest time of the year for the complex as a summer day camp is provided at the center for elementary age children and middle school teens. Many of the campers have scholarships to attend as no child is turned away from a safe summer alternative. This past summer there were over 150 campers every day that called the Long Center home. The Long Center is the flagship of all the city recreation centers and provides the most comprehensive programming and longest open hours of any of the recreation centers. There is a strong partnership with ARC, Clearwater for Youth, Florida Sports Foundation, and the Long Center Foundation which are also housed at the Center. The vibrant Aging Well Center is also a part of the Long Center family of services.

Program Revenues: **$ 907,020**
Program Expenditures: **$ 3,146,640**
Program FTEs: **25.1**

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: $ 223,000
Program Expenditures: $ 682,560
Program FTEs: 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 bocce ball courts and open field area. 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, slide and tables for patron comfort. Lockers and shower areas are also provided.

Program Revenues: $ 123,000
Program Expenditures: $ 457,130
Program FTEs: 6.5

Athletics

This program provides staff and resources necessary to offer a wide range of sports leagues, tournaments, sports camps, and instructional programs for adults and youth. The athletics program also provides for management of Umpires and Officials for various sports. The city is a leader in providing education to volunteers and co-sponsor coaches through the National Alliance for Youth Sports (NAYS) so that the youth can have a positive sporting experience. This program is responsible for field scheduling and working closely with the maintenance side of the organization. They manage relationships and agreements with over 11 volunteer co-sponsor groups from Little League Baseball to competitive swimming and soccer. This program is one of the largest participation and revenue generating operations within the recreation system.

Program Revenues: $ 378,390
Program Expenditures: $ 632,500
Program FTEs: 4.6

Parks & Beautification Cost Center Descriptions

Landscape Administration
This program provides the onsite supervision and administration to oversee the Landscape Services section of the Parks and Beautification Division which is divided into three geographical districts including the beach, north and south. A major portion of this cost center's budget includes support costs for the entire Parks and Beautification Division including funding for CIP maintenance projects which are vital in keeping the City's infrastructure in safe operating condition. Some of the staff's responsibilities include support in the way of recruitment, employment, evaluation, training, scheduling, management, monitoring and data evaluation, report and presentation development, public relations and marketing, a liaison with adopt a park groups, and customer service.
Program Revenues: $ 0
Program Expenditures: $ 2,349,490
Program FTEs: 4.0

Beach Teams
This program provides staff and resources to maintain Clearwater Beach. Included in this maintenance effort is Beach by Design. Maintenance activities include daily beach raking, cleaning of Pier 60 Park and cleaning of Beach Walk. Also included are normal landscape maintenance activities on all public grounds and parks owned by the city in these particular areas including mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by City code.
Program Revenues: $ 0
Program Expenditures: $ 984,890
Program FTEs: 12.4

North Team
This program provides staff and resources to maintain all parks and public grounds south of Cleveland Street to Belleair Road including the Downtown district. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by City code.
Program Revenues: $ 0
Program Expenditures: $ 807,630
Program FTEs: 10.0

South Team
This program provides staff and resources to maintain all parks and public grounds north of Cleveland Street to Curlew Road. Normal landscape maintenance activities include mowing, weeding, trimming, edging, etc., to meet minimum maintenance standards as established by city code.
Program Revenues: $ 0
Program Expenditures: $ 697,890
Program FTEs: 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: $ 506,330
Program FTEs: 6.0

Contract Team
This program provides staff and resources to manage properties that are maintained through various landscape maintenance contracts. Staff manages the contracts with private companies through constant inspections. Most of the current contracts are for all public properties that are not parks (i.e. right-of-way's, medians, public buildings, etc). This budget includes the cost of these contracts as well as personnel to manage and maintain the contracts.
Program Revenues: $ 0
Program Expenditures: $ 761,710
Program FTEs: 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: $ 429,290
Program FTEs: 6.0

Athletic Field Maintenance Administration

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

Program Revenues: $ 0
Program Expenditures: $ 554,280
Program FTEs: 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: $ 510,000
Program Expenditures: $ 2,076,910
Program FTEs: 4.0

EC Moore Team

This program provides staff and resources to maintain the nine softball fields and three soccer fields at the Eddie C. Moore Complex. Ball field maintenance includes all the disciplines of landscape maintenance such as mowing, edging, weeding, etc, as well as the need to make sure the clay infield, base paths and warning tracks are in safe playing conditions. To properly maintain the clay it needs to be watered, dragged, aerated, raked and lined. Due to the popularity of softball and soccer, this complex is used seven days a week. This program includes staffing to assist with over 40 tournaments per year and 6 nights of league play per week.

Program Revenues: $ 0
Program Expenditures: $ 588,240
Program FTEs: 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: $ 240,470
Program FTEs: 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: $ 736,640
Program FTEs: 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: $ 585,630
Program FTEs: 7.0

Custodial Team

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

Program Revenues: $ 0
Program Expenditures: $ 90,100
Program FTEs: 1.0

Tradesworker Team

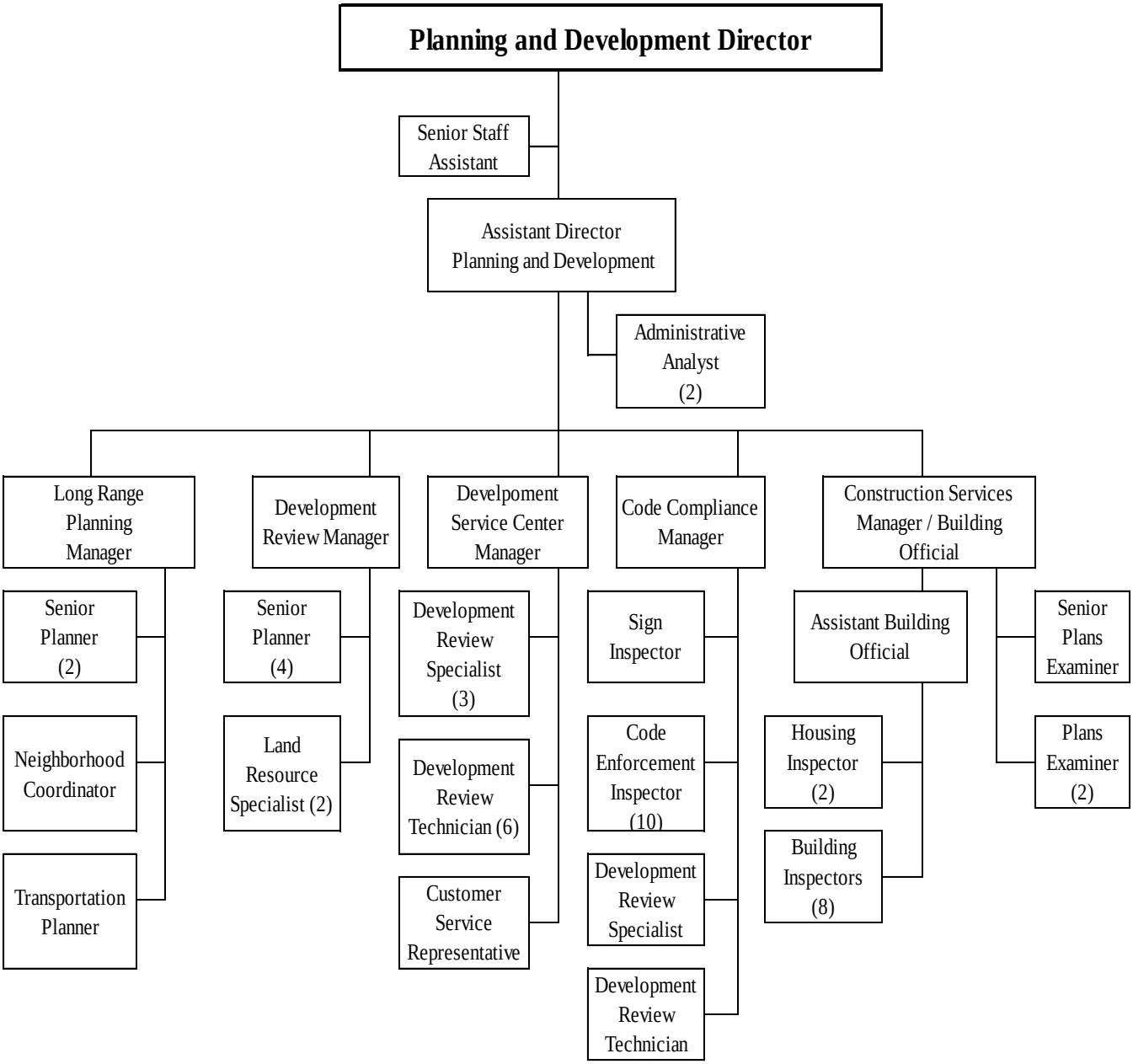
This program provides for staffing and resources to assist in the maintenance of park amenities. One of the primary focuses of this group is to ensure the recreation facilities and amenities located in city parks are safe. One of the key areas of concern is the 27 playgrounds in the city. This team inspects playgrounds weekly and makes repairs and replacements when necessary. This team is responsible for the repair and installation of all park decks, boardwalks and piers, as well as park amenities such as; park benches, bike racks, bleachers, and water fountains. Most of the Tradesworkers in this team have a variety of certifications to assist them in their jobs. This team also maintains the trails throughout the City and life guard stands on Clearwater Beach.

Program Revenues: $ 0
Program Expenditures: $ 786,450
Program FTEs: 9.0

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 55,000 trees in the inventory, consisting of over 14,000 palms and 41,000 hardwoods.

Program Revenues: $ 0
Program Expenditures: $ 984,670
Program FTEs: 8.0



Planning & Development – 57.0 FTEs

Department Objective

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

Summary of Services Provided

Planning

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

Long Range Planning Division

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

The division devotes time to coordinating programs with other city departments and participating in policy development with other agencies such as the 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
- U.S. 19 Wayfinding 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 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 also performs special assignments such as development of small area/corridor plans and reviews 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.
- Implementation of Electronic Document Review

Summary of Services Provided

Construction Services

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

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

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

- Building Plans Review – This operation involves the technical review of architectural and engineering plans for construction of buildings and structures in accordance with the Florida 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.

Code Compliance

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

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

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

Business Tax Receipts – 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.

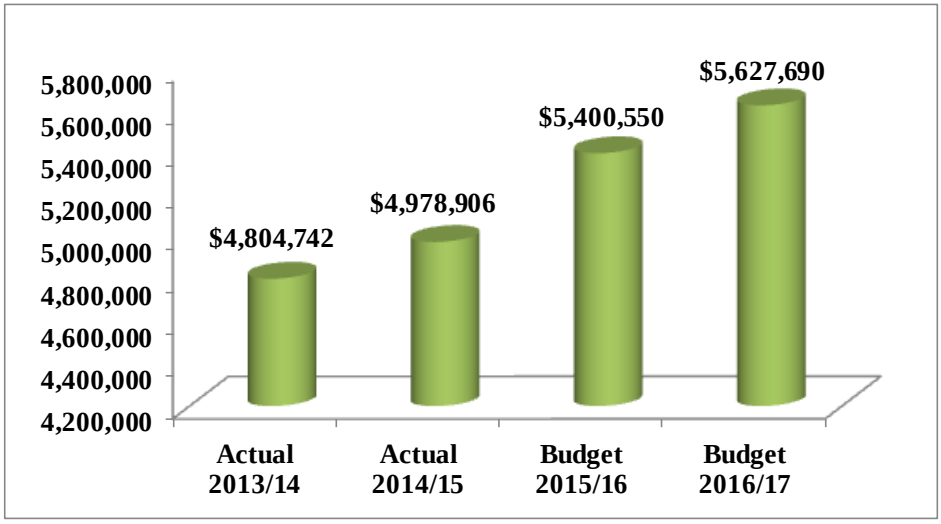
Residential Rentals – The city has a residential rental compliance ordinance that requires licensing of residential rental units, including single-family residences.

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.

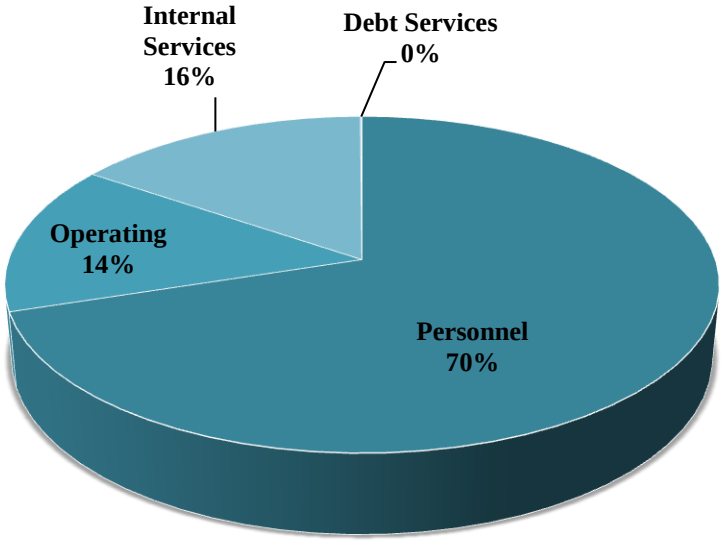
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Planning	1,465,152	1,517,558	1,817,880	1,901,810	5%
Construction Services	2,291,869	2,359,885	2,399,180	2,564,480	7%
Code Compliance	1,047,721	1,101,463	1,183,490	1,161,400	-2%
Total Planning and Development	**4,804,742**	**4,978,906**	**5,400,550**	**5,627,690**	**4%**
Full Time Equivalent Positions					
Planning	15.0	15.0	16.0	17.0	1.0
Construction Services	26.0	26.0	26.0	26.0	0.0
Code Compliance	13.0	13.0	14.0	14.0	0.0
Total Planning and Development FTEs	**54.0**	**54.0**	**56.0**	**57.0**	**1.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Building Permits			
• **Total permits issued by type**			
○ **Repair**	4,288	4,769	4,746
○ **Roof**	1,362	1,471	1,613
○ **New Construction**	455	481	449
○ **Sign**	122	136	136
○ **Pool**	46	84	71
○ **Other**	1,309	1,397	1,580
• **% of permits issued online**	18%	23%	32%
• **Total permit revenue**	$2,751,371.08	$2,997,876.54	$2,613,346.22
Objective: to manage the workflow of plans reviews to ensure Clearwater remains a desirable place to do business.			

Key Performance Indicator (continued)	FY 2013/14	FY 2014/15	FY 2015/16
Building Inspections by Trade • **Building** • **Electrical** • **Plumbing** • **Gas** • **Mechanical** • **Other** Objective: to provide residential and commercial building construction inspections in accordance with the building code as required by Florida Statutes.	12,283 4,612 2,398 389 2,973 553	13,794 4,840 2,992 438 3,164 591	13,767 4,618 3,174 555 3,369 581
Code Cases Initiated by Type • **Community Development Code** • **Public Nuisance** • **Business Code** • **Water Violations** Objective: to improve the aesthetic appearance, safety and quality of structures in the City through effective code enforcement.	1,943 2,067 786 37	2,210 1,957 710 20	2,491 2,005 511 40
Job Value of New Construction Objective: to take a pulse of the construction industry in the city which leads to increase in property values.	$117,094,547.25	$327,355,016.01	$136,476,416.98

Budget Highlights

- The Planning and Development Department is supported by 57 full time equivalent positions, an increase of one FTE from the 2015/16 budget. For fiscal year 2016/17, one Transportation Planner is being added to the Planning program.

- The budget includes $250,000 for contractual services associated with construction inspection services; $90,000 for consultant assistance as needed; and $100,000 for a City-wide Way-finding study. This is a 46% increase from the 2015/16 budget due the increased use of construction inspection services.

- The budget includes $50,000 for lot mowing for vacant and/or overgrown properties throughout the City. This is the same level of funding as the 2015/16 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 4% increase from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

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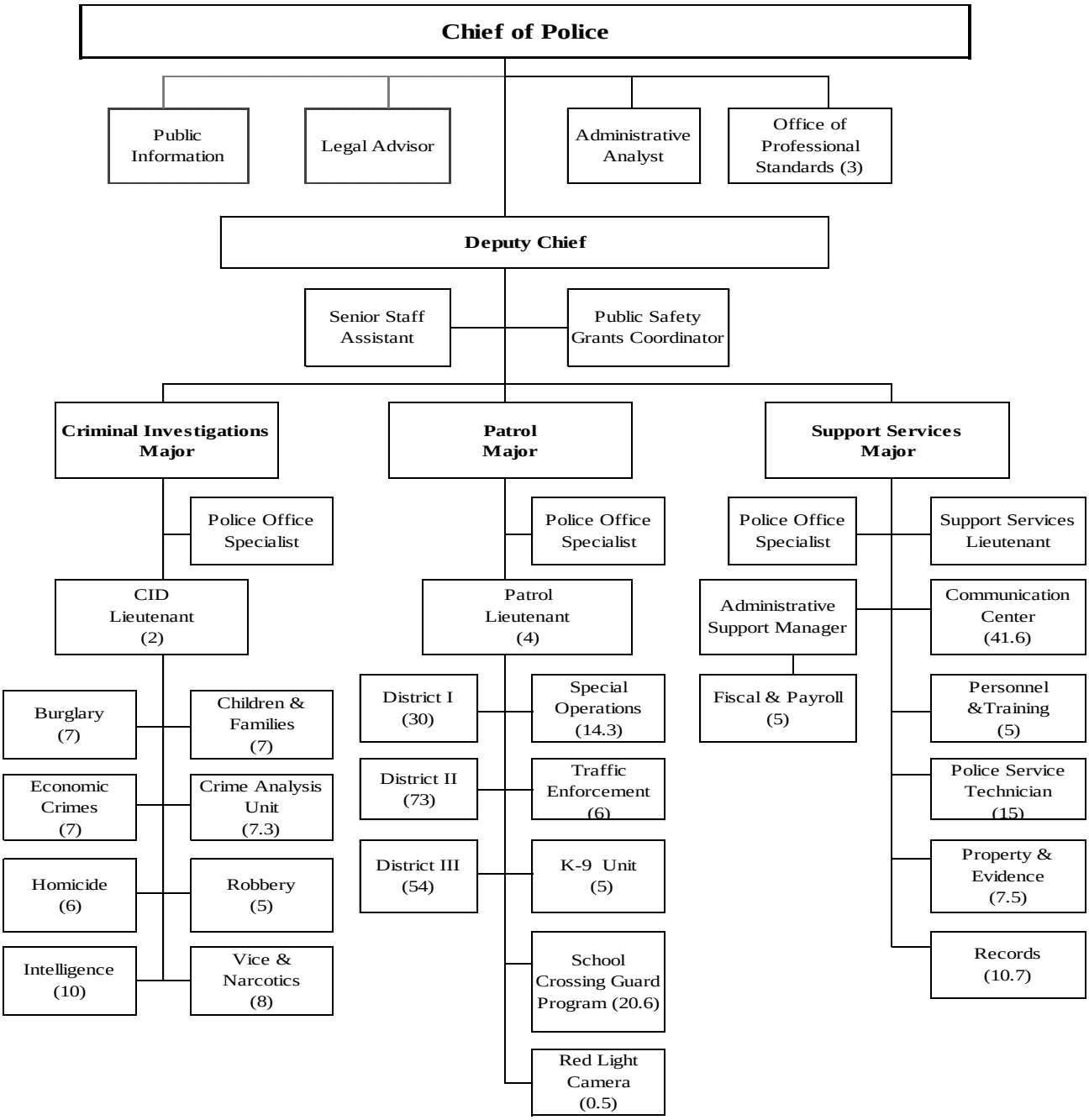


Police – (General Fund) – 357.7 FTEs
Police (Special Program Fund) – 9.8 FTEs
Total Police – 367.5 FTEs

Department Objective

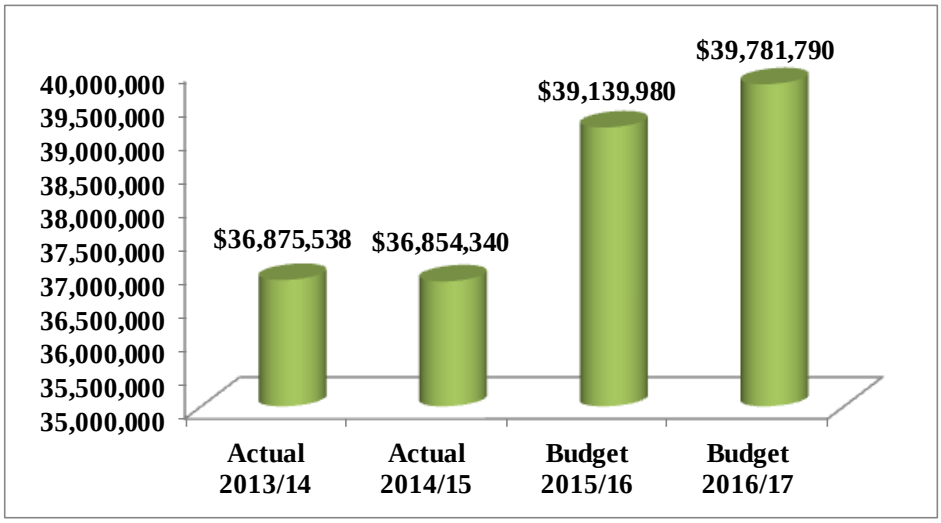
The objective of the Police Department is to consistently provide effective, professional and dependable law enforcement services to every citizen, visitor and business within the City of Clearwater. The Police Department operates with a neighborhood policing philosophy that seeks to further the City Council's Strategic Direction of providing cost effective municipal services that reinforce the City of Clearwater's standing as a safe community for our residents and visitors. The Police Department is accredited by the Commission for Florida Law Enforcement Accreditation (CFA). The Police Department responds to over 158,450 calls for service each year, and continually prepares and trains for emergencies and disasters.

Summary of Services Provided
Office of the Chief
The Office of the Chief is responsible for overall administration and leadership of the police department, ensuring the department is aligned with the City Council's Strategic Direction of providing cost effective municipal police services and police related infrastructure through the optimal use of department resources, continual measurement of the quality of the services, and fostering community engagement establishing a customer centric organization.
Criminal Investigations
The Criminal Investigations Division is responsible for the supervision and follow-up of criminal investigations. The personnel of the Criminal Investigations Division proactively seeks to achieve the City Council Strategic Direction of reinforcing Clearwater's standing as a safe community through relentless follow-up, focused investigations, and partnerships with public and private organizations.
Patrol
The Patrol Division is the foundation that the department's neighborhood policing philosophy, as directed in the City Council's Strategic Direction, through direct and focused interaction with neighborhood residents and the business community. The Patrol Division is tasked with the optimal deployment of uniform personnel to provide an efficient response to crime and quality of life issues. The Patrol Division creates and sustains public-private partnerships to address crime, quality of life issues and the fear of crime, while providing planning, logistic, and personnel support of community events.
Support Services
The Support Services Division is responsible for furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure by providing the planning and oversight the Police Department budget and infrastructure. This Division oversees the support services provided to the other police department Divisions tasked with achieving the City Council's Strategic Direction of safety, quality and efficiency.
Communications Division
The Communications section supports the City Council's Strategic Direction through the optimal use and timely response of employees and resources through the dispatch of department resources, oversees the Computer Aided Dispatch system that allows for measures of the department performance, and is able to operate a reliable, interoperable radio system that allows for an efficient response during a disaster or emergency.

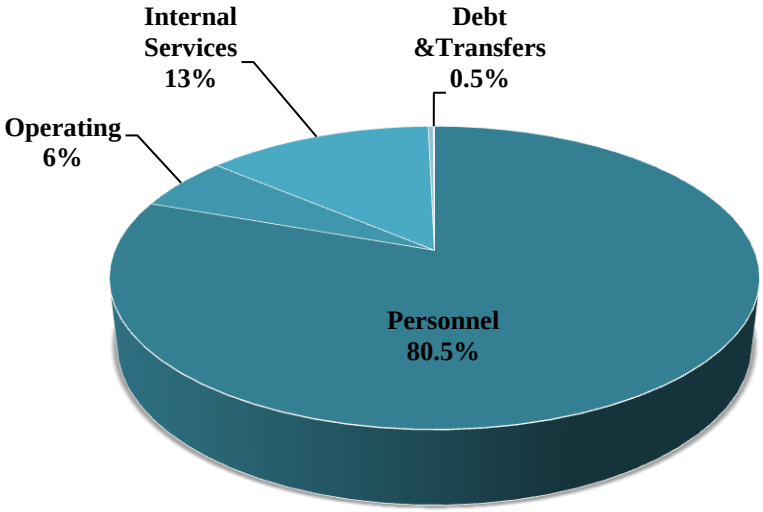
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Office of the Chief	911,889	915,445	1,012,230	926,810	-8%
Criminal Investigations	6,068,239	5,889,288	6,626,130	6,631,860	0%
Patrol	20,414,054	19,812,145	20,856,440	21,465,420	3%
Support Services	6,775,932	7,205,314	6,757,470	6,952,880	3%
Communications	2,705,424	3,032,148	3,887,710	3,804,820	-2%
Total Police	**36,875,538**	**36,854,340**	**39,139,980**	**39,781,790**	**2%**
Full Time Equivalent Positions					
General Fund					
Office of the Chief	8.0	8.0	9.0	8.0	(1.0)
Criminal Investigations	56.0	53.0	61.3	61.3	0.0
Patrol	173.5	176.5	196.6	200.6	4.0
Support Services	68.4	68.4	44.2	46.2	2.0
Communications	39.6	39.6	41.6	41.6	0.0
Subtotal - General Fund	345.5	345.5	352.7	357.7	5.0
Special Development Fund	20.8	20.8	9.8	9.8	0.0
Total Police FTEs	**366.3**	**366.3**	**362.5**	**367.5**	**5.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Clearance Rate for Violent Crime Percentage of cases where the suspect is either arrested or cleared by other standards.	63.6%	64.5%	65.7%
Clearance Rate for Property Crime Percentage of cases where the suspect is either arrested or cleared by other standards.	27.2%	30.2%	30.5%
Police Response Time Time elapsed between time 9-1-1 call is answered and arrival on scene. Average response time in minutes.	9:38	8:42	5:50
Average Officer Training Hours Objective: to exceed state minimum mandated per officer training hours of 40 hours every four years.	91.0	114.5	115.9

Budget Highlights

- The Police Department is supported by 367.5 full time equivalent (FTEs) positions, an increase of 5 FTEs from the 2015/16 budget. In fiscal year 2016/17, four Officers and one Police Information Technician are being added to the Police Department. During fiscal year 2015/16, the AmeriCorps grant utilized by PD ended, this supported 11.8 FTEs which were reduced to 5.3 FTEs to create the Police Aide program now funded with Investigative Cost Recovery revenues.

- In the Patrol Division, the three Officer positions that are assigned to work as School Resource Officers are funded in the Special Program Fund by revenues from the Pinellas County School Board and Special Law Enforcement Trust Fund.

- Funding for the Police Supplemental Pension plan of $905,000 is included in the budget for fiscal year 2016/17. 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.

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

- Personnel costs represent approximately 80.5% of the Police Department total operating budget.

- Other operating expenses include funding in contractual services estimated at $530,000 for the Pinellas County Sheriff's Office contract and $195,000 for the Tri-Tech Maintenance contract for the Communications Center.

- Debt Service expenditures are estimated at $115,870 for fiscal year 2016/17. This represents the first year of funding for an additional 17 patrol vehicles.

- Interfund transfers include a transfer to the special program fund of $30,000 to provide funding for bullet proof vests and equipment for fiscal year 2016/17.

- There have been no other significant changes in the Police Department budget. The overall budget is approximately 2% greater than the 2016/17 budget.

Office of the Chief Cost Center Descriptions

Office of the Chief
The Office of the Chief is responsible for the overall administration and leadership of the department. The functions of the office, as performed by the assigned personnel, are the planning, control, policy setting and decision making relative to operational, fiscal, personnel, and community matters, the review and investigation of policy compliance matters, and the release of information to the media. Support staff assigned to this office are also responsible for public safety grants.
Program Revenues: $ 0
Program Expenditures: $ 562,510
Program FTEs: 5.0

Office of Professional Standards Section
The Office of Professional Standards investigates and handles all complaints filed against Police Department employees in accordance with applicable union agreements and statutes. Additionally, this office is responsible for policy development and implementation and serves as a point of coordination for special projects assigned from the Office of the Chief. The office is also responsible for ensuring and maintaining the department's state accredited status.
Program Revenues: $ 0
Program Expenditures: $ 364,300
Program FTEs: 3.0

Criminal Investigations Cost Center Descriptions

Criminal Investigations Administration
The Criminal Investigations Division Supervision is responsible for the supervision of follow-up investigations of all crimes reported to the Police Department as well as for coordinating undercover investigations of illegal drug activity, gambling and prostitution activity.
Program Revenues: $ 0
Program Expenditures: $ 780,720
Program FTEs: 4.0

Intelligence Unit
The Intelligence Unit, supervised by a Sergeant, is responsible for all criminal intelligence information, extremist and special interest groups, gangs, cults, terrorist/homeland security issues and other related areas. This unit represents the department on the Joint Terrorism Task Force, Regional Domestic Security Task Force, and the Human Trafficking Task Force. The unit services as the department's liaison with local, state, and federal public safety agencies.
Program Revenues: $ 0
Program Expenditures: $ 934,630
Program FTEs: 10.0

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: $ 676,730
Program FTEs: 6.0

Burglary/Theft Unit
The Burglary/Theft Unit, supervised by a Sergeant is responsible for the investigation of all burglaries, both commercial and residential, felony thefts, pawnshop follow-ups and other property related cases such as specialized pattern type crimes that affect the tourist population in the city.
Program Revenues: $ 0
Program Expenditures: $ 764,880
Program FTEs: 7.0

Crimes Against Children & Families Unit (Juvenile Unit)

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

Program Revenues: $ 0
Program Expenditures: $ 736,860
Program FTEs: 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: $ 546,110
Program FTEs: 5.0

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: $ 703,630
Program FTEs: 7.0

Vice & Narcotics Unit

The Vice and Narcotics Unit, supervised by a Sergeant, is responsible for all narcotics intelligence information and the investigation of all narcotic, prostitution, gambling and other vice related crimes. This unit works in an undercover capacity.

Program Revenues: $ 0
Program Expenditures: $ 1,024,910
Program FTEs: 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: $ 463,390
Program FTEs: 7.3

Patrol Cost Center Descriptions

Patrol Administration
Patrol Supervision is responsible for the management of the uniformed patrol operations throughout the city. The uniformed patrol operation is organized into three patrol districts, each commanded by a Lieutenant. In addition, one Lieutenant is in charge of Special Operations, which includes the Traffic Section, as well as all special events.
Program Revenues: $ 0
Program Expenditures: $ 3,578,780
Program FTEs: 6.0

District II
Commanded by a Lieutenant, District 2 Patrol personnel are responsible for responding to and handling law enforcement calls for 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 Problem Response team that is 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: $ 184,280
Program Expenditures: $ 6,742,140
Program FTEs: 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: $ 5,349,860
Program FTEs: 54.0

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

The District 1 Community Problem Response Team Sergeant is responsible for attending community meetings, and administrative support to the Lieutenant.
Program Revenues: $ 0
Program Expenditures: $ 3,104,080
Program FTEs: 30.0

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: $ 310,050
Program Expenditures: $ 673,330
Program FTEs: 6.0

K-9 Unit

The K-9 Unit is made up of five dog teams, consisting of one Sergeant and four Officers. Unit members are part of the Patrol Division and perform patrol functions in marked patrol vehicles. They have all the duties and responsibilities of any uniformed patrol officer. In addition to patrol functions, they receive extensive training with their K-9 partners to perform a variety of patrol support duties. K-9 teams routinely conduct tracks for fleeing suspects, search buildings, perform security checks on area businesses and conducts security searches on vehicles, residences, buildings, boats and aircraft. The K-9 teams are also used to track and locate missing or endangered children and elderly persons. Specially trained detection dogs also screen 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: $ 672,790
Program FTEs: 5.0

Red Light Camera Program

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

Program Revenues: $ 275,400
Program Expenditures: $ 195,220
Program FTEs: 0.5

Special Operations

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

There are 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.

Police Aides are utilized to perform patrol related duties that are not required to be done by a police officer including: Directing traffic, assist with disable vehicles, support special events, complete non-criminal police reports, and transporting bulk items.

Program Revenues: $ 0
Program Expenditures: $ 578,020
Program FTEs: 5.5 (General Fund)
Program FTEs: 8.8 (Special Program Fund)

School Crossing Guard Program

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

Program Revenues: $ 136,000
Program Expenditures: $ 571,200
Program FTEs: 20.6

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: $ 533,310
Program FTEs: 4.0

Records
The Records Section receives, processes, disseminates and maintains a variety of law enforcement records for the Police Department. The Records Section Manager is responsible for responding to all requests for public records contained within the Police Department to the citizens, law enforcement agencies, news media and other governmental agencies within the guidelines of Florida State Statutes and Public Record Laws.
Program Revenues: $ 74,500
Program Expenditures: $ 571,050
Program FTEs: 10.7

Police Service Technicians
Police Service Technicians are non-sworn, civilian personnel who assist the department by receiving citizen information and reports by telephone and reviewing citizen filed on-line reports. They also support the Traffic Enforcement Team assisting in the investigation of non-criminal auto accidents, recovered property, abandoned vehicles and other non-criminal incidents. In addition, they perform crime scene processing duties.
Program Revenues: $ 0
Program Expenditures: $ 1,015,260
Program FTEs: 15.0

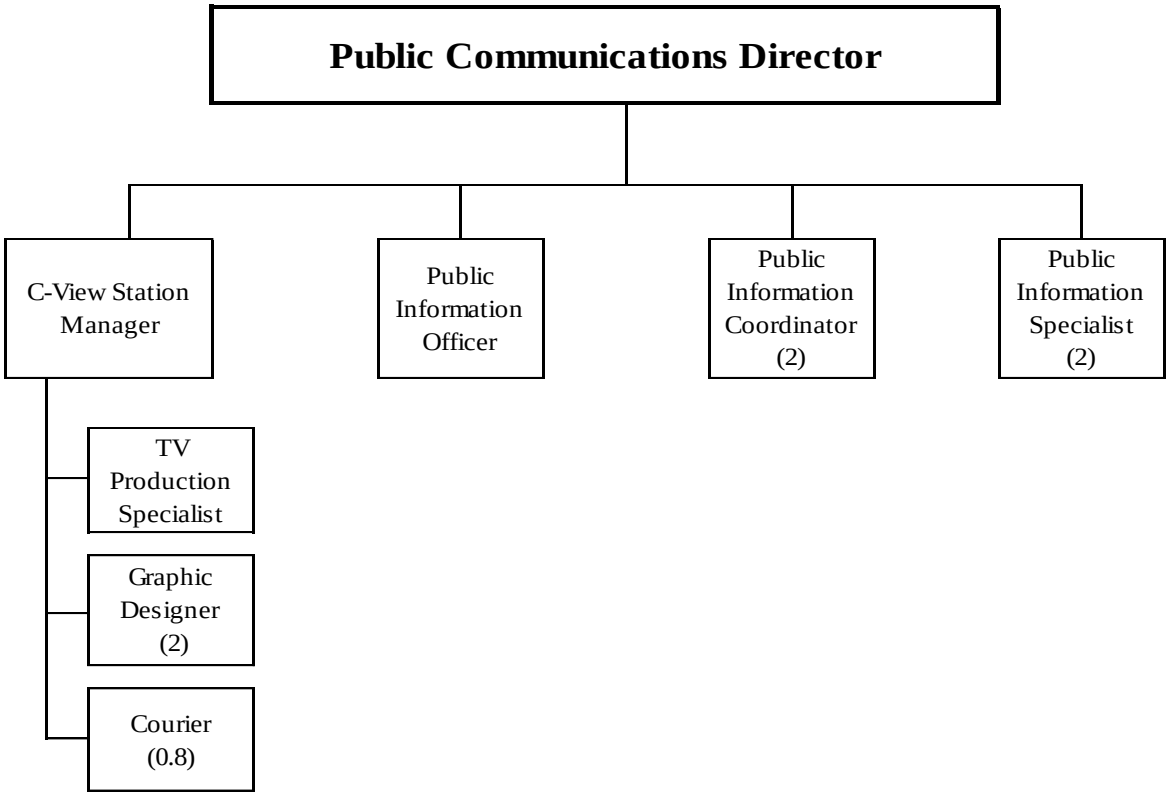
General Operations
The General Operations program accounts for expenditures for special events overtime, internal charges, and general office supplies for the department. Also included in this program are expenditures that may benefit the entire department.
Program Revenues: $ 0
Program Expenditures: $ 3,631,040
Program FTEs: 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: $ 628,960
Program FTEs: 5.0

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: $ 214,310
Program FTEs: 4.0 (General Fund)
Program FTEs: 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: $ 358,950
Program FTEs: 7.5



Public Communications (General Fund) – 10.0 FTEs
Courier (Administrative Services Fund) – 0.8 FTEs
Total Public Communications – 10.8 FTEs

Department Objective

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

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

Summary of Services Provided

Public Communications

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

The division takes a leadership role in developing citizen engagement programs for the Council, including Town Hall meetings, community surveying and targeted programs like the Citizen's Academy. Key achievements in fiscal year 2014/15 included efficiently communicating the City's accomplishments and events and completing a re-branding process. Communication efforts have focused on special events such as the Sugar Sand Festival, tourism promotions, and social media. The division continues to place an emphasis on employee communications.

In fiscal year 2016/17, the division will roll out 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 the new tourism PR firm to continue to promote the destination outside the Tampa Bay area and Florida.

C-VIEW TV
C-VIEW TV is the City of Clearwater's government access television channel, which provides citizens with a variety of live and pre-produced programming designed to enhance citizens' knowledge and understanding of our municipal government. C-VIEW produces live cablecasts and streaming of City Council meetings, work sessions and meetings of several decision-making boards (Downtown Development, Community Development, and Municipal Code 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.

Summary of Services Provided

Public Communications

C-VIEW TV (Continued)

In fiscal year 2015/16, C-VIEW staff produced more than 3 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 13,021 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 2016/17 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 overseeing a complete overhaul of the technology for the computer training room, MSB Room 130, the C-VIEW studio and Council Chambers. Marketing and graphic design will continue to evolve as we continue to roll out the new brand. Working with sign, giveaway and marketing vendors will continue to be a focus.

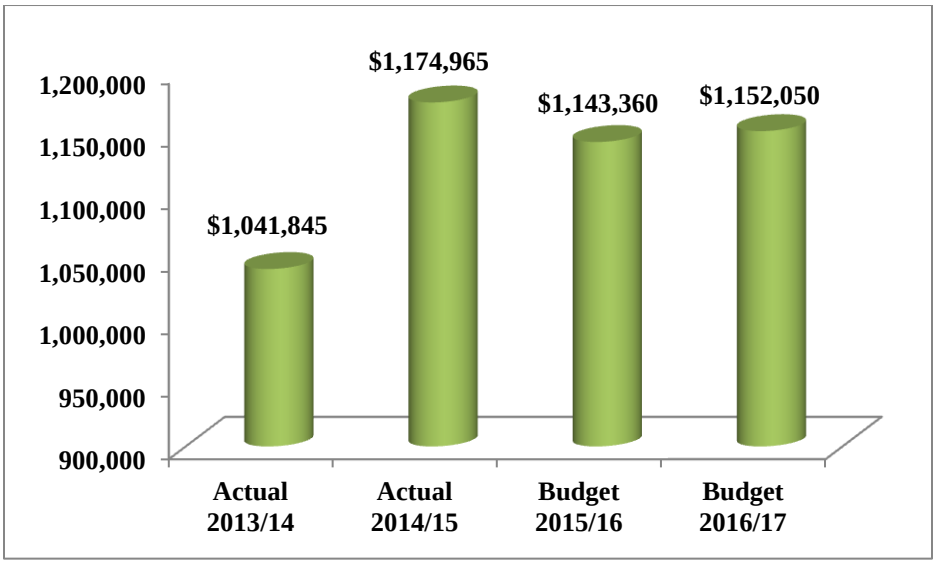
Courier

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

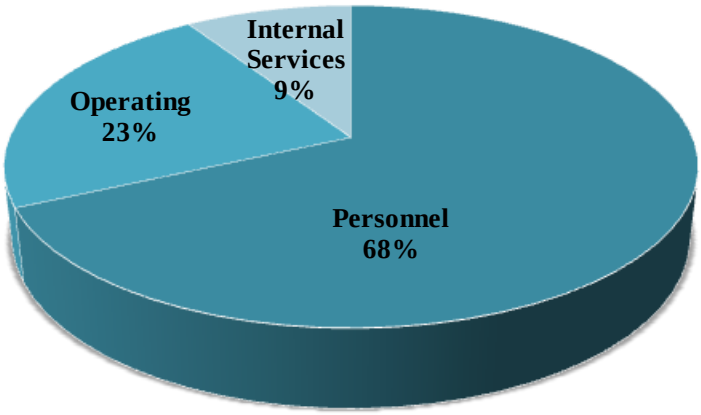
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Fund					
Public Communications	910,815	1,003,761	990,180	997,000	1%
Administrative Svcs Fund					
Courier	131,030	171,204	153,180	155,050	1%
Total Public Communications	**1,041,845**	**1,174,965**	**1,143,360**	**1,152,050**	**1%**
Public Communications	9.0	9.0	10.0	10.0	0.0
Courier	0.8	0.8	0.8	0.8	0.0
Total Public Communications FTEs	**9.8**	**9.8**	**10.8**	**10.8**	**0.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
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.	760	1,763	2,421
Website Visitors Measured by the number of visits to the City's website, myclearwater.com.	2,608,470	2,484,085	2,668,150
Pages Viewed Measured by the number pages viewed on the City's website.	3,523,480	3,414,447	3,655,636
Facebook Fans • **City** • **Police** • **Fire** Measured by the number of fans on the city's main facebook pages	 2,492 9,362 783	 6,012 15,321 2,405	 9,804 20,508 6,482

General Fund
Public Communications Budget Highlights

- The General Fund operation of the Public Communications Department is supported by ten full time equivalent positions, the same level of staffing as fiscal year 2015/16.
- Operating expenses reflect an 11% decrease from the fiscal year 2015/16 budget primarily due to decreased printing and promotional activity 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 an increase of 1% from the 2015/16 budget.

Internal Services Fund
Courier Budget Highlights

- The Courier program is supported by 0.8 full time equivalent positions, the same level of staffing as the 2015/16 budget.
- Postage costs are budgeted at $127,000 in this program, a 2% increase from the 2015/16 budget.
- There have been no significant changes in the Courier program. The budget for this program reflects an increase of 1% from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

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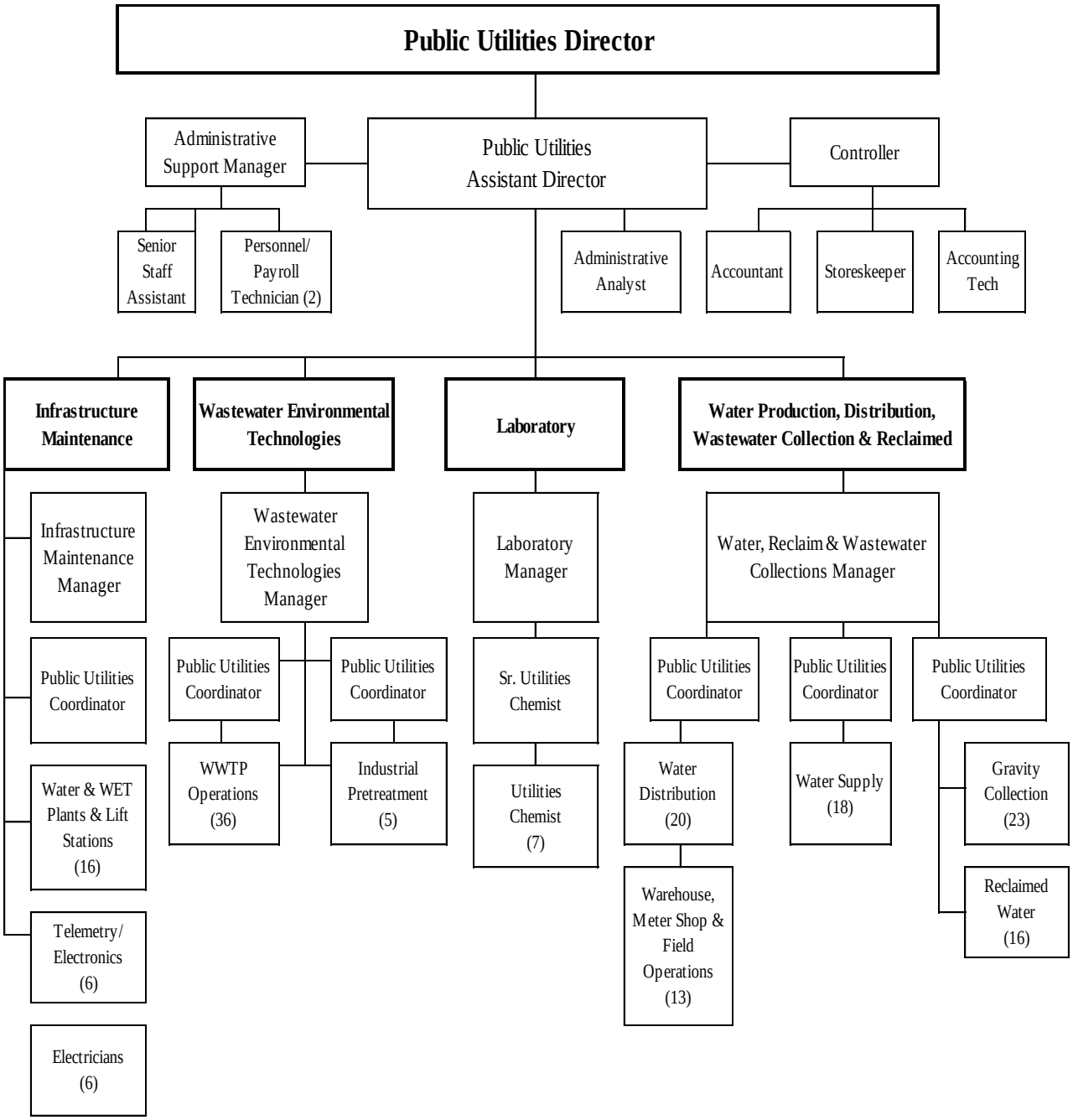


Water and Sewer Fund – 188.0 FTEs

Department Objective

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

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

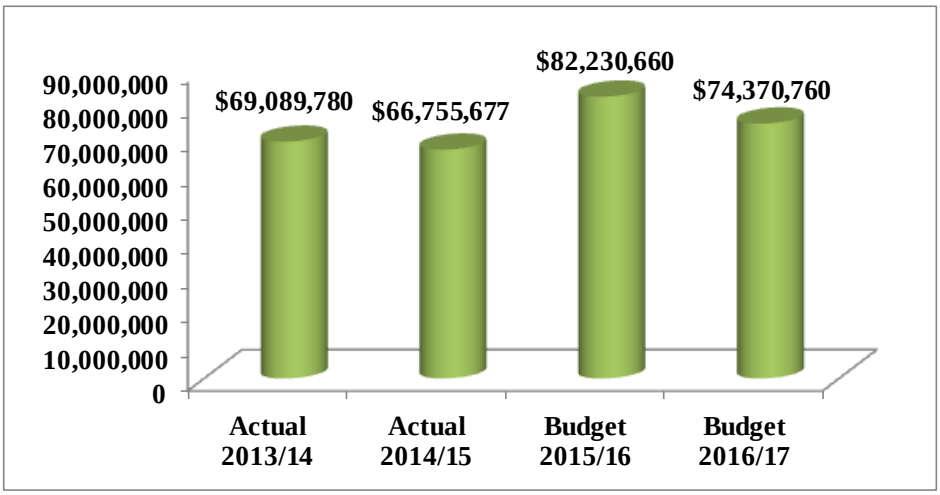
Summary of Services Provided
Administration
The Administration program is responsible for the effective coordination of all water, wastewater, and reclaimed water, administrative, planning, accounting, and management of operations, maintenance, resources and infrastructure necessary to provide safe water and reliable service to the customers of the Public Utilities department.
Wastewater Collection
The Wastewater Collection program provides for safe collection and transmission of wastewater through the City's underground sewer mains, collectors and interceptor lines. The purpose of the Wastewater Collection program is to maintain the collection system in such a manner that protects the public safety, health and the environment.
Infrastructure Maintenance
The Infrastructure Maintenance program provides for safe transmission and pumping of wastewater through the City's 75 wastewater lift stations and three reclaimed water pumping stations. This program also provides the installation and maintenance of all Public Utilities instrumentation and telemetry systems, as well as maintenance of three water reclamation facilities, three water treatment plants, and 45 potable water wells, as well as three city parks and recreation pool pumps and City fountain pumps. The purpose of the Infrastructure Maintenance program is to maintain the mechanical, electrical and electronic infrastructure in such a manner that protects public safety, health and the environment. The Infrastructure Maintenance program consists of three sub-sections; Plants, Lift Stations and Electronics.
Wastewater Environmental Technologies
The Wastewater Environmental Technologies program provides daily treatment and disposal of wastewater meeting or exceeding federal and state water quality standards. The program consists of three water reclamation facilities including bio-solids residual management facilities. The Wastewater Environmental Technologies program supplies highly treated wastewater to the Reclaimed Water program.
Laboratory
The Laboratory program provides analysis and support services to Water, Wastewater Environmental Technologies, Reclaimed Water and the Wastewater Collection programs.
Industrial Pretreatment
This program provides sampling, analysis, and support services to Water, Wastewater Environmental Technologies, Reclaimed Water, and Wastewater Collections programs. The Industrial Pretreatment (IPP) program is responsible for sampling, monitoring and regulating City industrial users and enforcing the City's Industrial Pretreatment Ordinance. The IPP group also is responsible for sampling, and regulating the City's grease management program in order to curtail the introduction of grease waste into the sanitary sewer and treatment facilities.

Summary of Services Provided
Water Distribution
The Water Distribution program provides for the safe transmission and distribution of the City's public potable water supply. Functions include the construction and maintenance of the system as well as direct customer related activities, such as meter replacement, fire hydrant maintenance, and repair of water main breaks.
Water Supply
The Water Supply program is responsible for the monitoring, operation, water treatment, and maintenance of the City's water supply facilities which include two reverse osmosis water treatment plants, an additional water treatment facility, six water storage tanks, 45 wells, and six county inter-connections in order to provide the City with a safe and dependable water supply.
Reclaimed Water
The Reclaimed Water program is responsible for storage, pumping, transmission, and distribution of reclaimed water to residential and commercial customers. Functions include the maintenance of the system and direct customer related activities. The use of Reclaimed Water for irrigation helps conserve our drinking water resources.
Non-Departmental – Water & Sewer Fund
The Non-Departmental cost center is used to account for all debt costs on outstanding Water & Sewer revenue bonds issued in 2003, 2009, 2011 and 2015.
Maintenance Facility
The Maintenance Facility (formerly Public Service Complex) provides for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.

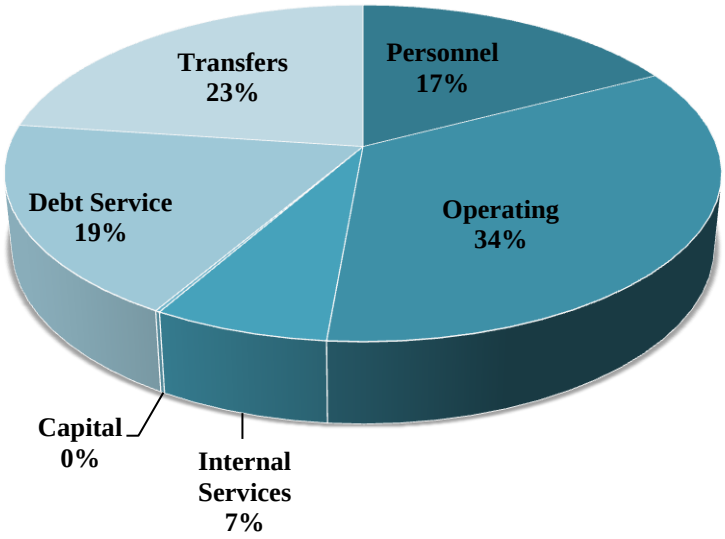
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Water And Sewer Fund					
Administration	956,532	916,251	1,122,590	1,586,550	41%
Wastewater Collection	5,722,813	6,218,173	13,730,220	10,632,980	-23%
Infrastructure Maintenance	4,074,085	4,049,419	5,769,310	4,646,290	-19%
WW Environment Technologies	10,621,074	12,023,614	16,525,090	19,603,910	19%
Laboratory Operations	1,440,020	1,226,283	1,502,590	1,613,290	7%
Industrial Pretreatment	704,760	724,440	914,050	955,760	5%
Water Distribution	13,591,462	13,502,647	11,638,370	6,704,070	-42%
Water Supply	15,523,686	11,868,976	14,492,130	12,079,990	-17%
Reclaimed Water	2,345,467	2,172,072	2,490,510	2,487,730	0%
Non-Departmental	13,870,711	13,780,958	13,770,350	13,774,160	0%
Subtotal - Water and Sewer Fund	68,850,610	66,482,833	81,955,210	74,084,730	-10%
General Fund					
Maintenance Facility	239,170	272,844	275,450	286,030	4%
Total Public Utilities	**69,089,780**	**66,755,677**	**82,230,660**	**74,370,760**	**-10%**
Full Time Equivalent Positions					
Water And Sewer Fund					
Administration	6.0	7.0	7.0	11.0	4.00
Wastewater Collection	24.0	24.0	24.0	23.0	(1.00)
Infrastructure Maintenance	26.0	27.0	29.0	30.0	1.00
WW Environment Technologies	40.0	40.0	40.0	38.0	(2.00)
Laboratory Operations	8.0	8.0	9.0	9.0	0.00
Industrial Pretreatment	6.0	6.0	6.0	6.0	0.00
Water Distribution	36.0	36.0	36.0	35.0	(1.00)
Water Supply	13.0	19.0	19.0	19.0	0.00
Reclaimed Water	17.0	17.0	17.0	17.0	0.00
Total Public Utilities FTEs	**176.0**	**184.0**	**187.0**	**188.0**	**1.0**

Department Total Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Last Drinking Water Violation The last violation noted was a Tier II Treatment Technique Violation, which did not affect any water quality distributed.	n/a	n/a	08/04/16
Water Gross Per Capita Day (GPCD) *This is a measure of how many gallons of water, on average, Clearwater residents consume daily. Annual figures received in July based on prior calendar year activity. Benchmark: Agency standard of >130 GPCD	79	84	76
Water Production • **MGD Produced** • **MGD Purchased** *Percentage of total water usage, locally produced in Clearwater vs. purchased from Pinellas County.	42% 58%	58% 42%	68% 32%

Water and Sewer Fund
Budget Highlights

- The Water and Sewer Fund is a self-supporting enterprise operation established to fund all operating, maintenance and improvements necessary to provide citywide water supply, water distribution, wastewater collection, wastewater treatment and reclaimed water programs.

- The Water and Sewer Fund 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 188 full-time equivalent (FTEs) positions, an increase of one FTE from the 2015/16 budget. For fiscal year 2016/17, a Maintenance Manager is added to the Infrastructure Maintenance program.

- 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 $2,128,190 for 2016/17, a 14% increase from the 2015/16 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 $2,895,150 for fiscal year 2016/17, an increase of 10% from the 2015/16 budget.

- Operating expenses include $5.1 million for water purchases for resale from Pinellas County, which is approximately 20% of total operating expenses in the Water and Sewer Fund. This reflects an 8.5% increase from prior year.

- Other Operating expenditures reflect a 6% decrease from the 2015/16 budget due to decreases in electric utility charges, chemical supplies and operating supplies. This reduces large increases made in the prior year in anticipation for the opening of RO#2, and brings the budget in line with actual activity.

- Per City Council policy, the Water and Sewer Fund makes a payment in lieu of taxes in the amount of $3,881,550 to support the General Fund. The computation is based upon a rate of 5.5% of fiscal 2014/15 gross revenues. The 2016/17 contribution represents a 5% increase from the 2015/16 budget.

- Capital costs include purchases totaling $132,100 across all programs. Purchases include concrete cutters, a pipeline assessment tool, a portable generator, various pumps, and meters, a glass washer, portable lighting, and a trailer. Also included is the purchase of a truck for the Industrial Pretreatment Team.

- Debt Service cost, which include debt on outstanding bonds and new vehicle purchases, total $13,904,040 for the fiscal year 2016/17 budget which is a slight increase from the 2015/16 budget.

- Transfers to the Capital Improvement Fund to support Water and Sewer projects as planned in the 2016 Rate Study are $13,137,360 for 2016/17 budget.

- There are no other significant changes to the Water and Sewer Fund budget. The 2016/17 budget reflects a 10% decrease from the 2015/16 budget primarily due to decreased transfers to the Capital Improvement Fund.

General Fund
Maintenance Facility
Budget Highlights

- This General Fund cost center provides only for common area maintenance and utilities to upkeep the maintenance yard at 1650 N. Arcturas Avenue.

- There are no significant changes in the budget for the Maintenance Facility. The 2016/17 budget reflects an increase of 4% from the fiscal year 2015/16 budget due to increased support from the General Services department.

CITY OF CLEARWATER, FLORIDA

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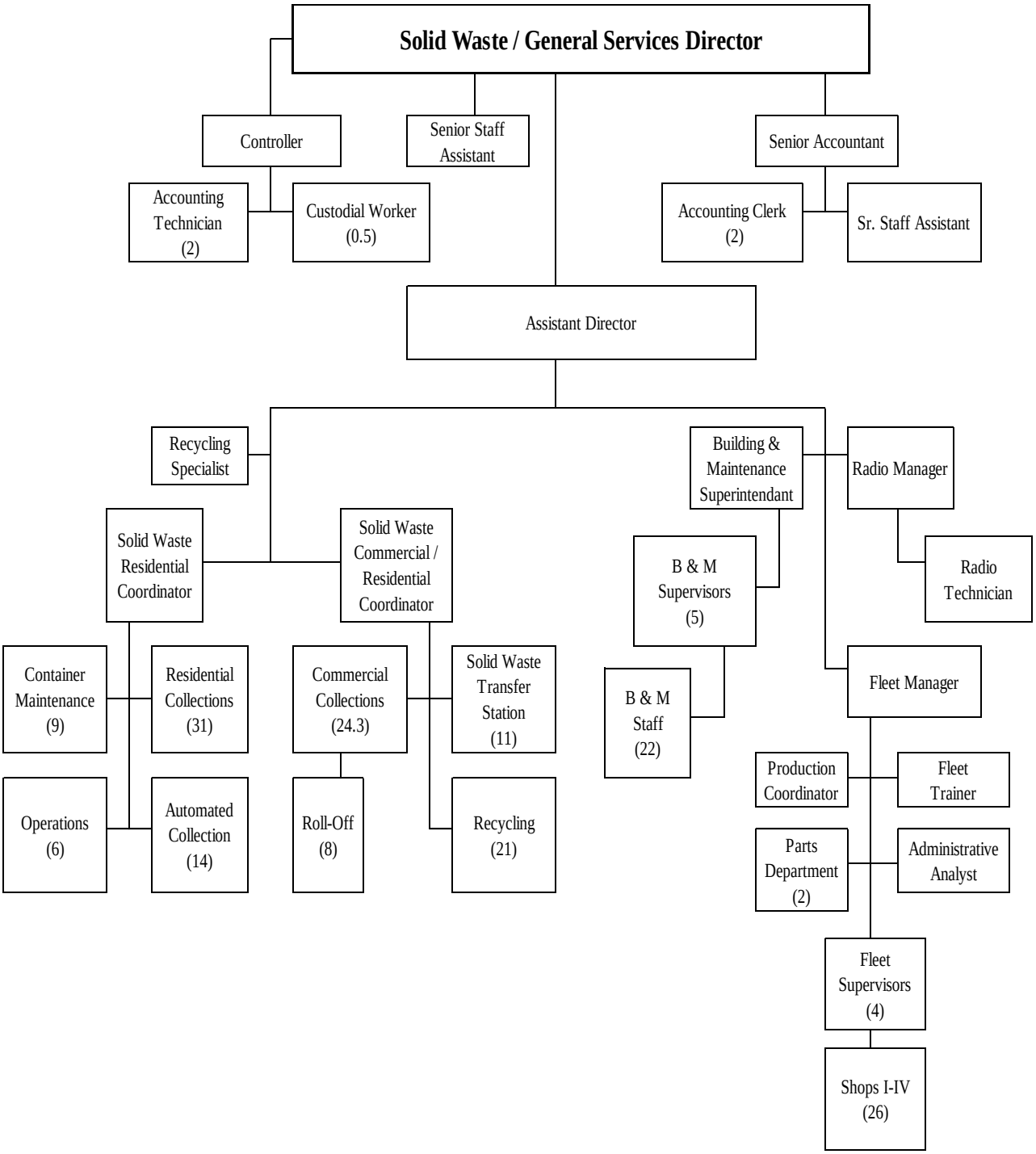


Solid Waste Fund – 111.5 FTEs
Recycling Fund – 22.0 FTEs
General Services/Fleet – 71.3 FTEs
Total Solid Waste/General Services – 204.8 FTEs

Department Objective

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

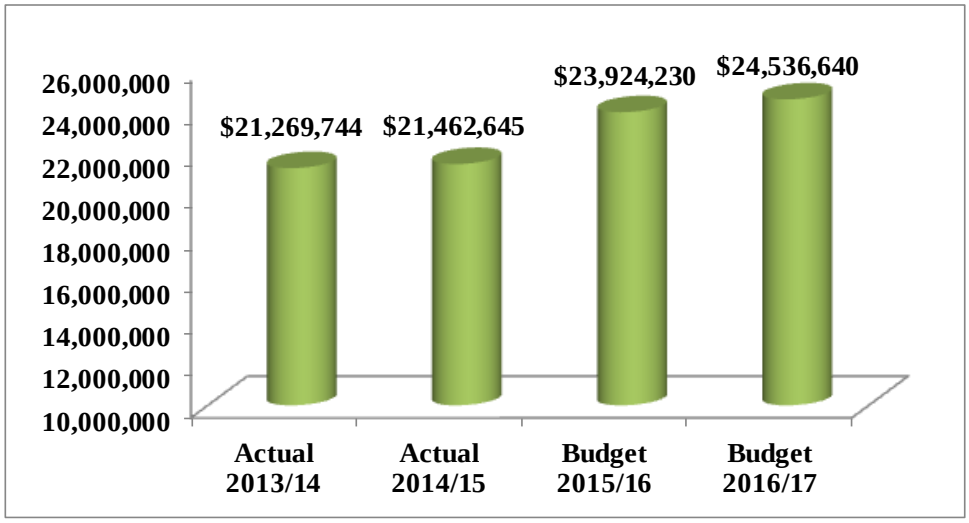
Summary of Services Provided
Solid Waste - Administration
Solid Waste Administration exercises direct supervision of the Solid Waste/Recycling system that includes commercial and residential collection, roll-off sales, collection and service, transfer station, container maintenance, and recycling. It provides planning, policy direction, operating guidance, personnel management, payroll services, budget development and enforcement, customer service and complaint resolution, solid waste code enforcement, equipment and supply procurement, training, safety supervision, and liaison with Pinellas County solid waste, fleet maintenance, and to other support agencies.
Solid Waste - Collection
This program is responsible for the collection and disposal of commercial refuse, residential refuse, roll-off refuse, scrap metal, and yard waste. Commercial collection uses two-person crews, services approximately 2,500 customers and consists of six routes, five days a week and one route on Saturday and Sunday. Roll-off service (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 8 automated side-loader refuse routes and one manual route four days a week. Yard waste and trash collection consists of six rear-end refuse loaders four days per week. Bulk yard waste, old appliances, etc. are collected by four hydraulic claw trucks five days per week. A manual, rear-loading refuse truck with a one-person crew services trash receptacles at 104 park locations, as well as, sidewalk containers on the beach and in the downtown area five days per week. There are 84.8 FTE, 49.0 in Residential Collection, 26.8 in Commercial Collection, and 9.0 in Roll-off Collection.
Solid Waste - Transfer Station
The Solid Waste Transfer Station is a facility that accepts garbage from route collection vehicles and compacts it into tractor/trailer rigs for the long haul to the Pinellas County Resource Recovery (Waste-to Energy) Plant. The Transfer Station operates two compaction pits and seven tractor/trailer rigs. The Transfer Station operates five days per week, and on a heavy workday transfers 650 tons of refuse to the County Resource Recovery Plant, a 27-mile roundtrip. The Transfer Station provides certified weights of all in bound solid waste vehicles. The Transfer Station maximizes the efficiency of the route trucks by allowing them to dump quickly and return to route collection. Turn-around time to dump at the Waste-to Energy Plant can take up to 1-¾ hours.
Solid Waste - Container Maintenance
Container Maintenance is responsible for the maintenance of approximately 3,600 commercial dumpsters, 27,000 residential black barrels, 1,200 multi-family recycling carts, 27,800 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.

Summary of Services Provided
Recycling - Residential
The Residential Recycling program provides automated curbside collection of recyclables to approximately 26,800 single-family residences in Clearwater, and 1,427 single-family residences in Belleair. The program operates 24 single stream or mixed recyclables routes divided into 6 routes, 4 days per week. The items that may be recycled by our residential customers include cardboard, newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles. Recyclables are processed and marketed through the Recovered Materials Processing Center, at the Solid Waste complex. This program also operates our recycling drop-off center at the Solid Waste Complex that collects cardboard and mixed recyclables, (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles), as well as household cooking grease and cooking oil.
Recycling – Multi-Family
The Multi-Family Recycling program provides recycling service to apartments and condominiums of five living units or larger. The program operates eight recycling routes to serve approximately 30,000 units in Clearwater, and 1,100 in Belleair. Recycling services are provided through the use of dumpsters, clusters of 90-gallon semi-automated carts, or a combination of both configured into mini drop-off centers. The Multi-Family program is designed to collect single stream or mixed recyclables including cardboard, newspaper, aluminum and steel cans, mixed paper, glass containers and plastic bottles.
Recycling – Commercial
The Commercial Recycling program is designed to provide our commercial customers with a balance between the Solid Waste services (consisting of collection and disposal of garbage and trash) and the recycling services, while saving the customer money. To achieve this, the Commercial Solid Waste Program Coordinator calls on each business and tailors a program to the needs of the establishment. The program uses flexible rates tailored to be competitive with private recycling companies. The Commercial Recycling program operates five recycling routes, five days per week to serve approximately 385 business establishments. The Commercial Recycling program collects old corrugated cardboard and single stream or mixed recyclables (newspapers, aluminum and steel cans, mixed paper, glass containers, and plastic bottles). Service for the program is provided with dumpsters, semi-automated carts, or a combination of both. Innovative cooperative marketing agreements with the cities of Safety Harbor, Indian Rocks Beach and Belleair are in place. This has allowed the program to fully utilize its processing center, attract volume markets, and enhance commodity pricing. The Recycling processing facility has averaged approximately 1,100 tons per month of processed and shipped recyclables this past fiscal year.

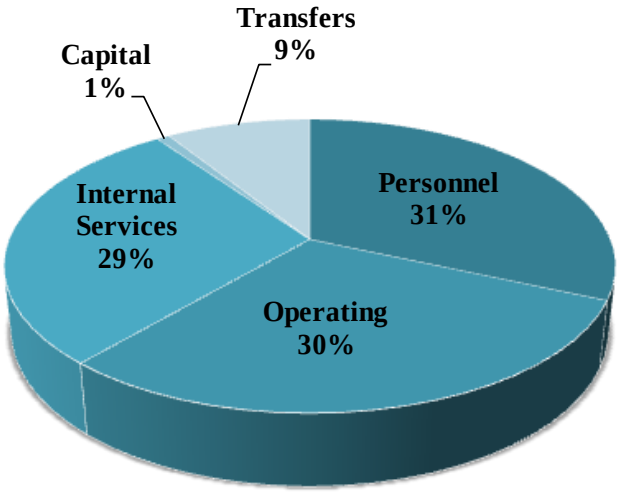
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Solid Waste					
Administration	984,273	1,081,894	1,116,070	971,150	-13%
Collection	14,925,218	15,154,797	17,260,030	17,731,470	3%
Transfer	1,477,173	1,577,391	1,608,160	1,668,990	4%
Container Maintenance	811,422	838,437	889,870	882,670	-1%
Subtotal - Solid Waste	18,198,086	18,652,519	20,874,130	21,254,280	2%
Recycling					
Residential	1,310,020	1,205,045	1,266,850	1,365,860	8%
Multi-Family	369,296	351,999	445,360	473,490	6%
Commercial	1,392,342	1,253,082	1,337,890	1,443,010	8%
Subtotal- Recycling	3,071,658	2,810,126	3,050,100	3,282,360	8%
Total Solid Waste and Recycling	**21,269,744**	**21,462,645**	**23,924,230**	**24,536,640**	**3%**
Full Time Equivalent Positions					
Solid Waste					
Administration	6.7	6.7	6.7	6.7	0.00
Collection	84.8	83.8	83.8	84.8	1.00
Transfer	11.0	11.0	11.0	11.0	0.00
Container Maintenance	10.0	10.0	10.0	9.0	(1.00)
Subtotal - Solid Waste	112.5	111.5	111.5	111.5	0.00
Recycling					
Residential	10.0	10.0	10.0	10.0	0.00
Multi-Family	3.0	3.0	3.0	3.0	0.00
Commercial	9.0	9.0	9.0	9.0	0.00
Subtotal- Recycling	22.0	22.0	22.0	22.0	0.00
Total Solid Waste and Recycling FTEs	**134.5**	**133.5**	**133.5**	**133.5**	**0.0**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Solid Waste – Tonnage Disposed • **Total refuse** • **Recyclables** • **Yard Waste (diverted)** • **Electronic Waste (diverted)** • **Recyclables/diverted tons as % of total collections** Total tons collected by the Solid Waste and Recycling programs. Objective: to collect waste on schedule without delay and dispose in the most cost effective and appropriate way.	104,639 11,716 8,448 131 16%	107,910 12,079 9,116 139 17%	115,603 13,477 9,201 113 16%
Avoided Disposal Savings (estimated) • **Yard Waste** • **Recyclables** 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.	$233,024 $439,354	$223,989 $452,952	$216,232 $466,165

Solid Waste
Budget Highlights

- The Solid Waste Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Solid Waste programs.

- The Solid Waste Fund is supported by 111.5 full time equivalent positions, the same level of staffing as the 2015/16 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 2016/17, this reimbursement is estimated to be approximately $743,580, a slight decrease from the 2015/16 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 $390,000 in fiscal year 2016/17, an 11% increase from prior year.

- Per City Council policy, the Solid Waste Fund makes a payment in lieu of taxes in the amount of $1,086,150 to support the General Fund. The computation is based upon a rate of 5.5% of prior year, fiscal 2014/15, gross revenues. The 2016/17 contribution represents a 1% increase over the 2015/16 budget.

- Dump fees of $4,800,000 represent 23% of the total budgeted cost for Solid Waste operations.

- Capital costs are budgeted at $200,000 for fiscal year 2016/17. This represents the cost to purchase a mini rear end loader to use for residential collection.

- Transfers to the Capital Improvement Fund to support capital projects for the Solid Waste Fund are $525,000, reflecting a 2% decrease from prior year funding.

- There are no other significant changes to the Solid Waste programs in fiscal year 2016/17. The budget for the Solid Waste Fund is approximately 2% greater than the 2015/16 budget

Recycling
Budget Highlights

- The Recycling Fund is a self-supporting enterprise operation established to fund all operations, maintenance, and improvements necessary to maintain the City's Recycling programs.

- The Recycling Fund is supported by 22.0 full time equivalent positions, the same level of staffing as the fiscal year 2015/16 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 2016/17, this reimbursement is estimated to be approximately $109,650, a decrease of 7% from the 2015/16 budget.

- Operating expenditures in the recycling program recycling program reflect a 13% increase from the fiscal year 2015/16 budget primarily for increases in promotional activated to fund the Recycling Perks program.

- 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 2015/16, gross revenues.

- There are no other significant changes to Recycling Fund programs in fiscal year 2016/17. The budget for the Recycling reflects an 8% increase from the 2015/16 budget.

Department Objective

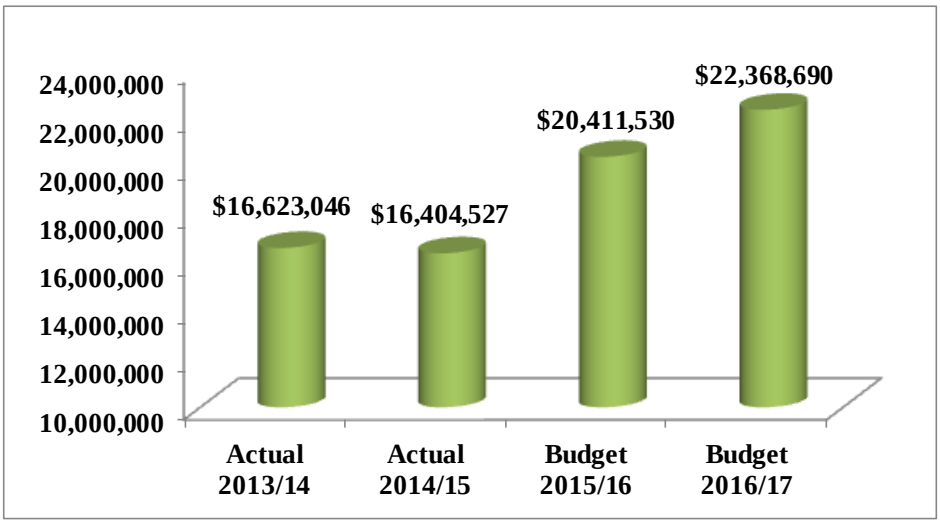
The objective of General Services is to provide quality service to all departments and divisions of the City of Clearwater. In furthering the City Council's Strategic Direction of providing cost effective municipal services and infrastructure through financial responsibility, the main goal of General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

Summary of Services Provided
General Services - Administration
The Administrative Division provides assistance and support for programs in the Building and Maintenance, Fleet Operations, Fleet Replacement, and Radio Communications. Support is provided in areas concerning planning, personnel, management, operator training, safety, finance, and budget. Administration calculates and produces all pass-through charges for these Internal Services.
General Services – Building and Maintenance
This program ensures that City facilities, both interior and exterior, are maintained in a clean, safe, and efficient manner, for use by City employees and the general public. The services provided include major remodeling projects, building additions, emergency repairs, new building design and construction, maintenance of facilities, Americans with Disabilities Act (ADA) compliance, and processing the City's electric bills for payment. This program also prepares and issues contracts for janitorial service, elevator maintenance, termite and pest control, window cleaning and scheduled overhead door maintenance at all fire stations. There are many repairs and maintenance programs that are handled on a daily basis in areas such as plumbing, electrical, roofing, generators, air conditioning, refrigeration, and carpentry. This program also administers Capital Improvement projects for roof repairs and replacement, air conditioning replacements, painting, and flooring facilities.
Garage Fund – Fleet Maintenance
This program performs all necessary functions involved in maintaining heavy equipment, police and fire equipment, automobiles, light trucks, small equipment, emergency generators, and construction equipment owned and operated by the City. This service includes a preventive maintenance program designed to provide the safest possible equipment for the best useful life of the equipment, and a repair program designed to absorb non-scheduled repairs on equipment. In addition to mechanical maintenance, Fleet Maintenance also provides critical support services such as fuel, welding and fabrication, quick line repair service, safety inspections, tire maintenance, and other associated compliance to federal, state and local laws. This program also provides services to ensure the longest serviceable life of equipment at the lowest possible cost. This service includes equipment evaluation, specification and bid preparation and equipment requisition. This program also analyzes equipment usage and provides help to other departments in reducing their fleet costs through consolidation of equipment, pooling, and replacing equipment in a cost efficient manner.
Garage Fund – Radio Communications
This program provides highly technical radio communication services for departments throughout the City by utilizing an 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.

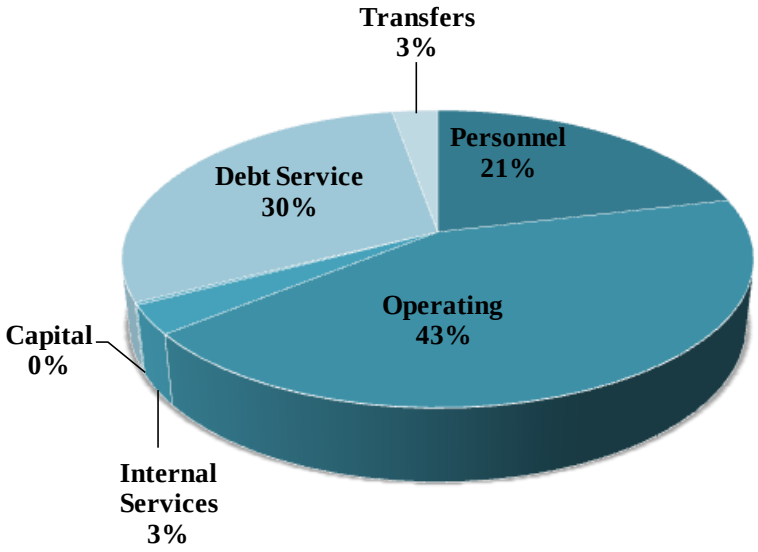
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
General Services Fund					
Administration	385,645	474,696	424,830	509,470	20%
Building & Maintenance	3,923,310	3,949,232	4,128,560	4,375,090	6%
Subtotal - General Services Fund	4,308,955	4,423,928	4,553,390	4,884,560	7%
Garage Fund					
Fleet	12,001,777	11,557,393	14,329,760	15,804,300	10%
Radio Comm	312,314	423,206	1,528,380	1,679,830	10%
Subtotal - Garage Fund	12,314,091	11,980,599	15,858,140	17,484,130	10%
Total General and Garage Services	**16,623,046**	**16,404,527**	**20,411,530**	**22,368,690**	**10%**
Full Time Equivalent Positions					
General Services Fund					
Administration	7.3	7.3	6.3	6.3	0.0
Building & Maintenance	30.0	25.0	27.0	28.0	1.0
Subtotal - General Services Fund	37.3	32.3	33.3	34.3	1.0
Garage Fund					
Fleet	33.0	33.0	34.0	35.0	1.0
Radio Comm	1.0	1.0	2.0	2.0	0.0
Subtotal - Garage Fund	34.0	34.0	36.0	37.0	1.0
Total General and Garage Services FTEs	**71.3**	**66.3**	**69.3**	**71.3**	**2.0**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



General Services Fund
Budget Highlights

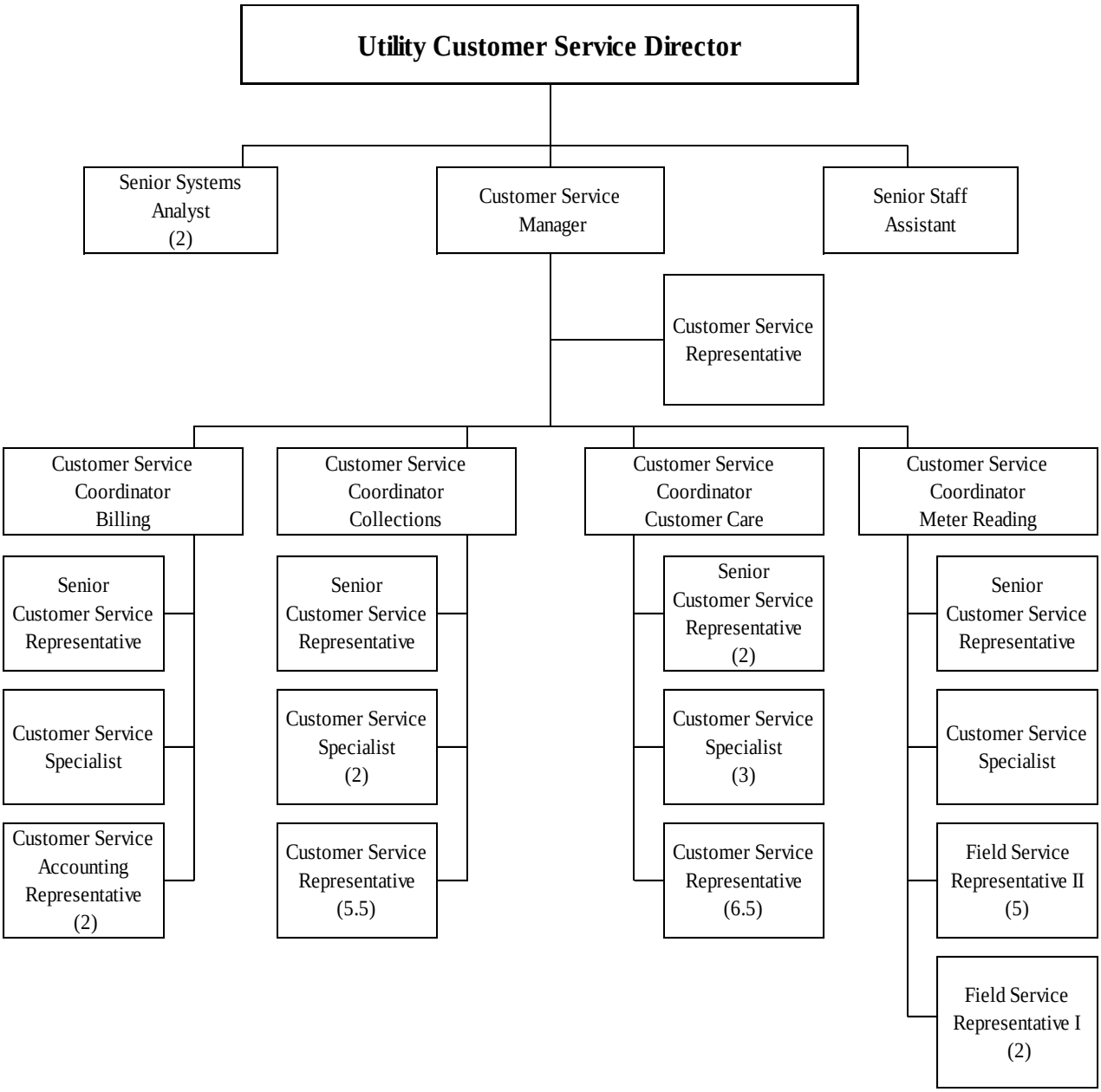
- The General Service Administration and Building and Maintenance programs are internal service functions. All costs of operation are passed back to the user departments based upon service provided and facilities occupied.
- The General Services Fund is supported by 34.3 full time equivalent positions, an increase of one FTE from the 2015/16 budget. For fiscal year 2016/17, one Staff Assistant and one Trades Worker are being added to Building and Maintenance; and the Fleet Operations Trainer is being transferred to Fleet Operations in the Garage Fund.
- Capital costs are budgeted at $65,000 in fiscal year 2016/17 for the purchase of a boom lift.
- Other Operating expenses reflect a 2% increase from the 2015/16 budget primarily related to increases in Contractual Services which include holiday lighting which was previously budgeted in Parks and Recreation. The budget for holiday lighting remains at $25,000, the same as fiscal year 2015/16, allowing for only pole decorations in Downtown, Memorial Causeway, Mandalay and the business portion of Gulf Blvd on Sand Key.
- Transfers to the Capital Improvement Fund to support upgrades to the General Services Facility are budgeted at $75,000 in fiscal year 2016/17.
- There have been no other significant changes in the General Service Fund programs. The budget for this fund reflects a 4% increase from the 2015/16 budget.

Garage Fund
Budget Highlights

- The Garage Fund is an internal service function. All costs of operation are passed back to the user departments based upon services provided.
- Garage Fund is supported by 37 full time equivalent positions, an increase of one FTE from the prior year budget. For the fiscal year 2016/17 budget, the Fleet Operations Trainer is being transferred in from the Building and 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 slight increase from the 2015/16 budget. The cost of vehicle parts and tires are estimated at $1.8 million, a 2% increase from the 2015/16 budget.
- Debt costs budgeted in the Garage fund reflects financing for the replacement of motorized vehicles/equipment for all City departments. The fiscal year 2016/17 debt service budget is estimated at $6.6 million, a 16% increase from the 2015/16 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 $546,800 for 2016/17.
- There have been no other significant changes in the budget for the Garage Fund Programs. This budget reflects an increase of 10% from fiscal year 2015/16 primarily due to increased transfers to the Capital Improvement Fund.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915



Utility Customer Service – 43.0 FTEs

Department Objective

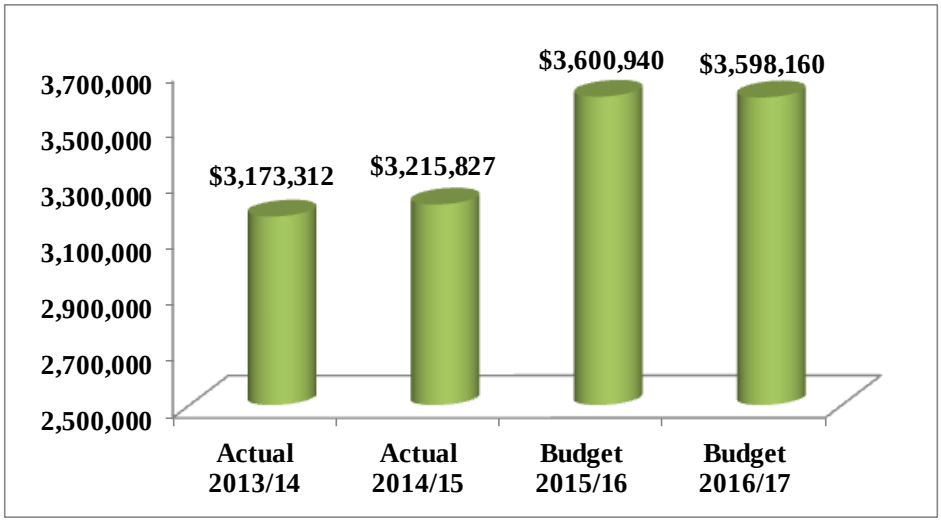
In working to further the City's Strategic Direction of continuously measuring and improving our performance, Utility Customer Service spotlights quality and financial responsibility by providing courteous, understanding, efficient service to customers of the City of Clearwater utilities and to the internal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

Summary of Services Provided
Utility Customer Service
Utility Customer Service (UCS) - is responsible for providing centralized customer service functions to customers of the seven City utilities: Gas, Water, Sewer, Solid Waste, Recycling, Reclaimed Water, and Stormwater. The major areas associated with this responsibility include Meter Reading, Billing, Collections, and Customer Care. **Meter Reading Representatives** - are responsible for securing accurate and timely readings. Metered services include: Water (potable, lawn, reclaimed), Wastewater (based on metered potable water usage) and Natural Gas. Each month Meter Reading Representatives visit each service location and record meter readings in a hand held device that interfaces with our Utility Management System. Meter reading is the first step in a billing process that optimizes "read-to-bill" time and ensures that each account is billed each month. The Meter Reading section also performs special readings, leak notifications, and initiates service orders based on field observations. **Billing** – is responsible for calculation and preparation of customer bills, resolving billing exceptions, processing service orders and special/final bill requests, and generating reports. Each day, the Billing section is responsible for reviewing account billing, based on the previous day's meter readings, as well as, billings for non-metered utility services. **Collections** - is responsible for managing utility customer accounts receivable in a fiscally responsible manner that respects customers while limiting the exposure of the City of Clearwater to delinquent accounts. Active accounts with past due balances are noticed and measures are undertaken to secure payment. Services are disconnected for non-payment when necessary. The Collections area also manages inactive accounts receivable, seeking payment of final bills, performing skip-tracing and filing property liens as appropriate. Payments are received and processed on a daily basis. **Customer Care** - is responsible for responding in a timely, courteous, and professional manner to customer requests received via telephones, mail (postal or e-mail) or from walk-in customers. Accounts are opened or closed, requests for information are responded to, and inquiries are researched and resolved. Utility Customer Service is located on the first floor of the Municipal Services Building, 100 S. Myrtle Avenue. Customers may reach Utility Customers Service either by phone at 727-562-4600, in person Monday thru Friday (except for observed holidays), or on the web at www.myclearwater.com/services/customer service.

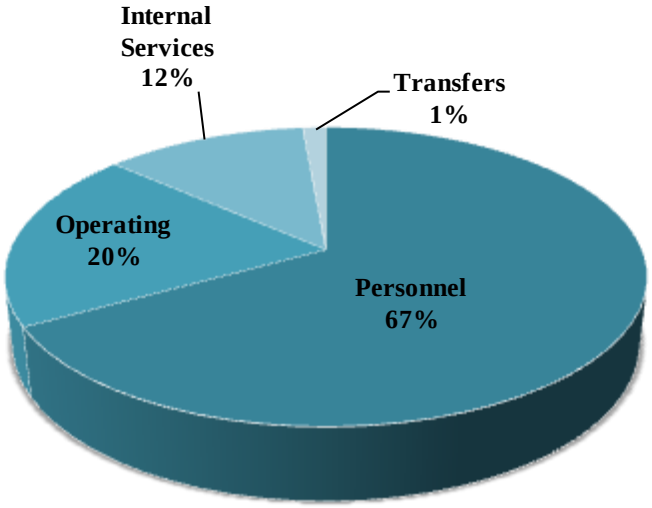
Budget Summary

	Actual 2013/14	Actual 2014/15	Budget 2015/16	Budget 2016/17	% Change
Personnel	2,146,983	2,199,809	2,422,410	2,406,700	-1%
Operating	621,995	623,543	696,540	705,650	1%
Internal Services	404,334	392,475	431,990	435,810	1%
Transfers	-	-	50,000	50,000	0%
Total Utility Customer Service	**3,173,312**	**3,215,827**	**3,600,940**	**3,598,160**	0%
Total Utility Customer Svc FTEs	**44.0**	**44.0**	**43.0**	**43.0**	**0.0**

Total Department Summary



Fiscal Year 2016/17 Budget by Category



Key Performance Indicator	FY 2013/14	FY 2014/15	FY 2015/16
Call Data • **Total calls received** • **% of calls answered in 30 seconds or less** • **% of calls answered in 60 seconds or less** The Utility Customer Service department is responsible for incoming calls related to utility billing. Benchmark: As of FY 15/16 a new goal of 85% of calls answered with in 60 seconds was set.	108,787 77% N/A	110,840 81% N/A	111,156 N/A 86%
Utility Billing • **Accounts billed** • **Utility billing revenue** Annual totals for all utility services.	602,171 $149,244,514	612,415 $154,036,811	621,978 $157,081,733
Collections • **Total customers called to avoid termination** • **% of customers paid after call** • **Outstanding accounts** Uncollectible accounts receivable as % of total accounts receivable.	11,368 76% 2.36%	12,867 76% 2.43%	19,181 80% 2.19%
Meter Reading • **Meters read** • **% of meters read accurately** Achieve meter reading error rate of less than one error per 1,000 meters read.	791,757 99.92%	800,922 99.94%	810,121 99.89%

Budget Highlights

- The Utility Customer Service program is an internal service function supporting all City utility operations. All costs of the Utility Customer Service program are passed back to the City's utility departments based upon services provided. This program supports all customer service functions, including billing, collection, accounting, meter reading, administration, and customer service for over 50,000 monthly billable accounts.

- The Utility Customer Service program is supported by 43 full time equivalent positions, the same level of staffing as the 2015/16 budget.

- Other operating costs include the funding for postage related to mailing monthly utility bills to City residents estimated at $304,000 which is approximately 43% of operating expenditures.

- 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 2015/16 budget.

- There have been no other significant changes in the Utility Customer Service Department; the budget for this program reflects a slight decrease from the 2015/16 budget.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2016/17

SPECIAL DEVELOPMENT FUND

Revenues:	
Ad Valorem Taxes	2,220,420
Infrastructure Tax	10,442,200
Interest Earnings	575,000
Open Space Fees	20,000
Recreation Facility Impact Fees	25,000
Recreation Land Impact Fees	25,000
Multi-Modal Impact Fees	200,000
Local Option Gas Tax	1,535,350
Allocation of Assigned Fund Balance	3,206,150
Total Revenues	**18,249,120**
Expenditures:	
Transfer to Capital Improvement Fund	
Road Millage	2,220,420
Infrastructure Tax	12,770,060
Multi-Modal Impact Fees	190,000
Local Option Gas Tax	1,650,000
Infrastructure Tax - Debt on Internal Loans	763,640
Total Expenditures	**17,594,120**

SPECIAL PROGRAM FUND

Revenues:	
Intergovernmental:	
Community Development Block Grant (CDBG)	667,630
Interest Earnings	50,000
Transfers from General Fund	
Sister City Program	14,000
Special Events	70,000
Economic Development QTI	18,230
Bullet Proof Vests	30,000
Allocation of Fund Balance	480,000
Total Revenues	**1,329,860**
Expenditures:	
Community Development Block Grant (CDBG)	667,630
Sister City Program	14,000
Special Events	70,000
Bullet Proof Vests	30,000
Economic Development QTI	18,230
Transfer to Capital Fund (U.S. 19 Wayfinding)	500,000
Transfer to Capital Fund (Special Events Equipment)	30,000
Total Expenditures	**1,329,860**

SPECIAL REVENUE FUNDS
ANNUAL OPERATING BUDGET
FISCAL YEAR 2016/17

OTHER HOUSING ASSISTANCE FUNDS

Revenues:	
HOME Investment Partnerships (HOME)	283,810
State Housing Initiatives Partnership (SHIP)	699,730
Total Revenues	**983,540**
Expenditures:	
HOME Investment Partnerships (HOME)	283,810
State Housing Initiatives Partnership (SHIP)	699,730
Total Expenditures	**983,540**

Community Redevelopment Agency
Fiscal Year 2016/17 Budget
For the Period of October 1, 2016 - September 30, 2017

		2015-2016 Amended Budget	2016/17 Approved Budget
Revenues & Transfers In			
Tax Increment Financing Revenues			
338930	Pinellas County	958,023	1,042,546
381115	City of Clearwater	924,864	1,006,484
381116	Downtown Development Board	173,218	188,500
	Total TIF Revenues	**2,056,105**	**2,237,530**
Other Revenues			
361101	Interest Earnings	80,022	50,000
369901	Other General Revenue	1,650	-
Transfers In			
381782	DDB Administration	65,317	66,950
	Total Revenues & Transfers In	**2,203,094**	**2,354,480**
Expenditures & Transfers Out			
Operating Expenditures			
530100	Professional Services	56,700	60,000
530100	Professional Services		10,000
540300	Telephone Service Variable	1,300	1,250
540700	Postal Service	250	-
541000	Information Technology-fixed charge	-	11,790
541600	Building and Maintenance-variable charge	-	1,000
542200	Electric-Utility Charges	1,000	1,000
542500	Postage	200	1,000
543100	Advertising	5,000	2,500
543200	Other Promotional Activities	5,000	1,500
543400	Printing & Binding (Outside)	2,500	3,500
544100	Equipment Rental	2,000	2,500
547100	Uniforms	150	500
547200	Employee Expense-Travel	5,000	7,000
547300	Mileage Reimbursement	1,500	1,500
548000	Other Services	2,000	4,000
550100	Office Supplies	2,000	3,000
550400	Operating Supplies	4,000	-
557100	Memberships and Subscriptions	2,500	2,500
557300	Training and Reference	6,000	6,000
561400	Appraisal Fee	3,300	-
581000	Payments to Other Agencies-DDB	173,218	188,500
581000	Payments to Other Agencies-Blast Friday	100,000	100,000
	Total Operating Expenditures	**373,618**	**409,040**
Transfers Out			
590200	General Fund- Administrative	461,281	395,141
590800	Library Activation Project (94887)	99,600	100,270
590800	Downtown Gateway Project (94849)	171,295	171,402
590800	Downtown Beautification (99968)	25,000	25,000
590800	Economic Development Incentives (99963)	50,000	-
590800	Economy Inn Site Redevelopment (94868)	-	20,000
590800	Restricted County TIF Funds	958,325	1,042,546
590800	Façade Improvement Grant Fund (99979)	-	20,000
590800	Downtown Redevelopment Fund (94714)	63,975	1,081
590800	CarPro Site (94862)	-	5,000
590800	Downtown Marketing & Branding (94853)	-	80,000
590800	Technology District Incentives (94872)	-	25,000
590800	Placemaking Activities (94889)	-	60,000
	Total Transfers Out	**1,829,476**	**1,945,440**
	Total Expenditures & Transfers Out	**2,203,094**	**2,354,480**

CRA - THREE YEAR CAPITAL PLAN*

FY 16-17 through FY 18-19

Revenue	Source	2016/17	2017/18	2018/19	Total
County Portion (Growth)	Growth TIF **(1)**	1,042,546	1,089,122	1,138,268	**3,269,936**
City Portion (Growth)	Growth TIF	1,006,484	1,051,843	1,099,307	**3,157,634**
DDB Portion (Growth)	Growth TIF	188,500	195,153	201,972	**585,625**
Total Projected TIF (Growth Only)		**2,237,530**	**2,336,118**	**2,439,547**	**7,013,195**
Other Revenue	Interest	50,000	75,000	100,000	225,000
	DDB Admin and Loan	66,950	67,620	68,296	202,865
	DDB Loan	0	0	0	0
	Land Sales/ Other Revenue	0	0	0	
Total Other		**116,950**	**142,620**	**168,296**	427,865
Total Available		**2,354,480**	**2,478,738**	**2,607,843**	**7,441,061**
Less DDB TIF Portion (2)		188,500	195,153	201,972	585,625
Less CRA Operating and Administration (3)		615,681	646,465	678,788	1,940,934
Total Projected TIF available for projects/dev. agreements		**1,550,299**	**1,637,120**	**1,727,082**	**4,914,501**

	Commitments/City Projects	Source	2016/17	2017/18	2018/19	Total
94714	Downtown Redevelopment	County TIF	0	0	0	0
		City TIF	1,081	0	0	1,081
		Other (CRA)	0	0	0	2,173,417
		Total	1,081	0	0	2,174,498
94765	IMR/Crum Environmental (4)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	69,611
		Total	0	0	0	69,611
99881	Clearwater Auto General	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	180,492
		Total	0	0	0	180,492
99963	Economic Development Incentives (5)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	131,096
		Total	0	0	0	131,096
99968	Downtown Beautification & Maintenance	County TIF	0	0	0	0
		City TIF	25,000	25,000	25,000	75,000
		Other (CRA)	0	0	0	102,156
		Total	25,000	25,000	25,000	177,156
99979	Façade Program (6)	County TIF	0	0	0	0
		City TIF	20,000	0	0	20,000
		Other (CRA)	0	0	0	162,218
		Total	20,000	0	0	182,218
99986	Town Lake Property (Med Village) (7)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	163,107
		Total	0	0	0	163,107
94849	Downtown Gateway Projects	County TIF	717,546	235,685	273,420	1,226,651
		City TIF	171,402	177,401	183,610	532,413
		Other	0	0	0	1,168,887
		Total	888,948	413,086	457,030	2,927,951

CRA - THREE YEAR CAPITAL PLAN*

FY 16-17 through FY 18-19

	Commitments/City Projects	Source	2016/17	2017/18	2018/19	Total
94851	Affordable Housing Projects	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	250,000
		Total	0	0	0	250,000
94852	Retail Attraction/Assistance	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other	0	0	0	84,393
		Total	0	0	0	84,393
94853	Downtown Marketing & Branding	County TIF	0	0	0	0
		City TIF	80,000	0	15,000	95,000
		Other (CRA)	0	0	0	112,345
		Total	80,000	0	15,000	207,345
94862	CarPro Site	County TIF	0	0	0	0
		City TIF	5,000	0	0	5,000
		Other (CRA)	0	0	0	35,348
		Total	5,000	0	0	40,348
TBD	Downtown Parking Garage	County TIF	0	400,000	400,000	800,000
		City TIF	0	72,163	156,210	228,373
		Other (CRA)	0	0	0	0
		Total	0	472,163	556,210	1,028,373
94866	Economy Inn Debt	County TIF	325,000	320,000	0	645,000
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	419,752
		Total	325,000	320,000	0	1,064,752
94868	Economy Inn Site Redevelopment	County TIF	0	0	0	0
		City TIF	20,000	0	0	20,000
		Other (CRA)	0	0	0	90,950
		Total	20,000	0	0	110,950
94872	Technology District Incentives	County TIF	0	0	0	0
		City TIF	25,000	0	0	25,000
		Other (CRA)	0	0	0	240,750
		Total	25,000	0	0	265,750
92839	Downtown Intermodal (9)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	500,000	700,000	1,246,078
		Total	0	500,000	700,000	1,246,078
94885	ULI Implementation (10)	County TIF	0	400,000	400,000	800,000
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	1,000,000
		Total	0	400,000	400,000	1,800,000
94887	Library Activation	County TIF	0	0	0	0
		City TIF	100,270	100,000	0	200,270
		Other (CRA)	0	0	0	42,610
		Total	100,270	100,000	0	242,880
94884	Property Acquisition 1356 Park Street	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (CRA)	0	0	0	917
		Total	0	0	0	917
99849	Placemaking Activities	County TIF	0	0	0	0
		City TIF	60,000	0	0	60,000
		Other (CRA)	0	0	0	0
		Total	60,000	0	0	60,000
	Total City Project Commitments		**1,550,299**	**2,230,249**	**2,153,240**	**12,407,915**

CRA - THREE YEAR CAPITAL PLAN*

FY 16-17 through FY 18-19

	Commitments/Dev. Agreements	Source	2016/17	2017/18	2018/19	Total
94847	Clearwater Centre (11)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (94847 Acct)	0	0	0	114,083
		Total	0	0	0	114,083
94856	Marriott Residence Inn (12)	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other (94856 Acct)	0	0	0	68,774
		Total	0	0	0	68,774
94859	Station Square Development	County TIF	0	0	0	0
		City TIF	0	0	0	0
		Other	0	0	0	460,000
		Total	0	0	0	460,000
	Total Dev. Agr. Commitments		**0**	**0**	**0**	**642,857**
	Total Commitments		**2,354,480**	**3,071,867**	**3,034,001**	**15,577,331**

Notes:
*Three Year Plan includes proposed capital projects for the next three years and current funding commitments through Development Agreements, and other program fund projects. The revenues combine the Old and New (Expanded) CRA.

(1) The tax base of the original CRA experienced a 6.09% increase from last year (FY15-16). The tax base of the expanded CRA experienced a 7.8% increase from last ye Tax base projections for future years is estimated to increase at 2.5% FY 17-18; and 2.5% in FY 18-19.

(2) Current Interlocal Agreement (approved yearly) between CRA and DDB reimburses DDB its portion of the tax increment.

(3) Administration costs include funding for all staff that supports the Community Redevelopment Agency.

(4) The environmental for IMR/Crum has been completed (SRCO in 2008). CRA still owns a small portion of land. Fund balance is reserved until this is resolved.

(5) For parking incentives to assist with business retention, expansion, and/or relocation needs.

(6) Façade Program is for the implementation of the Sidewalk Café District revised façade program guidelines.

(7) To be evaluated after Q1 to incorporate proceeds from land sale of Prospect Lake site and include development agreement commitments.

(8) East Gateway 5-year Action Plan--FY16-17 budget is for community policing. County restricted TIF is proposed to be used for the implementation of Vision Plan, including land acquisition, open space, and festival core projects. City TIF to be used for community policing, marketing, and events per East Gateway 5-Year Action Plan

(9) Placeholder for CRA's contribution to multi-modal redevelopment project with PSTA.

(10) ULI Implementation--Future funding is a placeholder for projects.

(11) Clearwater Centre Development Agreement--Placeholder for future activity if needed at this site. Value at land only.

(12) Marriott Residence Inn Development Agreement --completed; will be closed out at Q1 Budget Amendment.

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 2016/17 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 $79,266,100 in projects for fiscal year 2016/17 and a six-year total of $470,786,410.

Penny for Pinellas Projects

The City has an ordinance requirement for a special hearing on Penny for Pinellas funded projects annually, prior to the adoption of the capital improvement budget, and at any time in which there is a proposed change to Penny for Pinellas project funding of $500,000 or more. The City's most recent annual public hearing was held on September 15, 2016, and a revised plan was approved formally at that meeting.

The Council approved a four-year plan instead of a six year plan, since Penny III cycle ends in fiscal year 2020, an the Penny IV cycle (2020 – 2030) won't be voted on until November 2017. The plan includes $42.1 million of Penny for Pinellas III projects over the next four years, including $12.8 million of projects in fiscal year 2016/17. The following Penny projects appear for the first time in the six-year capital improvement plan.

- City Emergency Operations (EOC) and Disaster Recovery Facility Expansion – This new project, with a total Penny funded budget of $3,360,000, will provide for the creation of an EOC for mission critical operations at the existing training facility. The build out will provide for a new CAT-5 data center, emergency call center and communications studio to support mission critical City operations during emergency or disaster conditions.

- Ladder Truck Replacement – This project, with a total Penny funded budget of $1,155,820, will provide for the purchase and equipping of a replacement aerial unit for one of the three (3) existing Pierce Aerial vehicles in fiscal year 2018. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater District.

- Fire Boat – This new project, with a total Penny funded budget of $650,000, will provide for the replacement of the Fire Department's Marine 44 in fiscal year 2017. Funding will be partially reimbursed by the County, as the equipment will help serve any unincorporated residents of the Clearwater District.

- Woodgate Park Renovation – This new project, with a total budget of $450,000, will provide for improved parking facilities, three new basketball courts, and renovation to existing restrooms. The Penny funding portion in the amount of $450,000 will be utilized in fiscal year 2017/18.

- Del Oro Park Renovations – This new project, with a total Penny funded budget of $450,000 planned in fiscal year 2017/18, will provide for new tennis courts; a refurbished playground area; and improvements to existing parking, sidewalks and shelters.

- Long Center Parking Improvements – This new project with a total Penny funded budget in the amount of $550,000, to be funded in fiscal year 2019, will provide for parking improvements. A portion of the existing green space located on the western portion of the property will be converted to a large parking lot to accommodate approximately 150 to 200 parking spaces.

- Ed Wright Park Renovations – This new project, with a total Penny funded budget of $490,000, planned in fiscal year 2020, will provide for the renovations to include a new design to allow for more efficient use of the space for parking, picnic areas, and restrooms.

- North East Coachman Park Renovations – This project has been established in the amount of $300,000, planned for fiscal year 2018, to provide funding for the renovation including the construction of a parking lot and improvement to the disc golf course.

Penny for Pinellas Changes

- Police Vehicles: The total project funding for the replacement of Police Vehicles has been increased from $100,000 to $700,000. This represents an additional $200,000 in funding for fiscal year 2017 and 2018 to assist in the purchase of additional vehicles for the assigned vehicle program, and adds $100,000 to fund vehicle replacements in 2019 and 2020.

- Morningside Recreation Center: The total project budget has been increased by $250,000 for a new total of $2,830,000. This increased funding will provide for necessary renovations to the Morningside Pool that weren't included in the original project budget.

- Crest Lake Park Improvements: This project provides for sidewalk/path improvements; park amenities for example water fountains, benches and bike rack; restrooms; additional parking and landscaping improvements. Funding in the amount of $850,000 in fiscal year 2017 and $750,000 in fiscal year 2019 will be funded from the Neighborhood Parks Renovations project.

- Neighborhood Parks Renovations: This project is decreased by $3,840,000 to provide funding for the following projects.
    1) Crest Lake Park Improvements project funding of $1,600,000.
    2) North East Coachman Park Renovations project funding of $300,000.
    3) Woodgate Park Renovations funding of $450,000.
    4) Del Oro Park Renovations funding of $450,000.
    5) Long Center Parking Improvements funding of $550,000.
    6) Ed Wright Park Renovations funding $490,000.

Project Highlights

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

Second Century Clearwater
This new section has been added to the Six Year CIP budget to reflect all of the projects identified as Second Century Clearwater section in support of the City of Clearwater's strategies and actions that are deemed to be catalysts for redevelopment and reinvestment in their respective areas. The projects listed in this new section have been derived from strategies and actions identified in the East Gateway District Vision Plan, the North Marina Area Master Plan, the Clearwater Comprehensive Boating Plan and the Waterfront/Bluff Master Plan.

- East Gateway District
    - Festival Core: This new project provides funding for the creation of a central gathering place where the community can come together for events and activities. It is envisioned that this will be a place with arts, markets, festivals and special events. Funding for fiscal year 2020 will be Community Redevelopment Agency (CRA) dollars in the amount of $1,000,000.

- North Marina Area Master Plan
    - Seminole Boat Launch Improvements: This new project provides funding for the initial repaving of the parking lot and repair of the launch area, dock expansion, lighting updates, and enhanced gateways from Seminole to Osceola. Funding for fiscal year 2017 will be General Fund revenue in the amount of $1,652,000 and funding in fiscal year 2018 in the amount of $4,786,000 has yet to be determined.
    - Redesign Fort Harrison/Myrtle Avenues: This new project provides funding for the redesign of Fort Harrison and redesign apex at Fort Harrison and Myrtle Avenue. Funding for fiscal year 2019 in the amount of $2,000,000 has yet to be determined.
    - Trail Upgrades: This new project provides funding for improvements for the Pinellas Trail in the North Marina Area section. This project will create more of a "Linear Park" appearance, encourage private investments, and better integrate the trail and related North Marina Master Plan improvements with the surrounding neighborhood. Funding for fiscal year 2020 in the amount of $800,000 has yet to be determined.

Other significant Capital Improvement Program projects are as follows.

Long Center Infrastructure Repairs: This existing repair and replacement project, funded with General Fund revenues, is being increased in fiscal year 2017 by $882,600 to provide funding for the major renovations to include the pool shell, tile, decking around the pool and new drainage system for the therapeutic pool.

Bright House Field Infrastructure Repairs / Improvements: This existing repair and replacement project, funded with General Fund revenues, is being increased by $350,000 in fiscal year 2017 and $1,060,000 in 2018 to address major capital repairs needed based on a capital improvement reserve study completed in 2015.

Gas System – Pinellas Building: This existing project reflects planned funding of $12,500,000 in fiscal year 2017 and $7,500,000 in fiscal year 2018, utilizing Gas revenues, to provide for the complete renovation and replacement of all buildings on at the Gas System property off of Myrtle Avenue.

Solid Waste CNG Stations: This new project provides funding for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a new compressed natural gas (CNG) vehicle refueling station at the Solid Waste Complex. Funding is planned for $1,500,000 in fiscal year 2018 utilizing Solid Waste revenue.

Fleet Management and Mapping: This new project provides funding for the purchase of the necessary equipment to include computer hardware and software that will improve the way the City accounts for its vehicles, vehicle maintenance, fuel dispensing and usage, and driving habits. Funding for this project will be provided by Garage Fund revenues for fiscal year 2017 in the amount of $320,000.

Municipal Services Building (MSB) Renovations: This new project provides funding for major renovations to the MSB that may include carpeting, updated cubicles/office space allocations, and security enhancements throughout the building. Funding for this project will be provided from General Fund revenues for fiscal year 2017 in the amount of $100,000 and $350,000 in fiscal year 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 2016/17, 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.

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

SECOND CENTURY CLEARWATER

This section includes both Governmental projects like Transportation and Physical Environment along with Enterprise projects like the Marina. The projects listed below have been derived from strategies and actions identified in the East Gateway District Vision Plan, the North Marina Area Master Plan, the Clearwater Comprehensive Boating Plan and the Waterfront/Bluff Master Plan. Funding for these projects will be funded with Penny for Pinellas revenue, Multi-Modal impact fees and Enterprise funds revenues.

Projects in the Second Century Clearwater section of the six-year plan support the City of Clearwater's strategies and actions that are deemed to be catalysts for redevelopment and reinvestment in their respective areas:

Foster Community Engagement
- Support healthy community initiatives.
- Prevent blight and support property values through code enforcement.

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

Increase Economic Opportunity
- Foster Industry Sectors.
- Recognize transit oriented development.

Quality
- Proactively and reinvest in our infrastructure.
- Continuously measure and improve our performance.

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
East Gateway District								
92278								
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.								
9xxxx								
Festival Core								
	CRA				1,000,000			1,000,000
This project will create a central gathering place where the community can come together for events and activities creating a sense of community. It is envisioned that this will be a place with arts, markets, festivals and special events.								

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total

North Marina Area Master Plan

This project provides funding for the following improvements. 1) Enhance the Seminole boat ramp function. 2) Activate the waterfront with public realm and paths. 3) Complete streets from Pinellas Trail to the Seminole boat ramp. 4) Build enhance gateways to the marina. 5) Provide Streetscape amenities. 6) Improve street and pedestrian lighting. 7) Improve the Pinellas Trail.

93425

Seminole Boat Launch Improvements

General Fund	1,652,000						1,652,000
T.B.D.		4,786,000					4,786,000

This project provides funding for the initial repaving of the parking lot and repair of the launch area, dock expansion, lighting updates, and enhanced gateways from Seminole to Osceola.

9xxxx

Redesign Fort Harrison/Myrtle

T.B.D.			2,000,000				2,000,000

This project provides funding for the redesign of Fort Harrison Avenue and redesign apex at Fort Harrison Avenue and Myrtle Avenue.

9xxxx

Trail Upgrades

T.B.D.				800,000			800,000

This project provides funding for improvements for the Pinellas Trail in the North Marina Area section. This project will create more of a "Linear Park" appearance, encourage private investments, and better integrate the trail and related North Marina Master Plan improvements with the surrounding neighborhood.

Comprehensive Boating Plan

9xxxx

Boating Improvements

T.B.D.							-

This project provides funding for improvements at the Clearwater Harbor Marina and the Clearwater Beach Marina. The improvement for the Clearwater Harbor Marina entails expanded boat docks and adding a mooring / dinghy dock. The improvements at the Clearwater Beach Marina would include replacement of existing docks with floating docks and provide public restrooms. This project has been identified as a future Penny project.

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Waterfront / Bluff Master Plan								
9xxxx **Waterfront / Bluff Improvements**								
	CRA							-

This project provides funding for the redevelopment and reinvestment to the Waterfront and Bluff areas of Downtown Clearwater. The improvements may include using the Harbor Bridge as Aesthetic Gateway and create a Water Taxi / Ferry which the City has pledged operational support to the Ferry. A master plan is currently underway which will better identify the scope and estimated cost of the project. Funding estimates will come in future years.

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.

Total Second Century Clearwater:	**3,652,000**	**6,786,000**	**4,000,000**	**6,800,000**	**-**	**-**	**21,238,000**

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
- Optimize use of employees, assets, and resources.

Quality
- Proactively maintain and reinvest in our infrastructure.

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

Safety
- Ensure timely emergency preparation, response, and recovery.

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
91152								
Police District 3 Sub Station								
	T.B.D.				5,500,000			5,500,000

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:	**-**	**-**	**-**	**5,500,000**	**-**	**-**	**5,500,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
91218								
Fire Engine Replacement								
	L/P - General Fund			643,220	668,950		723,540	2,035,710

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	26,000	27,040	28,120	29,240	30,410	31,630	172,440

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
91236								
Rescue Vehicle								
	L/P - General Fund	240,000	240,000		240,000	240,000	240,000	1,200,000

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	20,500	20,500	20,500	21,320	22,170	23,060	128,050

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. Eight (8) units will be replaced each year. 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 165 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	26,030	27,070	28,150	29,280	30,450	31,670	172,650

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	199,040	207,000	215,280	223,890	232,850	242,160	1,320,220

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	41,790	43,040	44,330	45,660	47,030	48,440	270,290

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	3,905,560						3,905,560

This project will provide funding for the renovation/reconstruction of the existing Clearwater Station #46. This facility will be approximately 53 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.

91271								
Fire Boat								
	Penny III	650,000						650,000
	L/P - General Fund				68,000			68,000

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.

91272								
Old Fire Station 45 Demolition								
	General Fund	100,000						100,000

This project will provide funding for the demolition of the "Old" Clearwater Fire Station #45. The station has been vacated and the site will be prepared for other usage.

FIRE PROTECTION

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
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 45 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								
Ladder Truck Replacement								
	Penny III		1,155,820					1,155,820
	L/P - General Fund					1,592,800		1,592,800

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:	**5,264,920**	**3,275,470**	**4,778,060**	**1,391,340**	**2,195,710**	**1,340,500**	**18,246,000**

MAJOR STREET MAINTENANCE

This section includes all major street maintenance projects for the City. Projects in this section are normally funded with Local Option Fuel Tax and/or Road Millage. As defined by Florida Statutes, Local Option Fuel Tax proceeds can be used for roadway and right-of-way maintenance, as well as bridge maintenance and operations. Road Millage revenues are established each year by Council policy and must be used to maintain the City's sidewalks and streets. Sidewalks are maintained to comply with American with Disabilities Act (ADA) requirements, to provide new sidewalks where requested and to repair and replace existing sidewalks on an as-needed basis. The goal of the street 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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92274								
Bridge Maintenance & Improvements								
	Fuel Tax	1,175,000	1,186,750	1,186,750	1,186,750	1,186,750	1,186,750	7,108,750
	Penny III	133,000	133,000	133,000	137,000			536,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92276								
Traffic Calming Program								
	Fuel Tax	25,000	150,000	150,000	150,000	150,000	150,000	775,000
	Multi-Modal Impact	150,000						150,000
	Penny III	170,000	170,000	170,000	170,000			680,000

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 2016/17 will include the start of Greenlea Otten.

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	2,175,420	2,175,420	2,175,420	2,175,420	2,175,420	2,175,420	13,052,520

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.

Total Major Street Maintenance:	**3,828,420**	**3,815,170**	**3,815,170**	**3,819,170**	**3,512,170**	**3,512,170**	**22,302,270**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92339								
New Sidewalk Construction								
	Penny III	472,000	472,000	472,000	473,250			1,889,250

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**	**473,250**	**-**	**-**	**1,889,250**

INTERSECTIONS

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

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

Quality
- Proactively maintain and reinvest in our infrastructure.

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

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

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92559								
City-Wide Intersection Improvements								
	Fuel Tax	50,000	1,990					51,990
	Road Millage		45,000	30,410	30,400	30,390	30,390	166,590

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 and signage.

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								
	Fuel Tax	300,000	200,000	100,000	100,000	100,000	100,000	900,000

Renovation of substandard signalized intersections**,** software and communicating infrastructure as 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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92561								
New Signal Installations								
	Multi-Modal 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								
	Fuel Tax	100,000	45,000	30,410	30,400	30,390	30,390	266,590
	Multi-Modal Impact		100,000	100,000	100,000	100,000	100,000	500,000
	Road Millage	45,000		14,590	14,600	14,610	14,610	103,410

These are intersection improvements of a relatively major nature to facilitate traffic flow by increasing the capacity of the intersection. Specific projects in FY 2016/17 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:	**535,000**	**431,990**	**315,410**	**315,400**	**315,390**	**315,390**	**2,228,580**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92652								
Parking Lot Resurfacing								
	Parking Fund	61,000	50,000	50,000	50,000	50,000	50,000	311,000

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	250,000	250,000	150,000	150,000	150,000	150,000	1,100,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
92656								
Pelican Walk Parking Garage								
	Parking Fund							-

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	300,000	300,000	182,500	184,000	184,000	184,000	1,334,500

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 700 space, parking garage downtown (exact location T.B.D.) to serve the new City Hall, general public and other downtown businesses.

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

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

Total Parking:	**611,000**	**10,392,000**	**382,500**	**384,000**	**384,000**	**384,000**	**12,537,500**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	500,000						500,000

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.

92843								
Survey Equipment Replacement								
	General Fund	65,000	6,500	6,500	6,500	6,500	6,500	97,500
	Stormwater Fund	35,000	3,500	3,500	3,500	3,500	3,500	52,500

This project provides for the replacement of two (2) Leica Survey Total Stations and two (2) Leica Global Positioning Systems (G.P.S.) stations. The existing units are 15 years old and do not have the ability to process some of the newer software. Also they have been in for repair on a more frequent basis and it is no longer cost effective to maintain this older equipment.

Total Miscellaneous Engineering:	**635,000**	**45,000**	**45,000**	**2,470,000**	**45,000**	**45,000**	**3,285,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93203								
Carpenter Field Infrastructure Repairs & Improvements								
	General Fund	30,000	40,000	50,000	50,000	60,000	60,000	290,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93205								
Brighthouse Field Infrastructure Repairs / Improvements								
	General Fund	500,000	1,210,000	150,000	150,000	150,000	150,000	2,310,000
	T.B.D.					6,250,000	5,770,000	12,020,000

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 Capital Improvement (Reserve) Study was completed in 2015 in order to address the major capital repairs and renovations for the next 20 years. This project reflects the recommendations of the study. Work scheduled for fiscal year 2016/17 includes air conditioner replacements, plumbing system repairs, painting and parking lot resurfacing.

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.

93244								
Parks and Beautification Truck, Trailer and Club Car								
	L/P - General Fund	57,000						57,000

This project provides for a Ford F-350 Dump truck, trailer and club car utility vehicle to support new staff needed to maintain new properties and responsibilities in the Parks maintenance section of the Parks and Recreation Department. Responsibilities in the North Maintenance team have grown to a point where an additional maintenance team is needed to meet the minimum maintenance requirements that have been added to the North Maintenance team. These vehicles are attached to a new position and if position not approved, vehicles are not required. An additional position will be requested in fiscal year 2017/18 to complete the team.

Annual Operating Costs: Other operating expenditures to be funded by the General Fund in the amount of $47,400 per year to cover an additional FTE, Debt Service costs and supplies needed to maintain the vehicles.

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	30,000	50,000	50,000	30,000	30,000	50,000	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. Cardio equipment is scheduled for replacement at Clearwater Beach Recreation Center, Long Center and Ross Norton Recreation Center in fiscal year 2016/17.

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93251								
Morningside Recreation Center Replacement								
	Penny III	2,830,000						2,830,000

This project provides for the construction of a new recreation center at the Morningside Recreation Complex as well as replacing the swimming pool filtration and pumping systems at the Morningside pool. 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. Pool renovations will be performed prior to beginning construction of the recreation center.

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	150,000	150,000	150,000	150,000	150,000	150,000	900,000

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. Replacement of the filtration system is needed at the Morningside pool in fiscal year 2016/17. The existing filtration is over fifty years old and needs to be upgraded to current standards. Refurbishing play structures at North Greenwood and Ross Norton are also planned.

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

93272								
Bicycle Paths-Bridges								
	Penny III		750,000	750,000				1,500,000

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.

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	1,032,600	150,000	150,000	150,000	150,000	150,000	1,782,600

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. Projects for fiscal year 2016/17 include the complete renovations of the pool shell, tile work, decking around the pool, new drainage and gutter system for the therapeutic pool, new diving boards, relighting the gymnasium and minor repairs to the parking lot.

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93286								
Parking Lot/Bicycle Path Resurfacing & Improvements								
	General Fund	75,000	75,000	75,000	75,000	75,000	75,000	450,000

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	30,000	30,000	30,000	30,000	30,000	30,000	180,000

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.

93604								
Boardwalks & Docks Repair & Replacement								
	General Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000

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. In fiscal year 2016/17 no major dock and boardwalk bridge replacement will occur.

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	30,000	30,000	30,000	30,000	30,000	30,000	180,000

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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93633								
Pier 60 Park & Beachwalk Repairs and Improvements								
	General Fund	120,000	130,000	140,000	150,000	160,000	170,000	870,000

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. Annual budget includes approximately $70,000 per year to fund the restoration of the concrete every five years or as needed.

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

93634								
Concrete Sidewalk & Pad Repairs & Replacement								
	General Fund	50,000	50,000	50,000	60,000	60,000	60,000	330,000

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.

93635								
Park Amenity Purchase, Repair & Replacement								
	General Fund	140,000	140,000	100,000	100,000	100,000	100,000	680,000

This project provides for the purchase, repair and replacement of such items as park identification signs, rules signs, lighting, park benches, trash receptacles, water fountains, grills, basketball goals, soccer and football goals, bleacher systems, and the like, at various Parks & Recreation facilities and sites that have deteriorated. In addition, scoreboards in need of replacement as they have exceeded their reached the end of their lifecycle.

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	85,000	200,000	200,000	200,000	200,000	200,000	1,085,000

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. In order to meet the schedule additional funding is needed in fiscal year 2016/17 to repair basketball courts at Marymont and Montclair Park and resurface tennis courts at Country Hollow Park. Tennis courts at Martin Luther King Park need to be rebuilt or removed.

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93637								
Playground & Fitness Equipment Purchase & Replacement								
	General Fund	150,000	150,000	150,000	150,000	150,000	150,000	900,000

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. Nine (9) of the cities twenty seven (27) playgrounds have a rating of fair to poor with most being 16 to 20 years old or older. Playgrounds under consideration to be replaced or removed in fiscal year 2016/17 include Northwood Park, Wood Valley Park, Soule Road Park, Charles Park and Brighthouse Playground.

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

93638								
Fencing Replacement Program								
	General Fund	80,000	85,000	100,000	100,000	100,000	100,000	565,000

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.

93650								
Crest Lake Park Improvements								
	Penny III	850,000		750,000				1,600,000

This project will provide for the design, public engagement process and permitting needed for the renovations at Crest Lake Park in fiscal year 2016/2017. Construction funding for the project will be addressed in future capital improvement budgets once a design and cost have been approved. Staff has indicated where some of the possible funding could be allocated from existing Discretionary Sales Surtax (Penny Funds) for Neighborhood Parks. Improvements to the park may include sidewalk/path improvements; park amenities for example 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.

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93652								
Countryside Plex Restroom/Concession/Storage								
	Donations	50,000						50,000
	Grant	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. Additional funding for this project is needed and being secure though grants, donations and Interlocal Agreements with Safety Harbor to complete all needed renovations including pressbox, bleachers, storage and parking.

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.

93654								
Recreation Centers Infrastructure Repairs								
	General Funds	75,000	175,000	75,000	75,000	100,000	150,000	650,000

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 2016/17 may be used to replace gymnasium partitions at North Greenwood and Ross Norton Recreation Center as well as replace countertops and cabinets at Countryside, Ross Norton and others.

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.

93660								
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.

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93661								
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.

93662								
Administration Vehicle								
	L/P - General Fund	21,000						21,000

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.

93663								
Athletic Maintenance Equipment								
	L/P - General Fund	52,840						52,840

This project will provide for a Toro Workman cart and Jacobson Groommaster II for Jack Russell Stadium as well as a Toro Pro Core Aerator for use at all turf athletic fields. Due to the increased tournaments and baseball games at Jack Russell Stadium, additional equipment is need to maintain the fields on a daily bases. Currently this equipment has to be trucked in from another site every other day causing lose in productive work time as well as resulting in poorer quality fields. The Aerator is needed to groom the athletic fields to professional standards required by the MLS teams and other professional and semi professional teams using Clearwater facilities. The Aerator will be used city wide at all turf fields to promote growth and stronger turf. This piece of equipment will improve the overall health of the turf to withstand the constant use by all of our various co-sponsor groups. Funding to pay for these purchases will come from increased revenues generated from rentals at Jack Russell as well as funds generated from MLS teams uses of facilities.

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.

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

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. Funding for fiscal year 2017/18 is for expanding the outfield fences from 200 feet to 220 feet at EC Moore 8 & 9, in order to accommodate new National Standards.

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
936xx								
Neighborhood Park Renovations								
	Penny III				260,000			260,000

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. Funding is being allocated to various neighborhood parks to accomplish neighborhood renovations including Crest Lake Park, Woodgate Park, Del Oro Park and Ed Wright Park.

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

936xx								
Woodgate Park Renovations								
	Penny III		450,000					450,000
	General Fund		200,000					200,000

This project will provide for renovations to Woodgate Park by providing improved parking facilities, three (3) new basketball courts and renovation to existing restrooms. This will allow those interested in playing basketball to have a place to go in north Clearwater to find a game. These will replace the basketball courts at Del Oro Park and Coachman Ridge Park.

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

936xx								
Del Oro Park Renovations								
	Penny III		450,000					450,000

This project will provide for renovations to Del Oro Park including new tennis courts, refurbished playground area, parking area, sidewalks shelter and trail head. Also the Stormwater department will be addressing some flooding issues for residents on the south side of the park. This project will involve the removal of both the existing basketball court and tennis court to construct a swale system to drain water away from homes on the south.

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

936xx								
Showmaster Portable Stage								
	L/P - General Fund		150,000					150,000

This project will provide for the replacement of the existing show master portable stage that has been used by the city for over fifteen years. The existing stage has undergone repairs and it is at a point where a new stage will be needed if the city hopes to have a portable stage for ribbon cuttings, public gatherings, speeches, events, etc. The current stage has been used for numerous activities and events and is leased out to other organizations when available.

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

PARKS DEVELOPMENT

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
936xx								
Long Center Parking Improvements								
	Penny III			550,000				550,000

This project will provide for much needed parking improvements at the Long Center. A portion of the existing green space located on the western portion of the property now used for outdoor activities will be converted to a large parking lot to accommodate approximately 150 to 200 spaces. These spaces will help alleviate some of the parking problem which now exist around the building. Also, the expanded parking will help on days when large events are scheduled at the center alleviating the need to constantly park on Salvation Army parking facilities.

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

936xx								
Ed Wright Park Renovations								
	Penny III				490,000			490,000

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

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

936xx								
North East Coachman Park Renovations								
	Penny III		300,000					300,000

This project will provide for some renovations needed at North East Coachman Park including the construction of a parking lot and improvements to the disc golf course. With new sidewalks and bridge improvements on both Old Coachman and NE Coachman Road and the purchase of additional property within the park there is a need to reconfigure the existing course as well as improve the dirt parking lot which does not meet city standards.

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

936xx								
Environmental Park Remediation and Protection								
	General Fund		50,000	50,000	50,000	50,000	50,000	250,000

This project will provide for ongoing funding to protect the natural resources of the many undeveloped parks and naturally sensitive lands within the park delivery system. Funding will be used for protection of parks through fencing, signage, eradication of evasive plant species and studies to preserve park areas.

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

Total Parks Development:	**7,077,940**	**5,169,840**	**3,640,000**	**2,340,000**	**7,885,000**	**7,485,000**	**33,597,780**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93403								
Beach Guard Facility Maintenance								
	Parking Fund	20,000	40,000	25,000	25,000	25,000	25,000	160,000

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 2017/18 a new tower will be constructed to service the area north of Pier 60.

93410								
Clearwater Harbor Marina Maintenance								
	Clearwater Harbor Marina Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000

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			600,000
	T.B.D.					150,000	150,000	300,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93415								
Waterway Maintenance								
	General Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

The project provides for continuous repair or replacement of deteriorated City-owned aids to navigation and information signage; removal of derelict vessels and menaces/hazards to navigation. This also includes procuring of piling, sign material to fabricate buoys and sinkers, utilizing the Marine Service section and equipment in order to maintain City-owned waterway in a usable and safe condition.

93418								
Utilities Service Replacement								
	Marine Fund	150,000	35,000	35,000	35,000	35,000	35,000	325,000

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 2016/17, we will attempt to increase power to the main dock by running additional cable.

93419								
Dock R & R								
	Marine Fund	25,000	25,000	25,000	25,000	25,000	25,000	150,000

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	10,000	10,000	10,000	10,000	10,000	10,000	60,000

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	25,000	25,000	25,000	25,000	25,000	25,000	150,000

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 2016/17, will be funding for the replacement of the security system at the Beach Marina.

93422								
Dredging of City Waterways								
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

The project provides for periodic dredging of sediments throughout city waterways as deemed necessary.

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

MARINE FACILITIES

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93497								
Docks & Seawalls								
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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.

93499								
Pier 60/Sailing Center Maintenance								
	General Fund	40,000	40,000	40,000	40,000	40,000	40,000	240,000

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 2016/17, will be funding for the replacement of the security system.

934xx								
Seminole Boat Launch Maintenance								
	General Fund				10,000	10,000	10,000	30,000

This is a continuous maintenance program to maintain the City's infrastructure and keep the Seminole Boat launch area in good repair.

Total Marine Facilities:	**635,000**	**540,000**	**525,000**	**535,000**	**535,000**	**535,000**	**3,305,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	20,000						20,000
	FDOT Grant	80,000						80,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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.

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.

AIRPARK FACILITIES

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
948xx								
Security System Upgrade								
	T.B.D.						100,000	100,000
	FDOT Grant						400,000	400,000

This project will provide funding for the installation of a new updated security system consisting of twenty cameras, monitor and recorder. By this time the current system will be outdated.

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

Total Airpark Facilities:	**115,000**	**115,000**	**1,215,000**	**715,000**	**3,815,000**	**515,000**	**6,490,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
93532								
Library Maker Space Maintenance and Upgrade								
	General Fund	84,510	20,000	20,000	20,000	20,000	20,000	184,510

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 2017 will provide funding for construction of the fourth maker spaces studio in the Main Library, and funding in fiscal year 2018 provides for maker spaces system wide. 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	239,340						239,340

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.

93534								
Library F.F. & E. Repair and Replacement Project								
	General Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

The project provides for the system wide library audio visual upgrade and replacement and renewal of furniture, fixtures and equipment. To include projectors, smart T.V.'s, software and hardware. Audio visual equipment needs to be repaired or replaced with more up to date equipment. With hundreds of thousands of visitors annually, library furniture and fixtures are beginning to require replacement to keep the facilities functioning.

LIBRARIES

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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 2017/18 so that the Fire Department can utilize the Countryside Library in fiscal year 2016.

935xx								
East Library Demolition								
	General Fund			72,500				72,500

Due to location changes, the existing East 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 and removal, demolition and disposal of structure, parking lot removal, grade and sod site will be necessary.

935xx								
Educational Learning Exhibit								
	T.B.D.			50,000				50,000

The funding will provide for an interactive learning experience at the Main Library, with exhibits for children to use motor skills and exercise their minds. This project will require hardware, training, installation, furniture, fixtures and equipment.

94861								
Library Technology								
	General Fund		100,000	100,000				200,000

The funding for this ongoing CIP project provides for the implementation and upgrade of Radio Frequency Identification (RFID) technology at all City of Clearwater 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 2017/18 will provide for the upgrades to the system wide smart serve self-checkout machine upgrades.

Total Libraries:	**373,850**	**242,500**	**292,500**	**70,000**	**70,000**	**70,000**	**1,118,850**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94233								
Motorized Equipment Replacement - Cash								
	Garage Fund	46,800	48,210	49,650	51,140	52,680	54,260	302,740

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	300,000	200,000	100,000	100,000			700,000
	L/P - General Fund	680,000	430,000					1,110,000

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	6,440,600	6,569,410	6,700,800	6,834,820	6,971,520	7,110,940	40,628,090

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94243								
Radio P25 Upgrade								
	L/P - Garage Fund	1,000,000						1,000,000
	Garage Fund	100,000	100,000	100,000	100,000			400,000

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 2017, we will complete the City's P25 migration with the following milestones. The Solid Waste Department will migrate their approximately 100 terminals, and spares will be purchased for use by the EOC, special event staff, and future city growth. The final build-out of the remaining infrastructure will be completed as well, which includes five (5) RF channels and site equipment redundancy. City buildings will be evaluated for coverage issues and corrective actions will be taken by utilizing Bi-Directional Amplifiers (BDA) equipment for the purpose of first responder safety. As buildings are identified, they will be rated and corrected according to need and funding.

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

94244								
Miscellaneous Vehicle Additions								
	L/P - General Fund	42,000						42,000
	L/P - Parking Fund	22,000						22,000

This project will fund the addition of new vehicles to the City's fleet. The fiscal year '17 funding will provide for a vehicle to be utilized by the Parking System and a vehicle for a Fire Inspector.

Annual Operating Costs: Annual debt service expenditures to be funded by the department purchasing the vehicle.

94245								
Fleet Industrial Fans								
	Garage Fund	80,000						80,000

This project will fund the purchase and installation of industrial fans in the Fleet maintenance shop. During the warm months the maintenance shop can reach over 100 degrees and the current fan system is outdated and obsolete.

94246								
Fleet Management and Mapping								
	Garage Fund	320,000						320,000

This project will fund the purchase of necessary equipment, to include hardware and software, to improve the way the City accounts for its vehicles, vehicle maintenance, fuel dispensing and usage, and drive habits.

Total Garage:	**9,031,400**	**7,347,620**	**6,950,450**	**7,085,960**	**7,024,200**	**7,165,200**	**44,604,830**

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

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Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94510								
Air Conditioners-City Wide Replacements								
	General Fund	200,000	178,000	85,000	85,000	85,000	85,000	718,000

The project provides for the replacement of several air conditioning systems that are in need of replacement due to age, deterioration, and excess energy usage. For fiscal year 2016/17 facilities may include: North Greenwood Recreation Center, Fire Stations 44 and 49, Jack Russell Stadium and miscellaneous small units.

94512								
Roof Repairs								
	General Fund	45,000	25,000	25,000	25,000	25,000	25,000	170,000

The project includes roof repair of various City buildings as needed to prevent water damage to interiors of buildings. For fiscal year 2016/17 facilities may include Fire Station 48 and miscellaneous repairs.

94514								
Roof Replacements								
	General Fund	390,000	150,000	150,000	10,000	50,000	50,000	800,000

This project includes roof replacements of various City buildings. For fiscal year 2016/17 facilities may include The Main Police Station and Impound Lot building.

94517								
Painting of Facilities								
	General Fund	75,000	75,000	50,000	50,000	50,000	50,000	350,000

This project includes scheduled painting and waterproofing of City facilities. For fiscal year 2016/17 facilities may include: Main Library, Sailing Center, Ross Norton Complex, EC Moore and the Downtown Dock Master Building.

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94518								
Fencing of Facilities								
	General Fund	10,000			10,000	10,000	10,000	40,000

This project includes the scheduled replacement of rusted or damaged fences at City facilities. For fiscal year 2016/17, fences will be replaced at the Countryside Police station.

94519								
Flooring for Facilities								
	General Fund	305,000	230,000	45,000	35,000	60,000	25,000	700,000

This project includes the scheduled replacement of worn or damaged flooring. For fiscal year 2016/17, facilities may include: Main Library, Countryside Recreation Center and miscellaneous small replacements.

94521								
Elevator Refurbishment & Modernization								
	General Fund	200,000	200,000	210,000	125,000	125,000	45,000	905,000

This project provides funding for the refurbishment and modernization of elevator equipment.

94528								
Light Replacement & Repair								
	General Fund	200,000	95,000	90,000	90,000	90,000	90,000	655,000

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 2016/17 locations may include: Main Library and Jack Russell Stadium Re-Lamp and miscellaneous service, pole, security replacement.

94530								
Building Systems								
	General Fund	130,000	185,000	150,000	250,000		550,000	1,265,000

For fiscal year 2016/17 locations may include: The kitchen at Fire Station #51 and the Jack Russell Stadium Clubhouse. This project provides funding for interior pool area metal painting in fiscal year 2020 at the Long Center facility.

94531								
MSB Renovations								
	General Fund	100,000	350,000					450,000

This project provides funding for departmental space allocation and will include carpeting, cubicles and security enhancements throughout the building to better protect City staff and the general public. Some of the enhancements will be shatter-proof glass, card swipes and controlled access. These enhancements are yet to be finalized.

MAINTENANCE OF BUILDINGS

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94532								
New A/C System Chiller								
	Penny III	500,000	200,000	600,000	450,000			1,750,000
	General Fund	100,000	100,000	100,000	100,000	100,000	100,000	600,000

This project provides funding for the replacement of the air-conditioning systems at the main Police Department building, Municipal Services Building and the Main Library due to age, deterioration, and excess energy usage, and the chiller system at the main Police Department building, Main Library and the Municipal Service Building.

94533								
General Services R & R								
	General Services Fund	75,000	10,000	10,000	10,000	10,000	10,000	125,000

This project provides funding for the General Services grounds and building located at 1900 Grand Avenue.

945xx								
Generator Maintenance								
	Garage Fund		100,000				100,000	200,000

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

945xx								
City Hall Security Hardening								
	General Fund		100,000					100,000

This project provides funding for necessary security enhancements throughout the building to better protect City staff and the general public. Some of the enhancements will be shatter-proof glass, card swipes and controlled access. These enhancements are yet to be finalized.

Total Maintenance of Buildings:	**2,330,000**	**1,998,000**	**1,515,000**	**1,240,000**	**605,000**	**1,140,000**	**8,828,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94626								
Public Works Complex								
	General Fund	87,080	465,920	411,520				964,520
	Future W&S Bond Issue		3,100,000		4,000,000		112,240	7,212,240
	Water Revenue	162,500		200,000				362,500
	Sewer Revenue	162,500		200,000				362,500
	Stormwater Fund	110,720	1,080,710	174,130	1,729,740		2,270	3,097,570
	Adm Svc Fund				231,860			231,860
	T.B.D.				4,327,500		21,220	4,348,720

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:		**522,800**	**4,646,630**	**985,650**	**10,289,100**	**-**	**135,730**	**16,579,910**

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 a Penny for Pinellas funded 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:

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94729								
Citywide Connectivity Infrastructure								
	Adm Svc Fund	300,000	100,000	100,000	100,000	100,000	100,000	800,000

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

94736								
Geographic Information System								
	Adm Svc Fund	50,000	50,000	50,000	50,000	50,000	50,000	300,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	400,000	400,000	2,200,000

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	35,000	35,000	50,000	50,000	230,000

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	50,000	50,000	200,000

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	400,000	4,400,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	100,000	50,000	50,000	50,000	100,000	100,000	450,000

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	10,000	10,000	10,000	10,000	10,000	10,000	60,000

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	25,000	50,000					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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
94880								
Granicus Agenda Management System								
	Adm Svcs	25,000	25,000	25,000	25,000	25,000	25,000	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.

94888								
City E.O.C. and Disaster Recovery Facility Expansion								
	Penny III	360,000	3,000,000					3,360,000

This project is for the expansion of the existing training facility located at the northwest corner of 1750 No. Belcher Ave and 2180 Logan Street. The expansion project will facilitate the build out of a new CAT-5 data center, emergency call center and communications studio to support mission critical City operations during emergency or disaster conditions. When the original training building was constructed the design allowed for the expansion of the facility. The current facility is CAT-5 and adequate for ongoing training activities, but lacks appropriate space for systems support and emergency operations support activities. This project will establish a fully functional CAT-5 emergency operations and communications center under a single roof.

Total Miscellaneous:	**2,420,000**	**4,810,000**	**1,765,000**	**1,765,000**	**1,905,000**	**1,505,000**	**14,170,000**

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:

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96124								
Storm Pipe System Improvements								
	Stormwater	2,002,910	1,136,610	2,691,930	1,661,970	2,974,330	4,708,940	15,176,690

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	318,300	327,900	337,800	347,700	358,200	369,000	2,058,900

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	1,326,250	1,366,250	1,407,500	1,448,750	1,492,500	1,537,500	8,578,750

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96170								
Coastal Basins Projects								
	Stormwater	1,061,000	1,093,000	1,126,000	1,159,000	1,194,000	1,230,000	6,863,000

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	1,326,250	1,366,250	1,407,500	1,448,750	1,492,500	1,537,500	8,578,750

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.

Total Stormwater Utility:	**6,034,710**	**5,290,010**	**6,970,730**	**6,066,170**	**7,511,530**	**9,382,940**	**41,256,090**

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:

Quality
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Financial Responsibility
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Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	1,500,000	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 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								
	Gas Fund	12,500,000	7,500,000	200,000	200,000	200,000	200,000	20,800,000

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96386								
Expanded Energy Conservation								
	Gas Fund	1,000,000	750,000	750,000	750,000	750,000	750,000	4,750,000

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								
Gas Vehicle Additions								
	L/P Gas Fund	233,000						233,000

This project provides funding for the lease purchase of seven (4) Utility vehicles and one Transit van. The utility vehicles will be utilized for the gas installation, construction and distribution crews, while the van will be utilized by the meter proofing crew.

96391								
Gas System - Pasco Building								
	Gas Fund		50,000	50,000	50,000	50,000	50,000	250,000

This project provides funding for the purchase of property and a new office building at a location to be determined in Pasco County. Funding for this project will come from available Gas system revenues.

GAS SYSTEM

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96392								
Gas Equipment Additions								
	L/P Gas Fund	191,000						191,000

This project provides funding for the purchase of equipment used by the Clearwater Gas System construction crews for installation of gas mains and services.

Total Gas System:	**17,524,000**	**11,900,000**	**4,600,000**	**4,600,000**	**4,600,000**	**4,600,000**	**47,824,000**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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	125,000	125,000	125,000	125,000	125,000	125,000	750,000

This project includes the replacement of approximately 5-10% of the 26,800 automated containers in the field, and the acquisition of new automated containers of various sizes to meet the anticipated less than 1% annual growth of residential customers. Experience indicates that as many as 2,500 containers 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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	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, the acquisition of additional containers **(**compactors, roll-offs or dumpsters**)** to meet system growth**,** and the acquisition of replacement parts for containers that can be repaired.

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

96445								
Solar Trash and Recycling Kiosks								
	Solid Waste Revenue	25,000	25,000	25,000	25,000	25,000	25,000	150,000

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.

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.

96448								
Solid Waste CNG Station								
	Solid Waste Revenue		1,500,000					1,500,000

This project will provide for preliminary site work to include but not limited to geotechnical surveys, land surveys, and preliminary design needed for a new compressed natural gas (CNG) vehicle refueling station. The department is currently reviewing options that would place this refueling station at either the Solid Waste Complex on Hercules Avenue or at the Solid Waste Transfer Station on Old Coachman Road.

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.

SOLID WASTE AND RECYCLING

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96804								
Recycling Container Acquisition								
	Recycling Revenue	90,000	90,000	90,000	90,000	90,000	90,000	540,000

This project provides for the purchase, replacement**,** or repair of the containers used in the City's three Recycling Programs – Residential, Multi-Family and Commercial.

Comprehensive Plan Policy: (D.2.3.5) Replacement of equipment and containers shall be scheduled on a basis that permits a uniform replacement rate and avoids irregular capital outlays of substantial amounts of revenue.

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 2021/22 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.

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**	**2,125,000**	**625,000**	**625,000**	**625,000**	**625,000**	**5,250,000**

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

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Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96523								
Public Utilities Administration Building R & R								
	Sewer Revenue	63,150	64,100	22,400		8,000		157,650
	Utility R&R	133,800	135,900	47,600		17,000		334,300

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:	**196,950**	**200,000**	**70,000**	**-**	**25,000**	**-**	**491,950**

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:

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Financial Responsibility
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Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96202								
WWTP Screw Pump Replacement								
	Sewer Revenue		68,430					68,430
	Utility R&R		263,400					263,400
	Future W&S Bond Issue		418,170					418,170

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 2017/18 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								
	Sewer Revenue	21,650	189,800					211,450
	Utility R&R	319,950	2,810,200					3,130,150

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.

SEWER SYSTEM

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96211								
Godwin Diesel Pump								
	L/P - Sewer	72,000						72,000

This project provides for the purchase of a larger size ten (10") pump. The equipment will provide necessary bypass pumping at Public Utilities WRF plants.

Annual Operating Costs: Debt service costs and garage charges of approximately $16,170 starting in FY 2017.

962xx								
WET NNC Rule Compliance								
	Future W&S Bond Issue		1,407,410					1,407,410

This project provides for the design & implementation of wastewater facilities required under Numeric Nutrient Criteria.

Comprehensive Plan Objective: (D.1.2) The City shall continue to produce advance wastewater treatment (AWT) improvements at all water pollution control facilities in accordance with FDEP and USEPA requirements.

Annual Operating Costs: Increase of operating expenses in the amount of $54,000 starting in FY 2019.

962xx								
Trailer Mounted Bio-solids Centrifuge								
	L/P - Sewer Fund		1,100,000					1,100,000

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								
	Sewer Revenue		1,792,400					1,792,400
	Future W&S Bond Issue		457,600	3,073,220				3,530,820

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96615								
Odor Control								
	Future W&S Bond Issue		139,800					139,800
	Sewer Revenue		87,000					87,000
	Utility R&R		923,200					923,200

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								
	Utility R&R		820,450					820,450
	Future W&S Bond Issue		235,110					235,110

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	12,460	12,460	12,460	12,460	12,460	12,460	74,760
	Future W&S Bond Issue		1,147,300	1,913,600	439,740			3,500,640
	Sewer Revenue	2,712,100	1,209,240	684,940	2,663,340	87,540		7,357,160

This project provides new sanitary sewer service to residents within the City of Clearwater service area. Per the Sanitary Expansion Feasibility Study 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.

96634								
Sanitary Utility Relocation								
	Sewer Revenue	8,200	4,450	4,000	4,000	4,000		24,650
	Utility R&R	716,800	390,550	356,000	356,000	356,000	360,000	2,535,350

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96645								
Laboratory Upgrade and R & R								
	Sewer Revenue	25,400	42,950	5,700				74,050
	Utility R&R	63,300	107,050	14,300				184,650

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								
	Utility R&R	1,846,720	1,523,750	1,946,700	2,967,250	449,600	2,975,000	11,709,020
	Sewer Revenue	726,650		218,300	332,750	50,400		1,328,100
	Future W&S Bond Issue	4,631,700	3,051,250					7,682,950

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								
	Future W&S Bond Issue		4,149,500		118,350			4,267,850
	Sewer Revenue	800,600		525,500	366,050	228,500		1,920,650
	Utility R & R	2,763,980		2,649,000	2,441,600	1,470,500	1,400,000	10,725,080

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								
	Future W&S Bond Issue		9,825,000	2,695,050	1,555,750	1,311,950		15,387,750
	Utility R&R			3,095,500	2,458,250	2,073,050	3,385,000	11,011,800
	Sewer Revenue	2,573,600		398,950				2,972,550

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96686								
Pump Station Replacement								
	Future W&S Bond Issue		1,240,500	2,000,050	1,430,000	813,600	2,243,010	7,727,160
	Sewer Revenue			62,450			1,046,800	1,109,250
	Utility R&R					1,628,900	1,180,200	2,809,100

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:	**17,295,110**	**33,416,970**	**19,655,720**	**15,145,540**	**8,486,500**	**12,602,470**	**106,602,310**

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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96721								
System R&R - Maintenance								
	Future W&S Bond Issue		1,760,000	694,720	1,339,870			3,794,590
	Utility R&R				1,025,200	895,750	395,000	2,315,950
	Water Revenue			290,300		374,250	165,000	829,550

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								
	Future W&S Bond Issue		600,000	1,000,000	250,000			1,850,000
	Water Revenue			250,000		1,250,000	750,000	2,250,000

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. Projected service level of 40,390 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.

WATER SYSTEM

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	
96740								
Water Supply & Treatment								
	Utility R&R						110,300	110,300
	Water Revenue			305,850			64,700	370,550
	Future W&S Bond Issue		1,750,000	1,944,150	1,500,000			5,194,150

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. Projected service level of 40,390 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.

96741								
System R&R - Capitalized								
	Future W&S Bond Issue		1,400,000	1,384,250	1,400,000			4,184,250
	Utility R&R					1,384,250	1,384,250	2,768,500
	Water Revenue			15,750		15,750	15,750	47,250

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								
	Future W&S Bond Issue		485,000	1,121,700	400,000			2,006,700
	Utility R&R					2,067,500	351,950	2,419,450
	Water Revenue			153,300		282,500	48,050	483,850

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								
	Future W&S Bond Issue		50,000	50,000	50,000		50,000	200,000
	Utility R&R					50,000		50,000

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.

WATER SYSTEM

Project # / Project Name	Funding Source	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96744								
System Expansion								
	Water Impact	24,000	24,000	24,000	24,000	24,000	24,000	144,000
	Water Revenue		76,000	76,000	76,000	76,000	76,000	380,000

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

Comprehensive Plan Objective: (D.5.1) To maintain adequate Levels of Service for existing and future populations through the year 2018.

96764								
R.O. Plant Expansion Res # 1								
	Future W&S Bond Issue		750,000					750,000

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

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

Annual Operating Costs: Costs include maintenance, utilities and operating supplies, with no annual costs expected.

96766								
Water Quality Monitoring Devices								
	Future W&S Bond Issue				600,000			600,000

This project is to provide funding for real time monitoring of drinking water in the distribution system of our service area, which will allow for early detection of water quality upsets of contamination, and provide for early action. Improvements other than Buildings R&R.

Comprehensive Plan Objective: (D.5.2) Provide adequate quantity and quality of water service to all customers of the Clearwater service area.

96768								
Rebate - Well, Lake, Pond Irrigation Abandonment								
	Future W&S Bond Issue		20,000		20,000			40,000

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. Projected service level of 40,390 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	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
96773								
Groundwater Replenishment Facility								
	Future W&S Bond Issue		5,104,000	9,236,000				14,340,000

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. Projected service level of 40,390 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 2021 will approximately amount to $1,704,000. This provides funding for staffing (10 FTE's), electric power, treatment chemicals, five (5) vehicles (Go-Cart, Forklift, two trucks and a V), and other operational expenses at the proposed Groundwater Replenishment Facility to be co-located with the Northeast Water Reclamation Facility.

96774								
Automated Meter Reading								
	Water Revenue					100,000		100,000

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.

96775								
Arsenic Removal Water Treatment Plant #3								
	Future W&S Bond Issue			8,150,000				8,150,000

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

Comprehensive Plan Objective: (D.5.3) 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 2019 will approximately amount to $500,000.

96781								
Compact Track Loader								
	L/P - Water Fund	62,000						62,000

This project provides funding for the purchase of a Compact Track Loader (Bobcat T750). This equipment will allow for a much safer and easier backfilling and grading, with fork attachment, pulling and loading sidewalk panels. With broom attachment, staff will be able to clean up the streets after our main breaks instead of Public Utilities being charged by Stormwater to send out a sweeper.

Annual Operating Costs: Debt service costs and garage charges of approximately $14,560 starting FY 2017.

Total Water System:	**86,000**	**12,019,000**	**24,696,020**	**6,685,070**	**6,520,000**	**3,435,000**	**53,441,090**

TOTAL BY CATEGORY

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Second Century Clearwater	3,652,000	6,786,000	4,000,000	6,800,000	0	0	21,238,000
Police Protection	980,000	630,000	100,000	5,600,000	0	0	7,310,000
Fire Protection	5,264,920	3,275,470	4,778,060	1,391,340	2,195,710	1,340,500	18,246,000
Major Street Maintenance	3,828,420	3,815,170	3,815,170	3,819,170	3,512,170	3,512,170	22,302,270
Sidewalk and Bike Trails	472,000	472,000	472,000	473,250	0	0	1,889,250
Intersections	535,000	431,990	315,410	315,400	315,390	315,390	2,228,580
Parking	611,000	10,392,000	382,500	384,000	384,000	384,000	12,537,500
Miscellaneous Engineering	635,000	45,000	45,000	2,470,000	45,000	45,000	3,285,000
Parks Development	7,077,940	5,169,840	3,640,000	2,340,000	7,885,000	7,485,000	33,597,780
Marine Facilities	635,000	540,000	525,000	535,000	535,000	535,000	3,305,000
Airpark Facilities	115,000	115,000	1,215,000	715,000	3,815,000	515,000	6,490,000
Libraries	373,850	242,500	292,500	70,000	70,000	70,000	1,118,850
Garage	8,051,400	6,717,620	6,850,450	6,985,960	7,024,200	7,165,200	42,794,830
Maintenance of Buildings	2,330,000	1,998,000	1,515,000	1,240,000	605,000	1,140,000	8,828,000
General Public City Building	522,800	4,646,630	985,650	10,289,100	0	135,730	16,579,910
Miscellaneous	2,420,000	4,810,000	1,765,000	1,765,000	1,905,000	1,505,000	14,170,000
Stormwater Utility	6,034,710	5,290,010	6,970,730	6,066,170	7,511,530	9,382,940	41,256,090
Gas System	17,524,000	11,900,000	4,600,000	4,600,000	4,600,000	4,600,000	47,824,000
Solid Waste & Recycling	625,000	2,125,000	625,000	625,000	625,000	625,000	5,250,000
Utilities Miscellaneous	196,950	200,000	70,000	0	25,000	0	491,950
Sewer System	17,295,110	33,416,970	19,655,720	15,145,540	8,486,500	12,602,470	106,602,310
Water System	86,000	12,019,000	24,696,020	6,685,070	6,520,000	3,435,000	53,441,090
TOTAL	**79,266,100**	**115,038,200**	**87,314,210**	**78,315,000**	**56,059,500**	**54,793,400**	**470,786,410**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

SUMMARY OF GENERAL FUND REVENUE

Program	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Second Century Clearwater	1,652,000						1,652,000
Fire Protection	469,360	324,650	336,380	414,390	362,910	376,960	2,284,650
Miscellaneous Engineering	100,000	41,500	41,500	41,500	41,500	41,500	307,500
Park Development	2,587,600	2,925,000	1,560,000	1,560,000	1,605,000	1,685,000	11,922,600
Marine Facilities	215,000	215,000	215,000	225,000	225,000	225,000	1,320,000
Libraries	373,850	242,500	242,500	70,000	70,000	70,000	1,068,850
Maintenance of Buildings	1,755,000	1,688,000	905,000	780,000	595,000	1,030,000	6,753,000
General Public City Buildings & Equipmer	87,080	465,920	411,520				964,520
Miscellaneous	70,000	70,000	70,000	70,000	70,000	70,000	420,000
Total General Fund	**7,309,890**	**5,972,570**	**3,781,900**	**3,160,890**	**2,969,410**	**3,498,460**	**26,693,120**

SECOND CENTURY CLEARWATER:	3425 - Seminole Boat Launch Improvements	1,652,000	1,652,000
FIRE PROTECTION:	1229 - Replace & Upgrade Air Packs	26,000	
	1257 - Auto External Defibrillator Program	20,500	
	1260 - Thermal Imaging Cameras	26,030	
	1261 - Personal Protective Equipment	199,040	
	1263 - Extrication Tools	56,000	
	1264 - Fire Hose Replacement	41,790	
	1270 - Old Fire Station 45 Demolition	100,000	469,360
MISC ENGINEERING:	2841 - Miscellaneous Engineering	35,000	
	2843 - Survey Equipment Replacement	65,000	100,000
PARK DEVELOPMENT:	3203 - Carpenter Fld Infrastructure Repairs & Improvements	30,000	
	3205 - Bright House Field Infrastructure Repairs & Impv	500,000	
	3247 - Fitness Equipment Replacement	30,000	
	3271 - Swimming Pool Renovations & Repairs	150,000	
	3278 - Long Center Infrastructure Repairs	1,032,600	
	3286 - Parking Lot/Bike Path Resurfacing & Improvements	75,000	
	3604 - Boardwalk & Docks Repair & Replacement	40,000	
	3618 - Miscellaneous Park & Recreation Contract Svcs	30,000	
	3633 - Pier 60 Park & Beachwalk Repairs and Improvements	120,000	
	3634 - Concrete Sidewalk & Pad Repair & Replacement	50,000	
	3635 - Park Amenity Purchase, Repair & Replacement	140,000	
	3636 - Tennis & Basketball Court Resurfacing	85,000	
	3637 - Playground & Fitness Equip Purchase & Replacement	150,000	
	3638 - Fencing Replacement Program	80,000	
	3654 - Recreation Centers Infrastructure Repairs	75,000	2,587,600
MARINE FACILITIES:	3415 - Waterway Maintenance	25,000	
	3422 - Dredging of City Waterways	100,000	
	3497 - Docks & Seawalls	50,000	
	3499 - Pier 60/Sailing Center Maintenance	40,000	215,000
LIBRARIES:	3532 - Library Maker Space Maintenance and Upgrade	84,510	
	3533 - Main Library Upgrade to Support Alternative Usage	239,340	
	3534 - Library F.F. & E R&R	50,000	373,850
MAINTENANCE OF BUILDINGS:	4510 - Air Conditioners - City Wide Replacements	200,000	
	4512 - Roof Repairs	45,000	
	4514 - Roof Replacement	390,000	
	4517 - Painting of Facilities	75,000	
	4518 - Fencing of Facilities	10,000	
	4519 - Flooring for Facilities	305,000	
	4521 - Elevator Refurbishment & Modernization	200,000	
	4528 - Light Replacement & Repair	200,000	
	4530 - Building Systems	130,000	
	4531 - MSB Security Renovations	100,000	
	4532 - New A/C System Chiller	100,000	1,755,000

SUMMARY OF GENERAL FUND REVENUE

GENERAL PUBLIC CITY BUILDINGS & EQUIPMENT	4626 - Public Works Complex	87,080	87,080
MISCELLANEOUS:	4761 - Pollutant Storage Tank Removal/Replacement	20,000	
	4803 - Environmental Assessment & Clean-up	50,000	70,000
		TOTAL GENERAL FUND FY 2016/17:	**7,309,890**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
GENERAL SOURCES							
General Revenue							
91229 - Replace & Upgrade Air Packs	26,000	27,040	28,120	29,240	30,410	31,630	172,440
91257 - Automatic External Defib Program	20,500	20,500	20,500	21,320	22,170	23,060	128,050
91260 - Thermal Imaging Cameras	26,030	27,070	28,150	29,280	30,450	31,670	172,650
91261 - Personal Protective Equipment	199,040	207,000	215,280	223,890	232,850	242,160	1,320,220
91263 - Extrication Tools	56,000			65,000			121,000
91264 - Fire Hose Replacement	41,790	43,040	44,330	45,660	47,030	48,440	270,290
91270 - Old Fire Station 45 Demolition	100,000						100,000
92841 - Miscellaneous Engineering	35,000	35,000	35,000	35,000	35,000	35,000	210,000
92843 - Survey Equipment Replacement	65,000	6,500	6,500	6,500	6,500	6,500	97,500
93203 - Carpenter Fld Infrast Reps & Imprvmts	30,000	40,000	50,000	50,000	60,000	60,000	290,000
93205 - Brighthouse Field Infrast Repair/Imprv	500,000	1,210,000	150,000	150,000	150,000	150,000	2,310,000
93247 - Fitness Equipment Purch & Replacement	30,000	50,000	50,000	30,000	30,000	50,000	240,000
93271 - Swimming Pool Renovations & Repairs	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93278 - Long Center Infrastructure Repairs	1,032,600	150,000	150,000	150,000	150,000	150,000	1,782,600
93286 - Pking Lot/Bike Path Resurf & Imprvmt	75,000	75,000	75,000	75,000	75,000	75,000	450,000
93415 - Waterway Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	150,000
93422 - Dredging of City Waterways	100,000	100,000	100,000	100,000	100,000	100,000	600,000
93425 - Seminole Boat Launch Improvements	1,652,000						1,652,000
93497 - Docks & Seawalls	50,000	50,000	50,000	50,000	50,000	50,000	300,000
93499 - Pier 60/Sailing Center Maintenance	40,000	40,000	40,000	40,000	40,000	40,000	240,000
934xx - Seminole Boat Launch Maintenance				10,000	10,000	10,000	30,000
93532 - Library Maker Space Maint & Upgrade	84,510	20,000	20,000	20,000	20,000	20,000	184,510
93533 - Main Library Upgrade to Support Alt Usage	239,340						239,340
93534 - Library FF&E R&R	50,000	50,000	50,000	50,000	50,000	50,000	300,000
935xx - Countryside Library Demolition		72,500					72,500
935xx - East Library Demolition			72,500				72,500
93604 - Boardwalks & Docks Repair & Rplcmt	40,000	40,000	40,000	40,000	40,000	40,000	240,000
93618 - Miscellaneous Park & Rec Contract Svcs	30,000	30,000	30,000	30,000	30,000	30,000	180,000
93633 - Pier 60 Park & Beachwalk Repairs and Improveme	120,000	130,000	140,000	150,000	160,000	170,000	870,000
93634 - Concrete Sidewalk, Pad R & R	50,000	50,000	50,000	60,000	60,000	60,000	330,000
93635 - Park Amenity Purchase & Replacement	140,000	140,000	100,000	100,000	100,000	100,000	680,000
93636 - Tennis & Basketball Court Resurfacing	85,000	200,000	200,000	200,000	200,000	200,000	1,085,000
93637 - Playground & Fit Equip Purch, & Rplcmt	150,000	150,000	150,000	150,000	150,000	150,000	900,000
93638 - Fencing Replacement Program	80,000	85,000	100,000	100,000	100,000	100,000	565,000
93654 - Recreation Centers Infrastructure Repairs	75,000	175,000	75,000	75,000	100,000	150,000	650,000
936xx - Environmental Park Remediation and Protection		50,000	50,000	50,000	50,000	50,000	250,000
936xx - Woodgate Park Renovations		200,000					200,000
94510 - Air Conditioners-City Wide Replacements	200,000	178,000	85,000	85,000	85,000	85,000	718,000
94512 - Roof Repairs	45,000	25,000	25,000	25,000	25,000	25,000	170,000
94514 - Roof Replacements	390,000	150,000	150,000	10,000	50,000	50,000	800,000
94517 - Painting of Facilities	75,000	75,000	50,000	50,000	50,000	50,000	350,000
94518 - Fencing of Facilities	10,000			10,000	10,000	10,000	40,000
94519 - Flooring for Facilities	305,000	230,000	45,000	35,000	60,000	25,000	700,000
94521 - Elevator Refurbishment & Modernization	200,000	200,000	210,000	125,000	125,000	45,000	905,000
94528 - Light Replacement & Repair	200,000	95,000	90,000	90,000	90,000	90,000	655,000
94530 - Building Systems	130,000	185,000	150,000	250,000		550,000	1,265,000
94531 - MSB Renovations	100,000	350,000					450,000
94532 - New A/C System Chiller	100,000	100,000	100,000	100,000	100,000	100,000	600,000
945xx - City Hall Security Hardening		100,000					100,000
94626 - Public Works Complex	87,080	465,920	411,520				964,520
94761 - Pollutant Storage Tank R&R-General Fund	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
94861 - Library Technology		100,000	100,000				200,000
Subtotal General Revenue	**7,309,890**	**5,972,570**	**3,781,900**	**3,160,890**	**2,969,410**	**3,498,460**	**26,693,120**
Road Millage							
92277 - Streets & Sidewalks	2,175,420	2,175,420	2,175,420	2,175,420	2,175,420	2,175,420	13,052,520
92559 - City-Wide Intersection Improvements		45,000	30,410	30,400	30,390	30,390	166,590
92562 - Intersection Improvements	45,000		14,590	14,600	14,610	14,610	103,410
Subtotal Road Millage	**2,220,420**	**2,220,420**	**2,220,420**	**2,220,420**	**2,220,420**	**2,220,420**	**13,322,520**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Penny for Pinellas							
91269 - Clearwater Beach Fire Station	3,905,560						3,905,560
91271 - Fire Boat	650,000						650,000
912xx - Ladder Truck Replacement		1,155,820					1,155,820
912xx - Lakeview Fire Station		400,000	3,798,460				4,198,460
92274 - Bridge Maintenance & Improvements	133,000	133,000	133,000	137,000			536,000
92276 - Traffic Calming Program	170,000	170,000	170,000	170,000			680,000
92278 - Downtown Streetscaping	2,000,000	2,000,000	2,000,000				6,000,000
92339 - New Sidewalk Construction	472,000	472,000	472,000	473,250			1,889,250
92839 - Downtown Intermodal Facility				2,425,000			2,425,000
93251 - Morningside Recreation Center	2,830,000						2,830,000
93272 - Bicycle Paths-Bridges		750,000	750,000				1,500,000
93412 - City-wide Seawall Replacement	150,000	150,000	150,000	150,000			600,000
93650 - Crest Lake Park Improvements	850,000		750,000				1,600,000
93660 - Sid Lickton Batting Tunnels	50,000						50,000
93661 - Frank Tack Parking Lot	399,500						399,500
936xx - Youth Sports Field Renovations		114,840					114,840
936xx - Woodgate Park Renovations		450,000					450,000
936xx - Del Oro Park Renovations		450,000					450,000
936xx - North East Coachman Park Renovations		300,000					300,000
936xx - Long Center Parking Improvements			550,000				550,000
936xx - Neighborhood Park Renovations				260,000			260,000
936xx - Coachman Park Redevelopment				5,000,000			5,000,000
936xx - Ed Wright Park Renovations				490,000			490,000
94238 - Police Vehicles	300,000	200,000	100,000	100,000			700,000
94532 - New A/C System Chiller	500,000	200,000	600,000	450,000			1,750,000
94888 - City E.O.C. & Disaster Recovery Facility Expansi	360,000	3,000,000					3,360,000
948xx - Replace Hangar "C"			240,000				240,000
Subtotal Penny for Pinellas	**12,770,060**	**9,945,660**	**9,713,460**	**9,655,250**	**0**	**0**	**42,084,430**
Multi-Modal Impact Fees							
92276 - Traffic Calming Program	150,000						150,000
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	100,000	500,000
Subtotal Multi-Modal Impact Fees	**190,000**	**140,000**	**140,000**	**140,000**	**140,000**	**140,000**	**890,000**
Local Option Fuel Tax							
92274 - Bridge Maintenance & Improvements	1,175,000	1,186,750	1,186,750	1,186,750	1,186,750	1,186,750	7,108,750
92276 - Traffic Calming Program	25,000	150,000	150,000	150,000	150,000	150,000	775,000
92559 - City-Wide Intersection Improvements	50,000	1,990					51,990
92560 - Signal Renovation	300,000	200,000	100,000	100,000	100,000	100,000	900,000
92562 - Intersection Improvements	100,000	45,000	30,410	30,400	30,390	30,390	266,590
Subtotal Local Option Fuel Tax	**1,650,000**	**1,583,740**	**1,467,160**	**1,467,150**	**1,467,140**	**1,467,140**	**9,102,330**
Special Program Fund							
92842 - U.S. 19 Wayfinding Project	500,000						500,000
93602 - Special Events Equip Repairs & Rplcmt	30,000	30,000	30,000	30,000	30,000	30,000	180,000
Subtotal Special Program	**530,000**	**30,000**	**30,000**	**30,000**	**30,000**	**30,000**	**680,000**
Special Revenue Fund - CRA							
9xxx - Festival Core				1,000,000			1,000,000
Subtotal Special Revenue Fund	**0**	**0**	**0**	**1,000,000**	**0**	**0**	**1,000,000**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Grants - Other Agencies							
93652 - Countryside Plex Restroom/Concession/Storage	100,000						100,000
94886 - Clearwater Airpark Masterplan Update	80,000						80,000
948xx - Ground Support Equipment Upgrade		80,000					80,000
948xx - Replace Hangar "C"			960,000				960,000
948xx - New Multiplane Hangar				560,000			560,000
948xx - Permanent Terminal Building					3,040,000		3,040,000
948xx - Security System Upgrade						400,000	400,000
Subtotal Grants - Other Agencies	**180,000**	**80,000**	**960,000**	**560,000**	**3,040,000**	**400,000**	**5,220,000**
Donations							
93652 - Countryside Plex Restroom/Concession	50,000						50,000
93660 - Sid Lickton Batting Tunnels	50,000						50,000
Subtotal Donation Revenue	**100,000**	**0**	**0**	**0**	**0**	**0**	**100,000**
To Be Determined							
9xxxx - Redesign Fort Harrison/Myrtle			2,000,000				2,000,000
9xxxx - Trail Upgrades				800,000			800,000
91152 - Police District 3 Sub Station				5,500,000			5,500,000
926xx - Downtown Parking Garage		9,792,000					9,792,000
93205 - Brighthouse Field Infrast Repair/Improve					6,250,000	5,770,000	12,020,000
93412 - City-wide Seawall Replacement					150,000	150,000	300,000
93425 - Seminole Boat Launch Improvements		4,786,000					4,786,000
935xx - Educational Learning Exhibit			50,000				50,000
94626 - Public Works Complex				4,327,500		21,220	4,348,720
948xx - Permanent Terminal Building					760,000		760,000
948xx - Security System Upgrade						100,000	100,000
Subtotal TBD Revenue	**0**	**14,578,000**	**2,050,000**	**10,627,500**	**7,160,000**	**6,041,220**	**40,456,720**
Subtotal General Sources	**24,950,370**	**34,550,390**	**20,362,940**	**28,861,210**	**17,026,970**	**13,797,240**	**139,549,120**
SELF-SUPPORTING FUNDS							
Marine Revenue							
93418 - Utilities Service Replacement	150,000	35,000	35,000	35,000	35,000	35,000	325,000
93419 - Dock R & R	25,000	25,000	25,000	25,000	25,000	25,000	150,000
93420 - Fuel System R & R	10,000	10,000	10,000	10,000	10,000	10,000	60,000
93421 - Marine Facilities Maintenance	25,000	25,000	25,000	25,000	25,000	25,000	150,000
Subtotal Marine Revenue	**210,000**	**95,000**	**95,000**	**95,000**	**95,000**	**95,000**	**685,000**
Clearwater Harbor Marina Fund							
93410 - Clearwater Harbor Marina Maintenance	40,000	40,000	40,000	40,000	40,000	40,000	240,000
Subtotal Clw Harbor Revenue	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**40,000**	**240,000**
Airpark Revenue							
94817 - Airpark Maintenance & Repair	15,000	15,000	15,000	15,000	15,000	15,000	90,000
94886 - Clearwater Airpark Masterplan Update	20,000						20,000
948xx - Ground Support Equipment Upgrade		20,000					20,000
948xx - New Multiplane Hangar				140,000			140,000
Subtotal Airpark Revenue	**35,000**	**35,000**	**15,000**	**155,000**	**15,000**	**15,000**	**270,000**
Parking Revenue							
92652 - Parking Lot Resurfacing	61,000	50,000	50,000	50,000	50,000	50,000	311,000
92654 - Parking Lot Improvements	250,000	250,000	150,000	150,000	150,000	150,000	1,100,000
92657 - Parking Facilities	300,000	300,000	182,500	184,000	184,000	184,000	1,334,500
93403 - Beach Guard Facility Maintenance	20,000	40,000	25,000	25,000	25,000	25,000	160,000
Subtotal Parking Revenue	**631,000**	**640,000**	**407,500**	**409,000**	**409,000**	**409,000**	**2,905,500**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Water Revenue							
94626 - Public Works Complex	162,500		200,000				362,500
96721 - System R&R - Maintenance			290,300		374,250	165,000	829,550
96739 - Reclaimed Water Distribution System			250,000		1,250,000	750,000	2,250,000
96740 - Water Supply & Treatment			305,850			64,700	370,550
96741 - System R & R - Capitalized			15,750		15,750	15,750	47,250
96742 - Line Relocation - Capitalized			153,300		282,500	48,050	483,850
96744 - System Expansion		76,000	76,000	76,000	76,000	76,000	380,000
96774 - Automated Meter Reading					100,000		100,000
Subtotal Water Revenue	**162,500**	**76,000**	**1,291,200**	**76,000**	**2,098,500**	**1,119,500**	**4,823,700**
Sewer Revenue							
94626 - Public Works Complex	162,500		200,000				362,500
96202 - WWTP Screw Pump Replacement		68,430					68,430
96204 - WWTP UV Disinfection System	21,650	189,800					211,450
96523 - Public Utilities Adm Building R & R	63,150	64,100	22,400		8,000		157,650
96611 - Biosolids Treatment		1,792,400					1,792,400
96615 - Odor Control		87,000					87,000
96630 - Sanitary Sewer Extensions	2,712,100	1,209,240	684,940	2,663,340	87,540		7,357,160
96634 - Sanitary Utility Relocation	8,200	4,450	4,000	4,000	4,000		24,650
96645 - Laboratory Upgrade and R & R	25,400	42,950	5,700				74,050
96654 - Facilities Upgrade & Improvement	726,650		218,300	332,750	50,400		1,328,100
96664 - Water Pollution Control R & R	800,600		525,500	366,050	228,500		1,920,650
96665 - Sanitary Sewer R & R	2,573,600		398,950				2,972,550
96686 - Pump Station Replacement			62,450			1,046,800	1,109,250
Subtotal Sewer Revenue	**7,093,850**	**3,458,370**	**2,122,240**	**3,366,140**	**378,440**	**1,046,800**	**17,465,840**
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	12,460	12,460	12,460	12,460	12,460	12,460	74,760
Subtotal Sewer Impact Fees	**12,460**	**12,460**	**12,460**	**12,460**	**12,460**	**12,460**	**74,760**
Utility R&R							
96202 - WWTP Screw Pump Replacement		263,400					263,400
96204 - WWTP UV Disinfection System	319,950	2,810,200					3,130,150
96523 - Public Utilities Adm Building R & R	133,800	135,900	47,600		17,000		334,300
96615 - Odor Control		923,200					923,200
96619 - WWTP Generator Replacements		820,450					820,450
96634 - Sanitary Utility Relocation	716,800	390,550	356,000	356,000	356,000	360,000	2,535,350
96645 - Laboratory Upgrade and R & R	63,300	107,050	14,300				184,650
96654 - Facilities Upgrade & Improvement	1,846,720	1,523,750	1,946,700	2,967,250	449,600	2,975,000	11,709,020
96664 - Water Pollution Control R & R	2,763,980		2,649,000	2,441,600	1,470,500	1,400,000	10,725,080
96665 - Sanitary Sewer R & R			3,095,500	2,458,250	2,073,050	3,385,000	11,011,800
96686 - Pump Station Replacement					1,628,900	1,180,200	2,809,100
96721 - System R&R - Maintenance				1,025,200	895,750	395,000	2,315,950
96740 - Water Supply & Treatment						110,300	110,300
96741 - System R & R - Capitalized					1,384,250	1,384,250	2,768,500
96742 - Line Relocation - Capitalized					2,067,500	351,950	2,419,450
96743 - Meter/Backflow Rplcmt/Change Out					50,000		50,000
Subtotal Utility R&R	**5,844,550**	**6,974,500**	**8,109,100**	**9,248,300**	**10,392,550**	**11,541,700**	**52,110,700**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Stormwater Utility Revenue							
92843 - Survey Equipment Replacement	35,000	3,500	3,500	3,500	3,500	3,500	52,500
94626 - Public Works Complex	110,720	1,080,710	174,130	1,729,740		2,270	3,097,570
96124 - Storm Pipe System Improvements	2,002,910	1,136,610	2,691,930	1,661,970	2,974,330	4,708,940	15,176,690
96168 - Stormwater System Expansion	318,300	327,900	337,800	347,700	358,200	369,000	2,058,900
96169 - Stevenson Creek	1,326,250	1,366,250	1,407,500	1,448,750	1,492,500	1,537,500	8,578,750
96170 - Coastal Basins Improvement Projects	1,061,000	1,093,000	1,126,000	1,159,000	1,194,000	1,230,000	6,863,000
96173 - Alligator Creek Watershed Projects	1,326,250	1,366,250	1,407,500	1,448,750	1,492,500	1,537,500	8,578,750
Subtotal Stormwater Utility Revenue	**6,180,430**	**6,374,220**	**7,148,360**	**7,799,410**	**7,515,030**	**9,388,710**	**44,406,160**
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 Change-Out - 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	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	9,000,000
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	12,500,000	7,500,000	200,000	200,000	200,000	200,000	20,800,000
96386 - Expanded Energy Conservation	1,000,000	750,000	750,000	750,000	750,000	750,000	4,750,000
96387 - Natural Gas Vehicle	200,000	200,000	200,000	200,000	200,000	200,000	1,200,000
96389 - Future IMS Software and Hardware	50,000	50,000	50,000	50,000	50,000	50,000	300,000
96391 - Gas System - Pasco Building		50,000	50,000	50,000	50,000	50,000	250,000
Subtotal Gas Revenue	**17,100,000**	**11,900,000**	**4,600,000**	**4,600,000**	**4,600,000**	**4,600,000**	**47,400,000**
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	125,000	125,000	125,000	125,000	125,000	125,000	750,000
96444 - Commercial Container Acquisition	250,000	250,000	250,000	250,000	250,000	250,000	1,500,000
96445 - Solar Trash and Recycling Kiosks	25,000	25,000	25,000	25,000	25,000	25,000	150,000
96448 - Solid Waste CNG Station		1,500,000					1,500,000
Subtotal Solid Waste Revenue	**525,000**	**2,025,000**	**525,000**	**525,000**	**525,000**	**525,000**	**4,650,000**
Recycling Revenue							
96804 - Recycling Container Acquisition	90,000	90,000	90,000	90,000	90,000	90,000	540,000
96805 - Recycl Expan R&R & Participation Program	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Subtotal Recycling Revenue	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**100,000**	**600,000**
Subtotal Self-Supporting Funds	**37,958,790**	**31,754,550**	**24,489,860**	**26,450,310**	**26,204,980**	**28,917,170**	**175,775,660**
INTERNAL SERVICE FUNDS							
General Services Fund Revenue							
94533 - General Services R&R	75,000	10,000	10,000	10,000	10,000	10,000	125,000
Subtotal General Services Revenue	**75,000**	**10,000**	**10,000**	**10,000**	**10,000**	**10,000**	**125,000**
Garage Fund Revenue							
94233 - Motorized Equipment Rplcmt - Cash	46,800	48,210	49,650	51,140	52,680	54,260	302,740
94243 - Radio P25 Upgrade	100,000	100,000	100,000	100,000			400,000
94245 - Fleet Industrial Fans	80,000						80,000
94246 - Fleet Management and Mapping	320,000						320,000
945xx - Generator Maintenance		100,000				100,000	200,000
Subtotal Garage Fund Revenue	**546,800**	**248,210**	**149,650**	**151,140**	**52,680**	**154,260**	**1,302,740**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Administrative Services Revenue							
94626 - Public Works Complex				231,860			231,860
94729 - Citywide Connectivity Infrastructure	300,000	100,000	100,000	100,000	100,000	100,000	800,000
94736 - Geographic Information System	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94828 - Financial System Upgrades	800,000	800,000	800,000	800,000	800,000	400,000	4,400,000
94829 - CIS Upgrades	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94830 - MS/Licensing Upgrades	100,000	50,000	50,000	50,000	100,000	100,000	450,000
94833 - Computer Monitors	10,000	10,000	10,000	10,000	10,000	10,000	60,000
94857 - Accela Permit & Code Enforce Upgrade	50,000	50,000	50,000	50,000	50,000	50,000	300,000
94873 - Citywide Cameras System	25,000	50,000					75,000
94874 - City Enterprise Time Keeping System	25,000						25,000
94880 - Granicus Agenda Management Sys	25,000	25,000	25,000	25,000	25,000	25,000	150,000
94883 - Business Process Review & Improve Project	150,000	150,000	150,000	150,000	150,000	150,000	900,000
Subtotal Administrative Services Revenue	**1,585,000**	**1,335,000**	**1,285,000**	**1,516,860**	**1,335,000**	**935,000**	**7,991,860**
Subtotal Internal Service Funds	**2,206,800**	**1,593,210**	**1,444,650**	**1,678,000**	**1,397,680**	**1,099,260**	**9,419,600**
BORROWING							
GENERAL SOURCES							
Lease Purchase - General Fund							
91218 - Fire Engine Replacement			643,220	668,950		723,540	2,035,710
91236 - Rescue Vehicle (Fire)	240,000	240,000		240,000	240,000	240,000	1,200,000
91259 - Radio Replacements		1,155,000					1,155,000
91271 - Fire Boat				68,000			68,000
912xx - Ladder Truck Replacement					1,592,800		1,592,800
93244 - Parks & Beautification Truck,Trailer & Club Car	57,000						57,000
93662 - Administration Vehicle	21,000						21,000
93663 - Athletic Maintenance Equipment	52,840						52,840
936xx - Showmaster Portable Stage		150,000					150,000
94238 - Police Vehicles	680,000	430,000					1,110,000
94244 - Miscellaneous Vehicle Additions	42,000						42,000
Subtotal Lease Purchase - General Fund	**1,092,840**	**1,975,000**	**643,220**	**976,950**	**1,832,800**	**963,540**	**7,484,350**
Subtotal Borrowing/General Sources	**1,092,840**	**1,975,000**	**643,220**	**976,950**	**1,832,800**	**963,540**	**7,484,350**
SELF-SUPPORTING FUNDS							
Lease Purchase - Parking							
94244 - Miscellaneous Vehicle Additions	22,000						22,000
Subtotal Lease Purchase - Parking	**22,000**	**0**	**0**	**0**	**0**	**0**	**22,000**
Lease Purchase - Gas							
96390 - Gas Vehicle Additions	233,000						233,000
96392 - Gas Equipment Additions	191,000						191,000
Subtotal Lease Purchase - Gas	**424,000**	**0**	**0**	**0**	**0**	**0**	**424,000**
Lease Purchase - Water							
96781 - Compact Track Loader	62,000						62,000
Subtotal Lease Purchase - Water	**62,000**	**0**	**0**	**0**	**0**	**0**	**62,000**
Lease Purchase - Sewer							
96211 - Godwin Diesel Pump	72,000						72,000
962xx - Trailer Mounted Bio-solids Centrifuge		1,100,000					1,100,000
Subtotal Lease Purchase - Sewer	**72,000**	**1,100,000**	**0**	**0**	**0**	**0**	**1,172,000**

Summary of Funding Sources

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Total
Future Bond Issue - Water & Sewer							
94626 - Public Works Complex		3,100,000		4,000,000		112,240	7,212,240
96202 - WWTP Screw Pump Replacement		418,170					418,170
962xx - WET NNC Rule Compliance		1,407,410					1,407,410
96611 - Biosolids Treatment		457,600	3,073,220				3,530,820
96615 - Odor Control		139,800					139,800
96619 - WWTP Generator Replacement		235,110					235,110
96630 - Sanitary Sewer Extensions		1,147,300	1,913,600	439,740			3,500,640
96654 - Facilities Upgrade & Improvement	4,631,700	3,051,250					7,682,950
96664 - Water Pollution Control R & R		4,149,500		118,350			4,267,850
96665 - Sanitary Sewer R & R		9,825,000	2,695,050	1,555,750	1,311,950		15,387,750
96686 - Pump Station Replacement		1,240,500	2,000,050	1,430,000	813,600	2,243,010	7,727,160
96721 - System R&R - Maintenance		1,760,000	694,720	1,339,870			3,794,590
96739 - Reclaimed Water Distribution System		600,000	1,000,000	250,000			1,850,000
96740 - Water Supply & Treatment		1,750,000	1,944,150	1,500,000			5,194,150
96741 - System R & R - Capitalized		1,400,000	1,384,250	1,400,000			4,184,250
96742 - Line Relocation - Capitalized		485,000	1,121,700	400,000			2,006,700
96743 - Meter/Backflow Rplcmt/Change Out		50,000	50,000	50,000		50,000	200,000
96764 - R.O. Plant Expansion Res # 1		750,000					750,000
96766 - Water Quality Monitoring Devices				600,000			600,000
96768 - Rebate - Well, Lake, Pond Irig Abd		20,000		20,000			40,000
96773 - Groundwater Replenishment Facility		5,104,000	9,236,000				14,340,000
96775 - Arsenic Removal Water Treat Plant #3			8,150,000				8,150,000
Subtotal Water & Sewer Future Bond Issue	**4,631,700**	**37,090,640**	**33,262,740**	**13,103,710**	**2,125,550**	**2,405,250**	**92,619,590**
Subtotal Borrowing/Self Supporting Funds	**5,211,700**	**38,190,640**	**33,262,740**	**13,103,710**	**2,125,550**	**2,405,250**	**94,299,590**
INTERNAL SERVICE FUNDS							
Lease Purchase - Garage							
94241 - Motorized Equipment Replacement-L/P	6,440,600	6,569,410	6,700,800	6,834,820	6,971,520	7,110,940	40,628,090
94243 - Radio P25 Upgrade	1,000,000						1,000,000
Subtotal Lease Purchase - Garage	**7,440,600**	**6,569,410**	**6,700,800**	**6,834,820**	**6,971,520**	**7,110,940**	**41,628,090**
Lease Purchase - Administrative Services							
94814 - Network Infrastructure & Server R&R	350,000	350,000	350,000	350,000	400,000	400,000	2,200,000
94824 - IT Disaster Recovery Equipment	30,000	30,000	35,000	35,000	50,000	50,000	230,000
94827 - Telecommunications Upgrades	25,000	25,000	25,000	25,000	50,000	50,000	200,000
Subtotal Lease Purchase - Admin. Services	**405,000**	**405,000**	**410,000**	**410,000**	**500,000**	**500,000**	**2,630,000**
Subtotal Borrowing/Internal Service Funds	**7,845,600**	**6,974,410**	**7,110,800**	**7,244,820**	**7,471,520**	**7,610,940**	**44,258,090**
TOTAL: ALL FUNDING SOURCES	**79,266,100**	**115,038,200**	**87,314,210**	**78,315,000**	**56,059,500**	**54,793,400**	**470,786,410**

CITY OF CLEARWATER, FLORIDA

ESTABLISHED 1915

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 2016/17 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 2016/17 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 2016/17. 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 2016/17 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 2016/17.

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 .0150 mills for the current year.

School Board – A rate of 7.318 mills was adopted for fiscal year 2016/17 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 .3317 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 2016/17.

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." The Urban Land Institute is an independent global nonprofit organization that provides leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
Unassigned Fund Balance	The funds remaining from prior years that are available for appropriation and expenditure in the current year in Governmental Funds.
Unrestricted Net Assets	An equity account reflecting the accumulated earnings of an Enterprise or Internal Service Fund.
User Fee	Charges for specific services provided only to those using such services. Examples would be sewer service charges and dock fees.
Utility 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. 8945-16

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, DECLARING THE MILLAGE RATE TO BE LEVIED FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016, AND ENDING SEPTEMBER 30, 2017, 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 6.71% INCREASE FROM THE ROLLED BACK RATE OF 4.8310 MILLS.

WHEREAS, the estimated revenue to be received by the City for the fiscal year beginning October 1, 2016, and ending September 30, 2017, from ad valorem taxes is $46,605,250; and

WHEREAS, based upon the taxable value provided by the Pinellas County Property Appraiser, 5.1550 mills are necessary to generate $46,605,250; 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, 2016.

Section 2. The levy of 5.1550 mills constitutes a 6.71% increase from the rolled back rate.

Section 3. This ordinance shall take effect October 1, 2016.

PASSED ON FIRST READING SEP 15 2016

PASSED ON SECOND AND FINAL READING AND ADOPTED September 29, 2016

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

OPERATING BUDGET ORDINANCE

ORDINANCE NO. 8946-16

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING AN OPERATING BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016, AND ENDING SEPTEMBER 30, 2017; 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, 2016, and ending September 30, 2017; 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 15, 2016, 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, 2016, and ending September 30, 2017, 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, 2016.

PASSED ON FIRST READING SEP 15 2016

PASSED ON SECOND AND FINAL READING AND ADOPTED September 29, 2016

-georgencretekos

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

EXHIBIT A
CITY OF CLEARWATER
2016-17 BUDGET

GOVERNMENTAL FUNDS	General Fund	Special Development Fund	Special Program Fund	Local Housing Assistance Trust Fund	Total Governmental Funds
Balances Brought Forward	**29,797,031**	**8,448,164**	**2,172,026**	**-**	**40,417,221**
Budgeted Revenues					
Ad Valorem Taxes	44,384,830	2,220,420			46,605,250
Utility Taxes	14,717,600				14,717,600
Local Option, Fuel & Other Taxes	7,100,400	11,977,550			19,077,950
Franchise Fees	10,280,100				10,280,100
Other Permits and Fees	2,372,250				2,372,250
Intergovernmental Revenue	23,054,960		667,630	983,540	24,706,130
Charges for Services	15,988,040	270,000			16,258,040
Judgments, Fines and Forfeits	950,400				950,400
Miscellaneous Revenues	1,986,180	575,000	50,000		2,611,180
Transfers In	9,161,770		132,230		9,294,000
Other Financing Sources	0				0
TOTAL BUDGETED REVENUES	**129,996,530**	**15,042,970**	**849,860**	**983,540**	**146,872,900**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**159,793,561**	**23,491,134**	**3,021,886**	**983,540**	**187,290,121**
Budgeted Expenditures					
City Council	331,360				331,360
City Manager's Office	993,950				993,950
City Attorney's Office	1,651,920				1,651,920
City Audit	216,330				216,330
CRA Administration	395,140				395,140
Economic Development and Housing	1,706,650				1,706,650
Engineering	7,865,730				7,865,730
Finance	2,472,950				2,472,950
Fire	26,312,890				26,312,890
Human Resources	1,226,130				1,226,130
Library	7,219,940				7,219,940
Marine & Aviation	1,219,360				1,219,360
Non-Departmental	6,600,840				6,600,840
Official Records and Legislative Services	1,060,210				1,060,210
Parks and Recreation	25,682,620				25,682,620
Planning and Development	5,627,690				5,627,690
Police	39,781,790		30,000		39,811,790
Public Communications	997,000				997,000
Public Utilities	286,030				286,030
General Government Services		763,640	14,000		777,640
Economic Environment			685,860	983,540	1,669,400
Culture and Recreation			70,000		70,000
Transfers Out		16,830,480	530,000		17,360,480
TOTAL BUDGETED EXPENDITURES	**131,648,530**	**17,594,120**	**1,329,860**	**983,540**	**151,556,050**
Fund Balances/Reserves/Net Assets	**28,145,031**	**5,897,014**	**1,692,026**	**-**	**35,734,071**
TOTAL EXPENDITURES AND BALANCES	**159,793,561**	**23,491,134**	**3,021,886**	**983,540**	**187,290,121**

EXHIBIT A
CITY OF CLEARWATER
2016-17 BUDGET

UTILITY FUNDS	Water & Sewer Fund	Stormwater Utility Fund	Solid Waste & Recycling Fund	Gas Fund	Total Utility Funds
Balances Brought Forward	**36,984,779**	**31,854,211**	**33,872,183**	**43,143,338**	**145,854,511**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees			1,600		1,600
Intergovernmental Revenue					
Charges for Services	76,596,950	17,715,120	23,300,000	43,261,840	160,873,910
Judgments, Fines and Forfeits	271,000	50,000	92,900	153,000	566,900
Miscellaneous Revenues	603,000	335,000	934,350	509,500	2,381,850
Transfers In			390,000		390,000
Other Financing Sources					
TOTAL BUDGETED REVENUES	**77,470,950**	**18,100,120**	**24,718,850**	**43,924,340**	**164,214,260**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**114,455,729**	**49,954,331**	**58,591,033**	**87,067,678**	**310,068,771**
Budgeted Expenditures					
Water & Sewer Fund					
Public Utilities Administration	1,586,550				1,586,550
Wastewater Collection	10,632,980				10,632,980
Public Utilities Maintenance	4,646,290				4,646,290
WPC Plant Operations	19,603,910				19,603,910
WPC Laboratory Operations	1,613,290				1,613,290
WPC Industrial Pretreatment	955,760				955,760
Water Distribution	6,704,070				6,704,070
Water Supply	12,079,990				12,079,990
Reclaimed Water	2,487,730				2,487,730
Non-Departmental	13,774,160				13,774,160
Stormwater Fund					
Stormwater Management		11,180,240			11,180,240
Stormwater Maintenance		6,473,420			6,473,420
Solid Waste & Recycling Fund					
Administration			971,150		971,150
Solid Waste Collection			17,731,470		17,731,470
Solid Waste Transfer			1,668,990		1,668,990
Solid Waste Container Maintenance			882,670		882,670
Recycling Residential			1,365,860		1,365,860
Recycling Multi Family			473,490		473,490
Recycling Commercial			1,443,010		1,443,010
Gas Fund					
Administration and Supply				22,051,990	22,051,990
Pinellas Gas Operations				7,694,220	7,694,220
Pasco Gas Operations				4,941,400	4,941,400
Gas Marketing and Sales				17,351,240	17,351,240
TOTAL BUDGETED EXPENDITURES	**74,084,730**	**17,653,660**	**24,536,640**	**52,038,850**	**168,313,880**
Fund Balances/Reserves/Net Assets	**40,370,999**	**32,300,671**	**34,054,393**	**35,028,828**	**141,754,891**
TOTAL EXPENDITURES AND BALANCES	**114,455,729**	**49,954,331**	**58,591,033**	**87,067,678**	**310,068,771**

EXHIBIT A
CITY OF CLEARWATER
2016-17 BUDGET

OTHER ENTERPRISE FUNDS	Airpark Fund	Marine Fund	Clearwater Harbor Marine Fund	Parking Fund	Total Other Enterprise Funds
Balances Brought Forward	**463,336**	**1,099,704**	**1,157,641**	**10,396,072**	**13,116,753**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue		5,000	50,000		55,000
Charges for Services	14,000	4,429,230	726,490	5,686,610	10,856,330
Judgments, Fines and Forfeits		3,000	1,200	640,000	644,200
Miscellaneous Revenues	285,700	44,250	16,500	267,000	613,450
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	**299,700**	**4,481,480**	**794,190**	**6,593,610**	**12,168,980**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**763,036**	**5,581,184**	**1,951,831**	**16,989,682**	**25,285,733**
Budgeted Expenditures					
Airpark Fund					
Airpark Operations	249,330				249,330
Marine Fund					
Marina Operations		4,223,510			4,223,510
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations			643,770		643,770
Parking Fund					
Parking System				3,748,320	3,748,320
Parking Enforcement				635,220	635,220
Beach Guard Operations				741,780	741,780
TOTAL BUDGETED EXPENDITURES	**249,330**	**4,223,510**	**643,770**	**5,125,320**	**10,241,930**
Fund Balances/Reserves/Net Assets	**513,706**	**1,357,674**	**1,308,061**	**11,864,362**	**15,043,803**
TOTAL EXPENDITURES AND BALANCES	**763,036**	**5,581,184**	**1,951,831**	**16,989,682**	**25,285,733**

EXHIBIT A
CITY OF CLEARWATER
2016-17 BUDGET

INTERNAL SERVICE FUNDS	Administrative Service Fund	General Service Fund	Garage Fund	Central Insurance Fund	Total
Balances Brought Forward	**9,008,333**	**2,311,085**	**7,132,763**	**23,527,185**	**41,979,366**
Budgeted Revenues					
Ad Valorem Taxes					
Utility Taxes					
Local Option, Fuel & Other Taxes					
Franchise Fees					
Other Permits and Fees					
Intergovernmental Revenue					
Charges for Services	10,720,360	4,864,560	16,570,810	24,463,590	56,619,320
Judgments, Fines and Forfeits					
Miscellaneous Revenues	110,000	20,000	440,000	556,000	1,126,000
Transfers In					
Other Financing Sources					
TOTAL BUDGETED REVENUES	**10,830,360**	**4,884,560**	**17,010,810**	**25,019,590**	**57,745,320**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**19,838,693**	**7,195,645**	**24,143,573**	**48,546,775**	**99,724,686**
Budgeted Expenditures					
Administrative Services Fund					
Information Technology/Administration	389,700				389,700
Network Services	3,419,880				3,419,880
Software Applications	3,541,860				3,541,860
Telecommunications	647,360				647,360
Courier	155,050				155,050
Clearwater Customer Service	3,598,160				3,598,160
General Services Fund					
Administration		509,470			509,470
Building and Maintenance		4,375,090			4,375,090
Garage Fund					
Fleet Maintenance			15,804,300		15,804,300
Radio Communications			1,679,830		1,679,830
Central Insurance Fund					
Risk Management				486,630	486,630
Employee Benefits				386,280	386,280
Employee Health Center				1,841,960	1,841,960
Non-Departmental				22,141,550	22,141,550
TOTAL BUDGETED EXPENDITURES	**11,752,010**	**4,884,560**	**17,484,130**	**24,856,420**	**58,977,120**
Fund Balances/Reserves/Net Assets	**8,086,683**	**2,311,085**	**6,659,443**	**23,690,355**	**40,747,566**
TOTAL EXPENDITURES AND BALANCES	**19,838,693**	**7,195,645**	**24,143,573**	**48,546,775**	**99,724,686**

EXHIBIT B
CITY OF CLEARWATER
2016-17 BUDGET

ALL FUNDS	Total Governmental Funds	Total Utility Funds	Total Other Enterprise Funds	Total Internal Service Funds	Total All Funds
Balances Brought Forward	**40,417,221**	**145,854,511**	**13,116,753**	**41,979,366**	**241,367,851**
Budgeted Revenues					
Ad Valorem Taxes	46,605,250				46,605,250
Utility Taxes	14,717,600				14,717,600
Local Option, Fuel & Other Taxes	19,077,950				19,077,950
Franchise Fees	10,280,100				10,280,100
Other Permits and Fees	2,372,250	1,600			2,373,850
Intergovernmental Revenue	24,706,130		55,000		24,761,130
Charges for Services	16,258,040	160,873,910	10,856,330	56,619,320	244,607,600
Judgments, Fines and Forfeits	950,400	566,900	644,200		2,161,500
Miscellaneous Revenues	2,611,180	2,381,850	613,450	1,126,000	6,732,480
Transfers In	9,294,000	390,000			9,684,000
Other Financing Sources					
TOTAL BUDGETED REVENUES	**146,872,900**	**164,214,260**	**12,168,980**	**57,745,320**	**381,001,460**
TOTAL REVENUES, TRANSFERS, AND BALANCES	**187,290,121**	**310,068,771**	**25,285,733**	**99,724,686**	**622,369,311**
Budgeted Expenditures					
City Council	331,360				331,360
City Manager's Office	993,950				993,950
City Attorney's Office	1,651,920				1,651,920
City Audit	216,330				216,330
CRA Administration	395,140				395,140
Economic Development and Housing	1,706,650				1,706,650
Engineering	7,865,730				7,865,730
Finance	2,472,950				2,472,950
Fire	26,312,890				26,312,890
Human Resources	1,226,130				1,226,130
Library	7,219,940				7,219,940
Marine & Aviation	1,219,360				1,219,360
Non-Departmental	6,600,840				6,600,840
Official Records and Legislative Services	1,060,210				1,060,210
Parks and Recreation	25,682,620				25,682,620
Planning and Development	5,627,690				5,627,690
Police	39,811,790				39,811,790
Public Communications	997,000				997,000
Public Services	286,030				286,030
General Government Services	777,640				777,640
Economic Environment	1,669,400				1,669,400
Culture and Recreation	70,000				70,000
Transfers Out	17,360,480				17,360,480
Water & Sewer Fund Expenditures					
Public Utilities Administration		1,586,550			1,586,550
Wastewater Collection		10,632,980			10,632,980
Public Utilities Maintenance		4,646,290			4,646,290
WPC Plant Operations		19,603,910			19,603,910
WPC Laboratory Operations		1,613,290			1,613,290
WPC Industrial Pretreatment		955,760			955,760
Water Distribution		6,704,070			6,704,070
Water Supply		12,079,990			12,079,990
Reclaimed Water		2,487,730			2,487,730
Non-Departmental		13,774,160			13,774,160
Stormwater Fund					
Stormwater Management		11,180,240			11,180,240
Stormwater Maintenance		6,473,420			6,473,420

EXHIBIT B
CITY OF CLEARWATER
2016-17 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		971,150			971,150
Solid Waste Collection		17,731,470			17,731,470
Solid Waste Transfer		1,668,990			1,668,990
Solid Waste Container Maintenance		882,670			882,670
Recycling Residential		1,365,860			1,365,860
Recycling Multi Family		473,490			473,490
Recycling Commercial		1,443,010			1,443,010
Gas Fund					
Administration and Supply		22,051,990			22,051,990
Pinellas Gas Operations		7,694,220			7,694,220
Pasco Gas Operations		4,941,400			4,941,400
Gas Marketing and Sales		17,351,240			17,351,240
Recycling Fund					
Airpark Fund					
Airpark Operations			249,330		249,330
Marine Fund					
Marina Operations			4,223,510		4,223,510
Clearwater Harbor Marine Fund					
Clearwater Harbor Marina Operations			643,770		643,770
Parking Fund					
Parking System			3,748,320		3,748,320
Parking Enforcement			635,220		635,220
Beach Guard Operations			741,780		741,780
Administrative Services Fund					
Information Technology/Administration				389,700	389,700
Network Services				3,419,880	3,419,880
Software Applications				3,541,860	3,541,860
Telecommunications				647,360	647,360
Courier				155,050	155,050
Clearwater Customer Service				3,598,160	3,598,160
General Services Fund					
Administration				509,470	509,470
Building and Maintenance				4,375,090	4,375,090
Garage Fund					
Fleet Maintenance				15,804,300	15,804,300
Radio Communications				1,679,830	1,679,830
Central Insurance Fund					
Risk Management				486,630	486,630
Employee Benefits				386,280	386,280
Employee Health Center				1,841,960	1,841,960
Non-Departmental				22,141,550	22,141,550
TOTAL BUDGETED EXPENDITURES	**151,556,050**	**168,313,880**	**10,241,930**	**58,977,120**	**389,088,980**
Fund Balances/Reserves/Net Assets	**35,734,071**	**141,754,891**	**15,043,803**	**40,747,566**	**233,280,331**
TOTAL EXPENDITURES AND BALANCES	**187,290,121**	**310,068,771**	**25,285,733**	**99,724,686**	**622,369,311**

CAPITAL IMPROVEMENT ORDINANCE

ORDINANCE NO. 8947-16

AN ORDINANCE OF THE CITY OF CLEARWATER, FLORIDA, ADOPTING THE CAPITAL IMPROVEMENT PROGRAM BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016, AND ENDING SEPTEMBER 30, 2017; 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, 2016, and ending September 30, 2017; 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 15, 2016; 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, 2016, and ending September 30, 2017, 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, 2016.

PASSED ON FIRST READING AS AMENDED SEP 15 2016

PASSED ON SECOND READING AND ADOPTED September 29, 2016

George N. Cretekos
Mayor

Approved as to form:

Pamela K. Akin
City Attorney

Attest:

Rosemarie Call
City Clerk

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2016/17

	Budgeted Revenues 2016/17
GENERAL SOURCES:	
General Operating Revenue	7,309,890
Road Millage	2,220,420
Penny for Pinellas	12,770,060
Multi-Modal Impact Fees	190,000
Local Option Fuel Tax	1,650,000
Special Program Fund	530,000
Grants	180,000
Donations	100,000
SELF SUPPORTING FUNDS:	
Marine Revenue	210,000
Clearwater Harbor Marina Fund	40,000
Airpark Revenue	35,000
Parking Revenue	631,000
Utility System:	
Water Revenue	162,500
Sewer Revenue	7,093,850
Water Impact Fees	24,000
Sewer Impact Fees	12,460
Utility R & R	5,844,550
Stormwater Utility Revenue	6,180,430
Gas Revenue	17,100,000
Solid Waste Revenue	525,000
Recycling Revenue	100,000
INTERNAL SERVICE FUNDS:	
Garage Revenue	546,800
General Services Fund	75,000
Administrative Services Revenue	1,585,000
BORROWING - GENERAL SOURCES:	
Lease Purchase - General Fund	1,092,840
BORROWING - SELF SUPPORTING FUNDS:	
Lease Purchase - Parking	22,000
Lease Purchase - Gas	424,000
Lease Purchase - Water & Sewer	134,000
Bond Issues - Water & Sewer	4,631,700
BORROWING - INTERNAL SERVICE FUNDS:	
Lease Purchase - Garage	7,440,600
Lease Purchase - Administrative Services	405,000
TOTAL ALL FUNDING SOURCES:	**$79,266,100**

Ordinance No. 8947-16

Exhibit A
CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2016/17

FUNCTION:	Budgeted Expenditures 2016/17
Second Century Clearwater	3,652,000
Police Protection	980,000
Fire Protection	5,264,920
Major Street Maintenance	3,828,420
Sidewalk and Bike Trails	472,000
Intersections	535,000
Parking	611,000
Miscellaneous Engineering	635,000
Parks Development	7,077,940
Marine Facilities	635,000
Airpark Facilities	115,000
Libraries	373,850
Garage	8,051,400
Maintenance of Buildings	2,330,000
General Public City Building	522,800
Miscellaneous	2,420,000
Stormwater Utility	6,034,710
Gas System	17,524,000
Solid Waste & Recycling	625,000
Utilities Miscellaneous	196,950
Sewer System	17,295,110
Water System	86,000
TOTAL PROJECT EXPENDITURES	**$79,266,100**

Exhibit B

CAPITAL IMPROVEMENT PROGRAM EXPENDITURE SUMMARY BY FUNCTION
FY 2016-2017 THROUGH FY 2021-2022 CAPITAL IMPROVEMENT FUND
CITY OF CLEARWATER

	Schedule of Planned Expenditures						
Function	**2016/17**	**2017/18**	**2018/19**	**2019/20**	**2020/21**	**2021/22**	**Total**
Second Century Clearwater	3,652,000	6,786,000	4,000,000	6,800,000	0	0	21,238,000
Police Protection	980,000	630,000	100,000	5,600,000	0	0	7,310,000
Fire Protection	5,264,920	3,275,470	4,778,060	1,391,340	2,195,710	1,340,500	18,246,000
Major Street Maintenance	3,828,420	3,815,170	3,815,170	3,819,170	3,512,170	3,512,170	22,302,270
Sidewalk and Bike Trails	472,000	472,000	472,000	473,250	0	0	1,889,250
Intersections	535,000	431,990	315,410	315,400	315,390	315,390	2,228,580
Parking	611,000	10,392,000	382,500	384,000	384,000	384,000	12,537,500
Miscellaneous Engineering	635,000	45,000	45,000	2,470,000	45,000	45,000	3,285,000
Parks Development	7,077,940	5,169,840	3,640,000	2,340,000	7,885,000	7,485,000	33,597,780
Marine Facilities	635,000	540,000	525,000	535,000	535,000	535,000	3,305,000
Airpark Facilities	115,000	115,000	1,215,000	715,000	3,815,000	515,000	6,490,000
Libraries	373,850	242,500	292,500	70,000	70,000	70,000	1,118,850
Garage	8,051,400	6,717,620	6,850,450	6,985,960	7,024,200	7,165,200	42,794,830
Maintenance of Buildings	2,330,000	1,998,000	1,515,000	1,240,000	605,000	1,140,000	8,828,000
General Public City Building	522,800	4,646,630	985,650	10,289,100	0	135,730	16,579,910
Miscellaneous	2,420,000	4,810,000	1,765,000	1,765,000	1,905,000	1,505,000	14,170,000
Stormwater Utility	6,034,710	5,290,010	6,970,730	6,066,170	7,511,530	9,382,940	41,256,090
Gas System	17,524,000	11,900,000	4,600,000	4,600,000	4,600,000	4,600,000	47,824,000
Solid Waste & Recycling	625,000	2,125,000	625,000	625,000	625,000	625,000	5,250,000
Utilities Miscellaneous	196,950	200,000	70,000	0	25,000	0	491,950
Sewer System	17,295,110	33,416,970	19,655,720	15,145,540	8,486,500	12,602,470	106,602,310
Water System	86,000	12,019,000	24,696,020	6,685,070	6,520,000	3,435,000	53,441,090
	79,266,100	**115,038,200**	**87,314,210**	**78,315,000**	**56,059,500**	**54,793,400**	**470,786,410**

Administrative Services Fund Statement of Revenues & Expenditures....47
Airpark Fund Statement of Revenues & Expenditures....45
Airpark Operations (Marine & Aviation)....142
Beach Guard Operations (Parks & Recreation Department)....159
Beach Marina Operations (Marine and Aviation Department)....142
Budget Calendar....27
Budget Office (see Finance)....107
Budget Procedures/Presentation (Budget Guide)....29
Budget Summary (TRIM Advertisement)....39
Building and Maintenance (Solid Waste/General Services)....210
Capital Improvement Program:
- Airpark Facilities....263
- Fire Protection....237
- Funding Sources Summary....301
- Garage....268
- Gas System....280
- General Fund Revenue, Summary....299
- General Public City Buildings and Equipment....273
- Intersections....244
- Introduction....227
- Libraries....266
- Maintenance of Buildings....270
- Major Street Maintenance....241
- Marine Facilities....260
- Miscellaneous Engineering....248
- Miscellaneous....274
- Parks Development....250
- Parking....246
- Police Protection....236
- Second Century Clearwater....233
- Sewer System....288
- Sidewalks....243
- Solid Waste and Recycling....284
- Stormwater Utility....278
- Utilities Miscellaneous....287
- Water System....293
- Total By Category....297

Capital Improvement Program - Funding Sources....301

Capital Improvement Program - Summary of General Fund Revenue 299
Central Insurance Fund Statement of Revenues & Expenditures 48
Charges for Service Revenue (Major Revenue Sources) 51
City Attorney 80
City Audit 84
City Clerk Department (see Official Records & Legislative Services) 154
City Council 73
City Manager 76
Civil Engineering (Engineering) 98
Clearwater Airpark Operations (Marine & Aviation Department) 142
Clearwater Harbor Marina Operations (Marine & Aviation Department) 142
Clearwater Harbor Marina Fund Statement of Revenues & Expenditures 46
Climate (Community Profile/Clearwater at a Glance) 6
Code Compliance (Planning & Development Department) 173
Communications Services Tax Revenue (Major Revenue Sources) 50
Community Profile 1
Community Redevelopment Agency (CRA) 223
Comparative Statement of Taxable Property Value & Tax Levy 37
Construction Services (Planning & Development Department) 173
CRA Administration 88
Courier (Public Communications) 191
Demographic Statistics (Community Profile/Clearwater at a Glance) 6
Department/Fund Structure 34
Diversity & Equity Services (Human Resources) 124
Economic Development & Housing 92
Emergency Medical Services (Fire Department) 113
Employee Relations (Human Resources) 124
Employee Benefits (Human Resources) 125
Employee Health Center (Human Resources) 125
Engineering 98
Financial Forecast (Five-Year Financial Forecast) 59
Finance 106
Financial Policies 15
Fire Department 112
Fire – Operations 112
Fire – Preventive Services 112
Fire – Support Services 112
Fleet Maintenance (General Services) 210

Franchise Fee Revenue (Major Revenue Sources) 49
Garage Fund Statement of Revenues & Expenditures 48
Gas Fund Statement of Revenues and Expenditures 43
Gas System... 118
Gas Utility Operating Revenues (Major Revenue Sources) 52
General Fund Statement of Revenues and Expenditures 41
General Services (Solid Waste/General Services) 210
General Services Fund Statement of Revenues & Expenditures 47
General Services 210
Glossary 309
Harborview Center Operations (Parks and Recreation) 159
Housing Department (Economic Development & Housing) 92
Human Resources Department 124
Information Technology 130
Insurance Fund Statement of Revenues and Expenditures 48
Internal Audit (City Auditor's Office) 84
Internal Service Fund Revenue (Major Revenue Sources) 53
Legal Department (City Attorney's Office) 80
Library Department 136
Local Option Fuel Tax (Major Revenue Sources) 54
Major Interfund Charges 51
Major Revenue Sources 49
Marine & Aviation Department 142
Marine Fund Statement of Revenues & Expenditures 45
Non-Departmental:
- Central Insurance Fund 151
- General Fund 149
- Water and Sewer Fund 197

Official Records and Legislative Services 154
Ordinances:
- Capital Improvement Ordinance 328
- Capital Improvement Ordinance – Exhibit A 330
- Capital Improvement Ordinance – Exhibit B 332
- Millage Ordinance 319
- Operating Budget Ordinance 320
- Operating Budget Ordinance – Exhibit A 322
- Operating Budget Ordinance – Exhibit B 326

Organization Charts:
City Attorney's Office 79
City Audit 83
City Manager's Office 75
Citywide Organization (Budget Message) xxiv
CRA Administration 87
Economic Development & Housing Services 91
Engineering 97
Finance Department 105
Fire Department 111
Gas System 117
General Services 203
Human Resources Department 123
Information Technology 129
Library 135
Marine & Aviation Department 141
Official Records and Legislative Services 153
Parks & Recreation Department 157
Planning & Development 171
Police Department 179
Public Communications 189
Public Utilities 195
Solid Waste/General Services 203
Utility Customer Service 215
Parking Enforcement & System (Engineering) 98
Parking Fund Statement of Revenues & Expenditures 46
Parking System (Engineering) 98
Parks and Beautification (Parks & Recreation) 159
Parks and Recreation Department 158
Penny for Pinellas/Sales Tax Infrastructure (Major Revenue Sources) 53
Pier 60 Operations (Marine & Aviation Department) 142
Planning & Development 172
Police Department 180
Policies, Financial & Budget 15
Population (last five years) (Community Profile/Clearwater at a Glance) 6
Property Tax Revenue (Major Revenue Sources) 49

Public Communications Department 190
Public Utilities 196
Radio Communications (Solid Waste/General Services) 210
Reclaimed Water (Public Utilities) 197
Recycling (Solid Waste) 205
Recreation Programming (Parks & Recreation) 158
Recruitment, Selection, and Training (Human Resources) 124
Risk Management (Finance) 107
Sailing Center Operations (Marine & Aviation Department) 142
Sales Tax Infrastructure/Penny for Pinellas (Major Revenue Sources) 53
Service Statistics 8
Shared Revenue from Local Governments (Major Revenue Sources) 50
Solid Waste and Recycling Fund Statement of Revenues & Expenditures 44
Solid Waste/General Services 204
Solid Waste and Recycling Utility Operating Revenue (Major Revenue Sources) 53
Special Development Fund 221
Special Program Fund 221
Special Revenue Funds 221
State Shared Revenues (Major Revenue Sources) 50
Stormwater Maintenance & Management (Engineering) 98
Stormwater Utility Fund Statement of Revenues & Expenditures 43
Stormwater Utility Operating Revenue (Major Revenue Sources) 52
Strategic Vision 12
Streets & Sidewalks (Parks and Recreation) 159
Summary of Positions - Full Time Equivalent 55
Taxable Property Value and Tax Levy, Comparative Statement 37
Traffic Operations (Engineering) 98
TRIM Advertisement 39
Utility Customer Service 216
Utility Tax Revenue (Major Revenue Sources) 49
Wastewater Collection (Public Utilities) 196
Wastewater Environmental Technologies (Public Utilities) 196
Water and Sewer Fund Statement of Revenues & Expenditures 42
Water and Sewer Utility Operating Revenue (Major Revenue Sources) 52
Water Distribution (Public Utilities) 197
Vision and Mission Statement (City of Clearwater) 11

CITY OF CLEARWATER, FLORIDA

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