

CLEARWATER

A bright and beautiful future.

20
45

Support Services



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INTRODUCTION

This chapter provides the goals, objectives, and policies for the backbone of the city: public services and utilities. While the utilities tend to be out of sight and out of mind, the city would not be able to thrive economically without them. Additionally, public services including Police, Fire/EMS, and the library system, are all essential pieces to a healthy city. The city needs to plan for and ensure that these utilities and services are operating at the highest levels to support existing and proposed populations and development.

EXISTING CONDITIONS

The Public Utilities Department include the potable water, reclaimed water, and sanitary sewer (wastewater), and the Public Works Department includes the stormwater systems. These systems are generally governed by their respective master plans, which are updated on a regular basis. Future projects to the potable and reclaimed water and sanitary sewer systems will be based on findings from updated master plans, Supervisory Control & Automated Data (SCADA) Master Plans, and other regulatory initiatives. Stormwater plans are determined by the Surface Water Improvement and Management (SWIM) Program as well as provisions of the National Pollution Discharge Elimination System (NPDES). Maps SS 1 and SS 2 show the sanitary sewer lines and water reclamation facilities (WRFs) within the city. Maps SS 3 and SS 4 show the city's potable water lines and wells, and map SS 5 shows the reclaimed water lines.

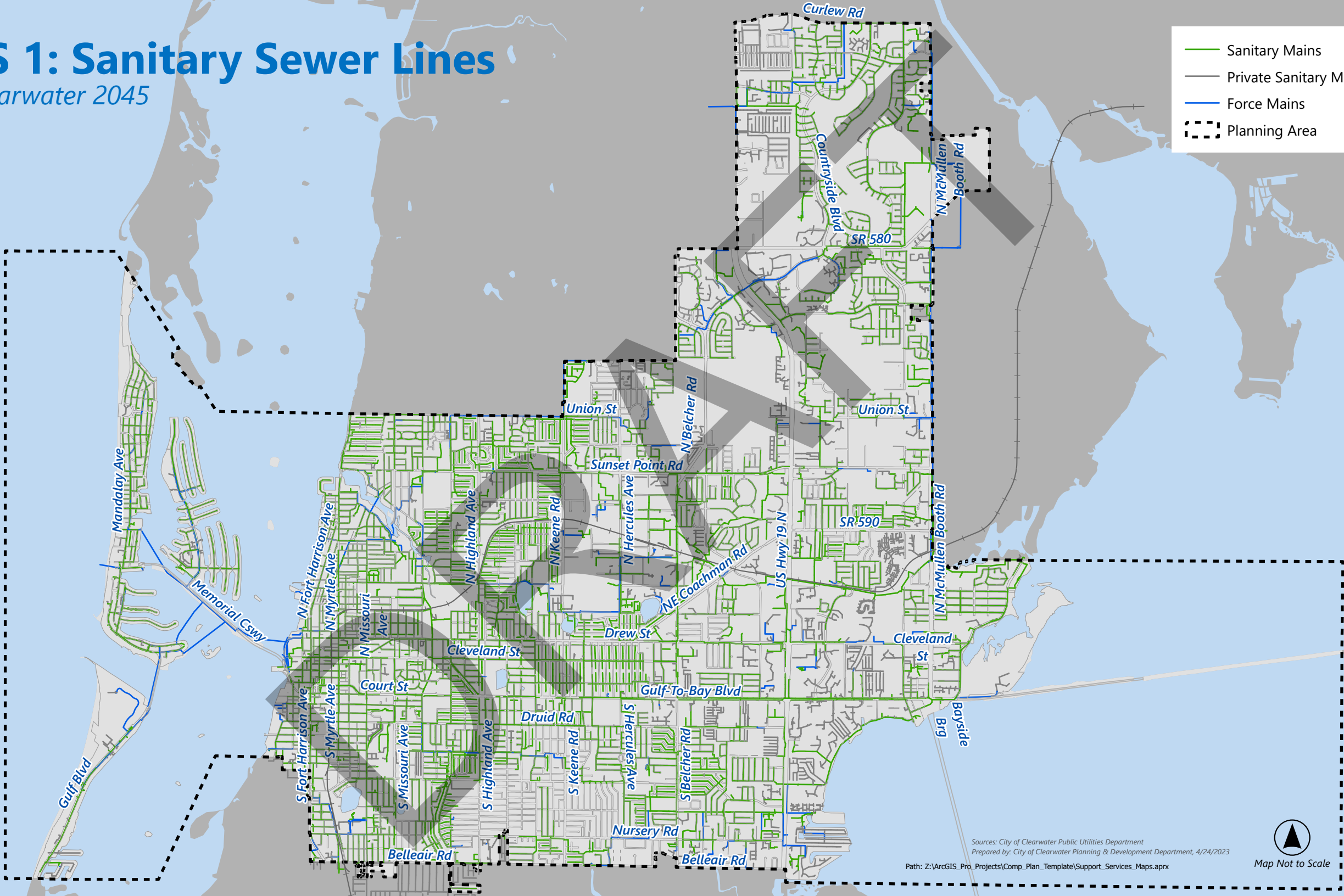
The Solid Waste & Recycling Department handles solid waste and recycling collection throughout the city and to a few select developments in Belleair and Largo. There are over 27,000 customers the department services, including approximately 3,600 commercial dumpsters, 28,000 black and blue barrels for solid waste and recycling, 400 multi-family recycling carts, 210 roll-off containers, and 90 compactors. In 2020, a new transfer station was opened which can handle approximately 650 tons of solid waste, and has built-in excess capacity for up to three days of waste. Additionally, the department has recently converted all 71 of their heavy vehicles to use Compressed Natural Gas (CNG) rather than diesel. Map SS 6 shows the collection days for solid waste & recycling.

Clearwater Gas System is unique in that it provides natural gas and propane to customers in the city, but also to customers through portions of northern Pinellas County, portions of the beach communities through Redington Beach, and further north into Pasco County. Clearwater Gas has been one of the largest-growth utilities in the state and has plans to further extend services to the SR 52 and SR 54 corridors in Pasco County. Clearwater gas also transfers funds to the city. Between FY 2012-2021, the total amount transferred was \$102 million, with \$38.2 being a dividend payment. Map SS 7 shows the natural gas lines through the city.

SS 1: Sanitary Sewer Lines

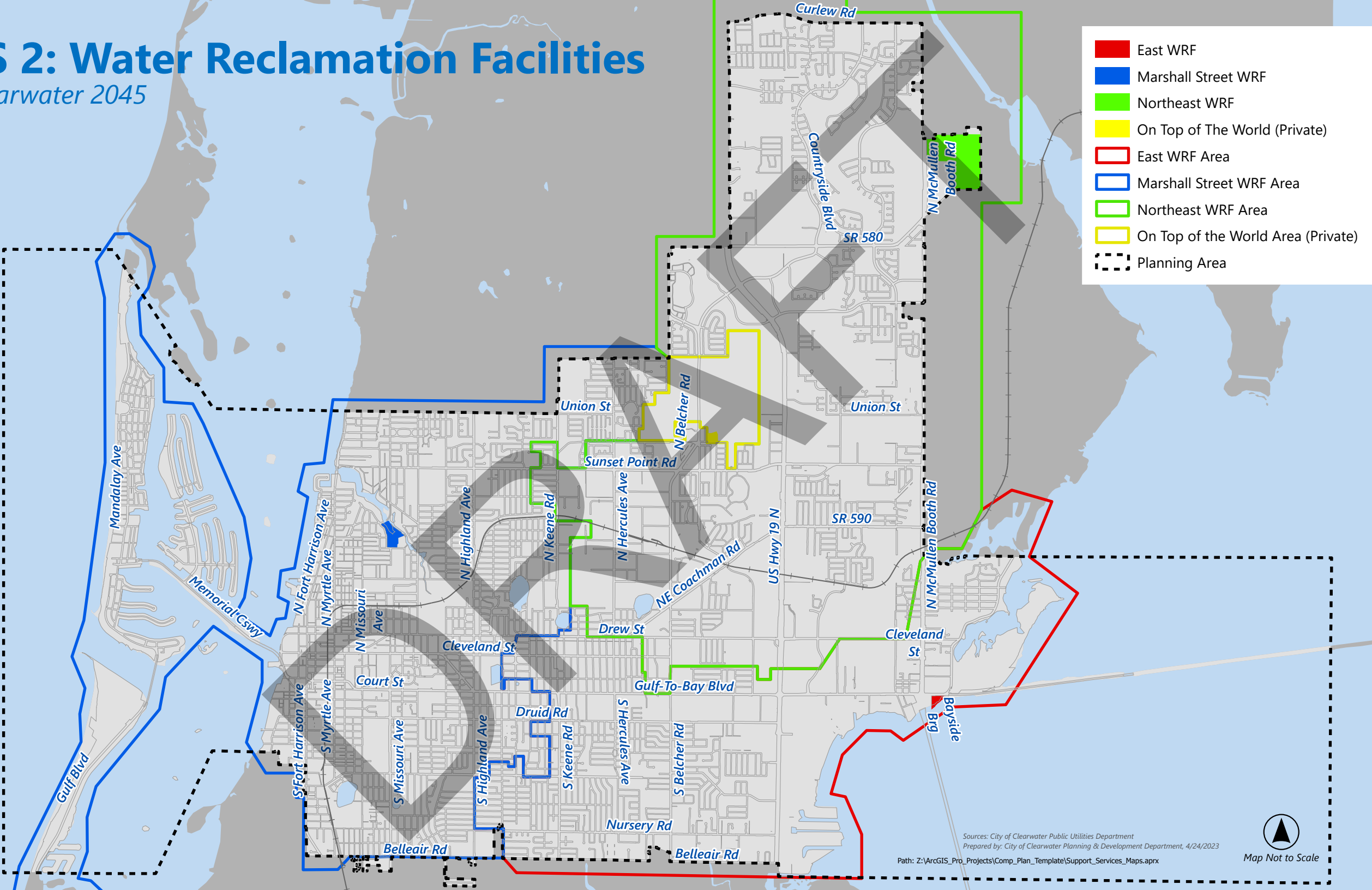
Clearwater 2045

- Sanitary Mains
- Private Sanitary Mains
- Force Mains
- Planning Area



SS 2: Water Reclamation Facilities

Clearwater 2045

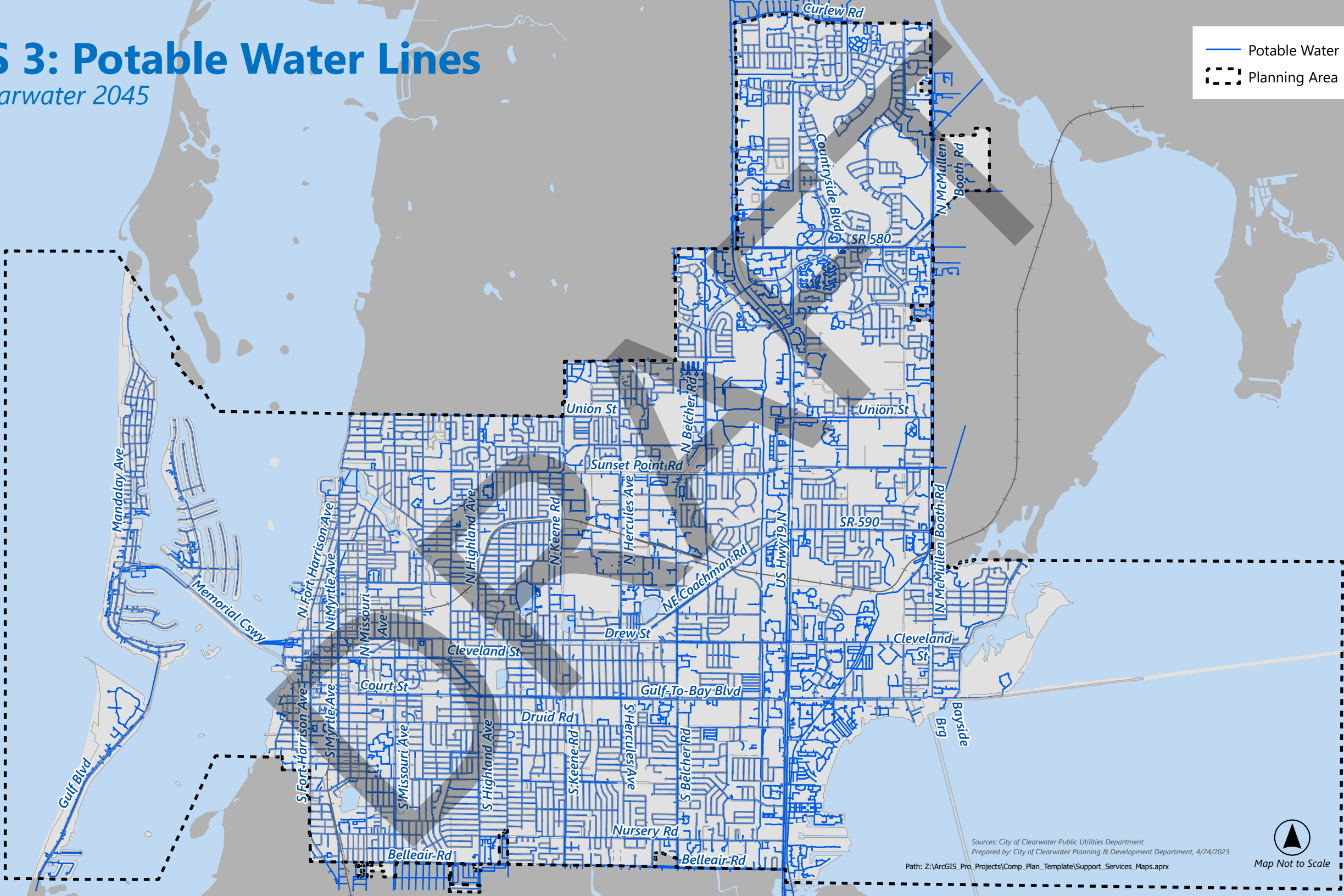


SS 3: Potable Water Lines

Clearwater 2045

Potable Water Line

Planning Area



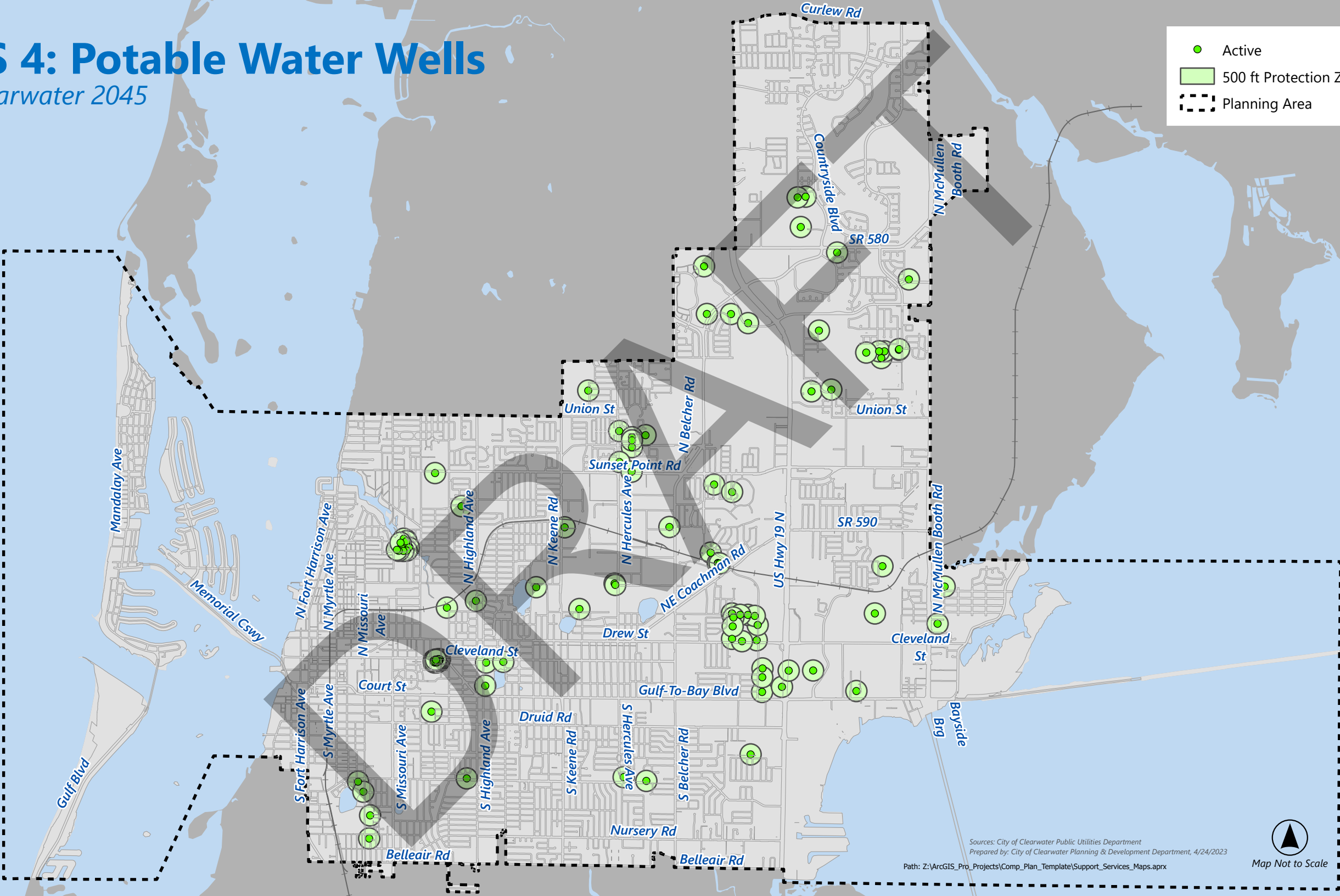
SS 4: Potable Water Wells

Clearwater 2045

Active

500 ft Protection Zone

Planning Area

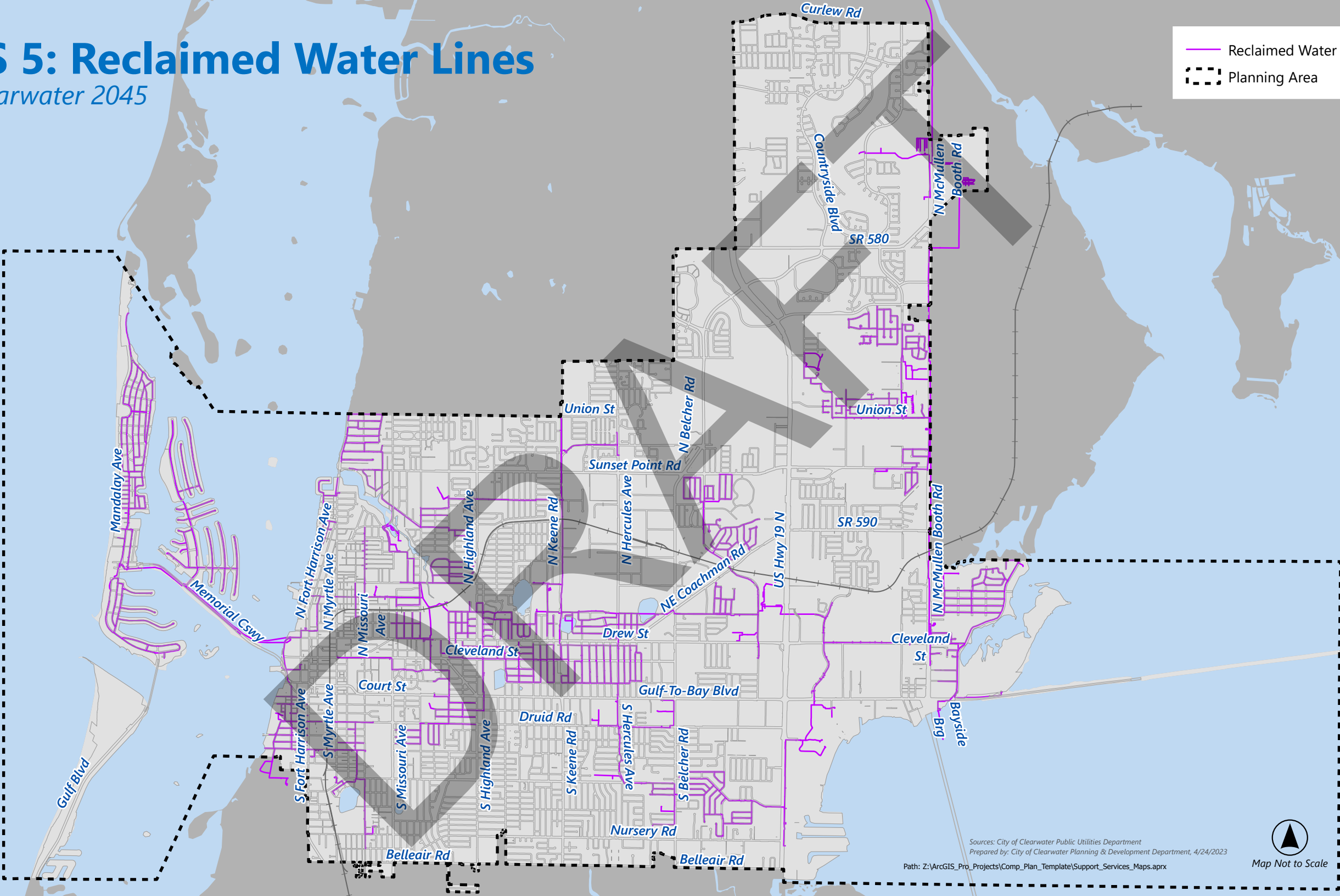


SS 5: Reclaimed Water Lines

Clearwater 2045

Reclaimed Water Line

Planning Area



SS 6: Solid Waste Collection

Clearwater 2045

Monday Collection

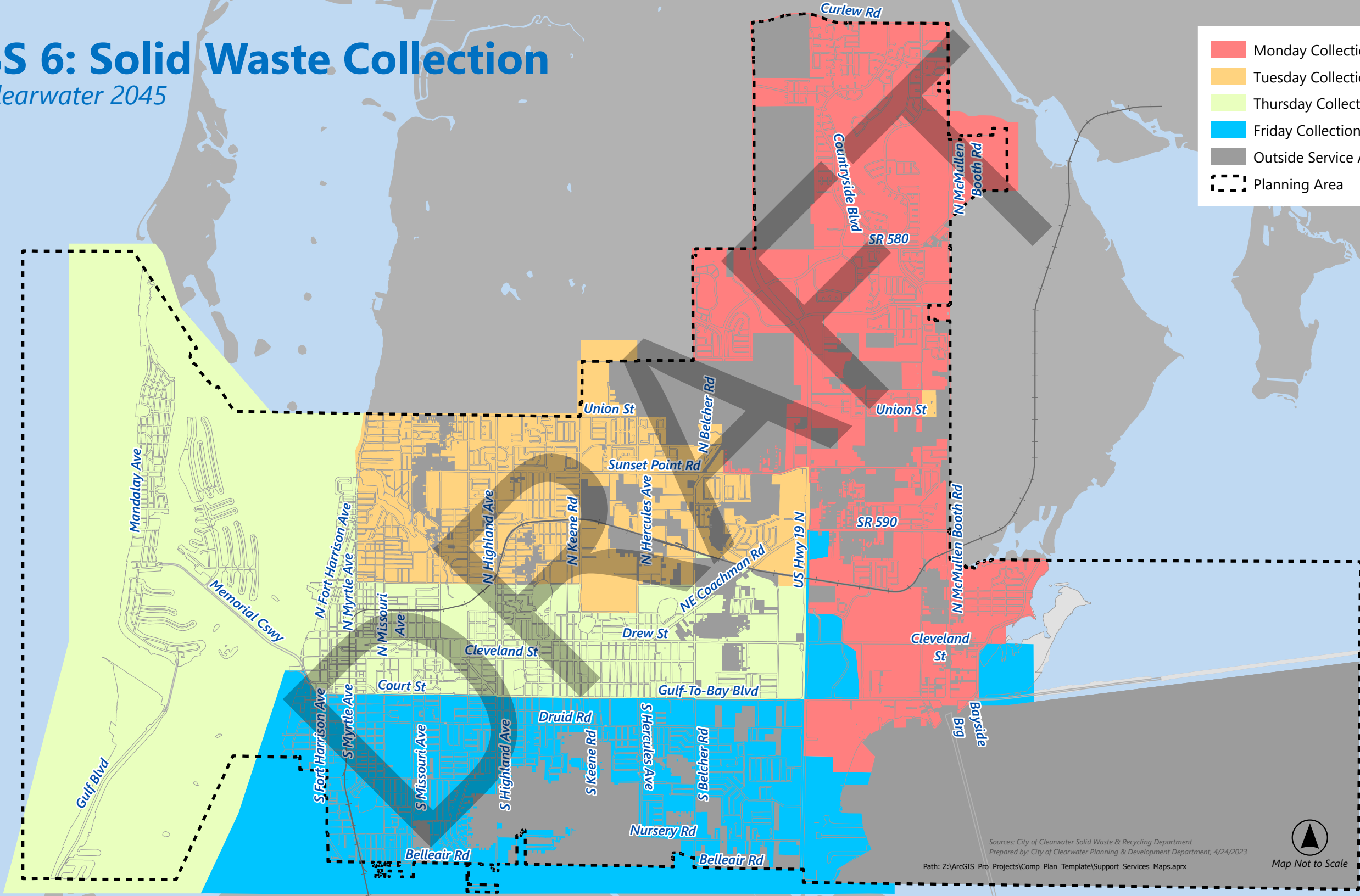
Tuesday Collection

Thursday Collection

Friday Collection

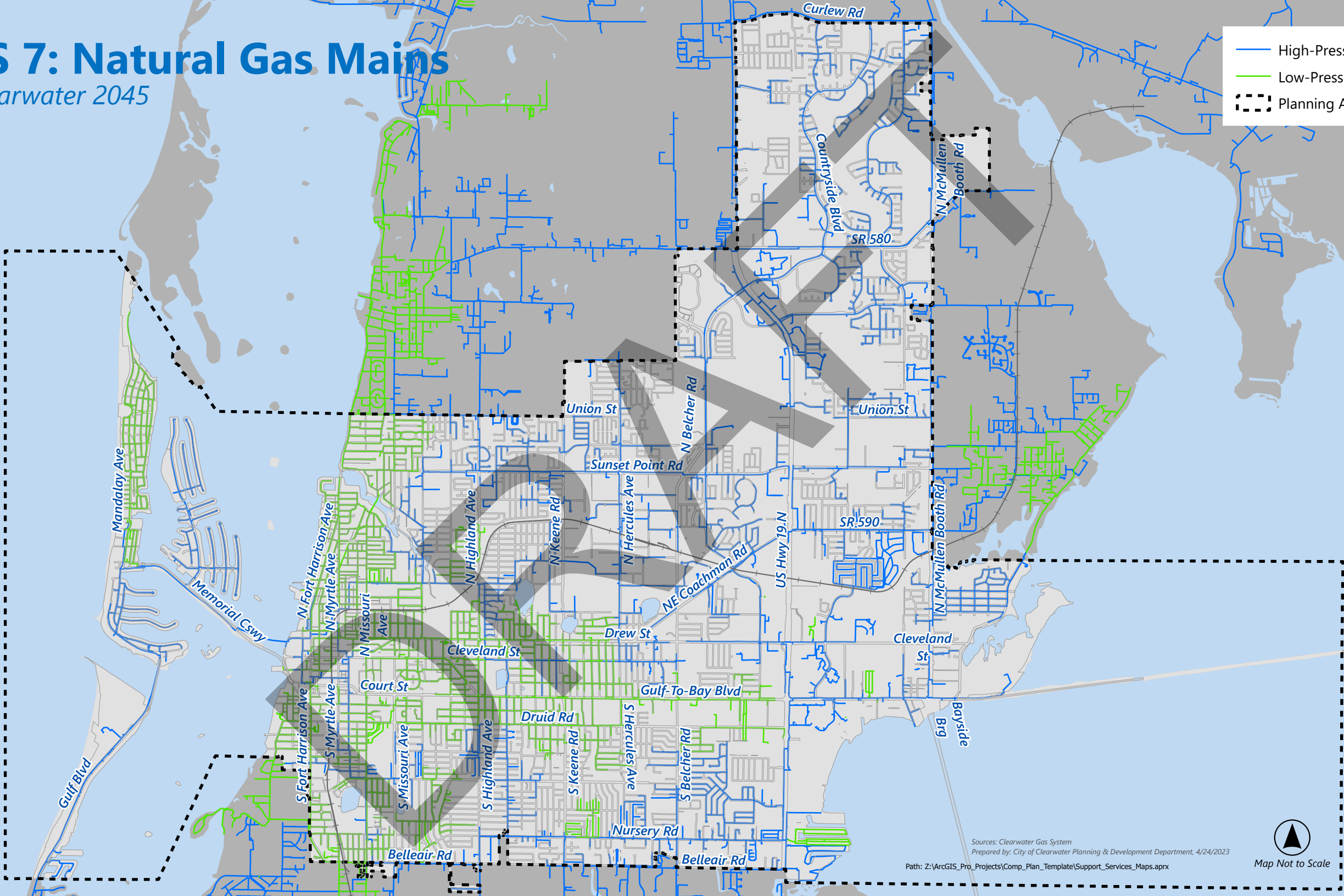
Outside Service Area

Planning Area



SS 7: Natural Gas Mains

Clearwater 2045



- High-Pressure
- Low-Pressure
- Planning Area

The Clearwater Police Department serves the city through three districts with 386.5 personnel and over 350 vehicles. The department also partners with three satellite buildings in the North Greenwood, Lake Belleview, and Wood Valley neighborhoods. The North Greenwood partnership is with the United Way and provides youth and adult vocational assistance as well as other social services. The Lake Belleview building is utilized by police staff and is shared with a dental clinic, with future aspirations to partner with CASA to provide social services to victims of domestic violence, sexual assault, and human trafficking. The Wood Valley building is not operationally necessary and could be vacated with no decreases in services. Map SS 8 shows the police districts and stations within the city.

The Police Department monitors two types of metrics: crime and activities. Crime metrics include burglaries, auto theft, sex offenses, and robberies, and activity metrics include traffic stops, ordinance issuance, and Field Interview Reports. These metrics are tracked on a monthly and yearly basis, and are shared with local agencies through a national incident based system.

Clearwater Fire & Rescue department is an all-hazards fire department and the second largest in Pinellas County, and it has received the highest public protection classification rating of 1 from the Insurance Services Office (ISO). The department has 195 certified firefighters, along with approximately 27 civilian staff. Fire and rescue services are provided through eight stations and eight lifeguard towers located on Clearwater Beach. Map SS 9 shows the locations of the city's fire stations.

The Library System provides numerous programs and has over 531,000 items in circulation for residents of all ages through use of the five library branches. The items in circulation include books, DVDs, computer stations, video games, and boardgames. Some of the programs offered through the library are continuing education, tutoring, small business assistance, and tax preparation assistance. There are 99 employees within the library system, of which 40 are Librarians. As needs of residents evolve over the coming years, the Library System will be looking to increase space for community meetings, group collaboration, and individual and group study. They will also be looking to facilitate discovery and exploration of specialized interests such as STEM and STEAM by adding new technology and equipment throughout the libraries. Map SS 10 shows the locations of the five library branches.

SS 8: Police Districts

Clearwater 2045

Beach Substation

Police Headquarters

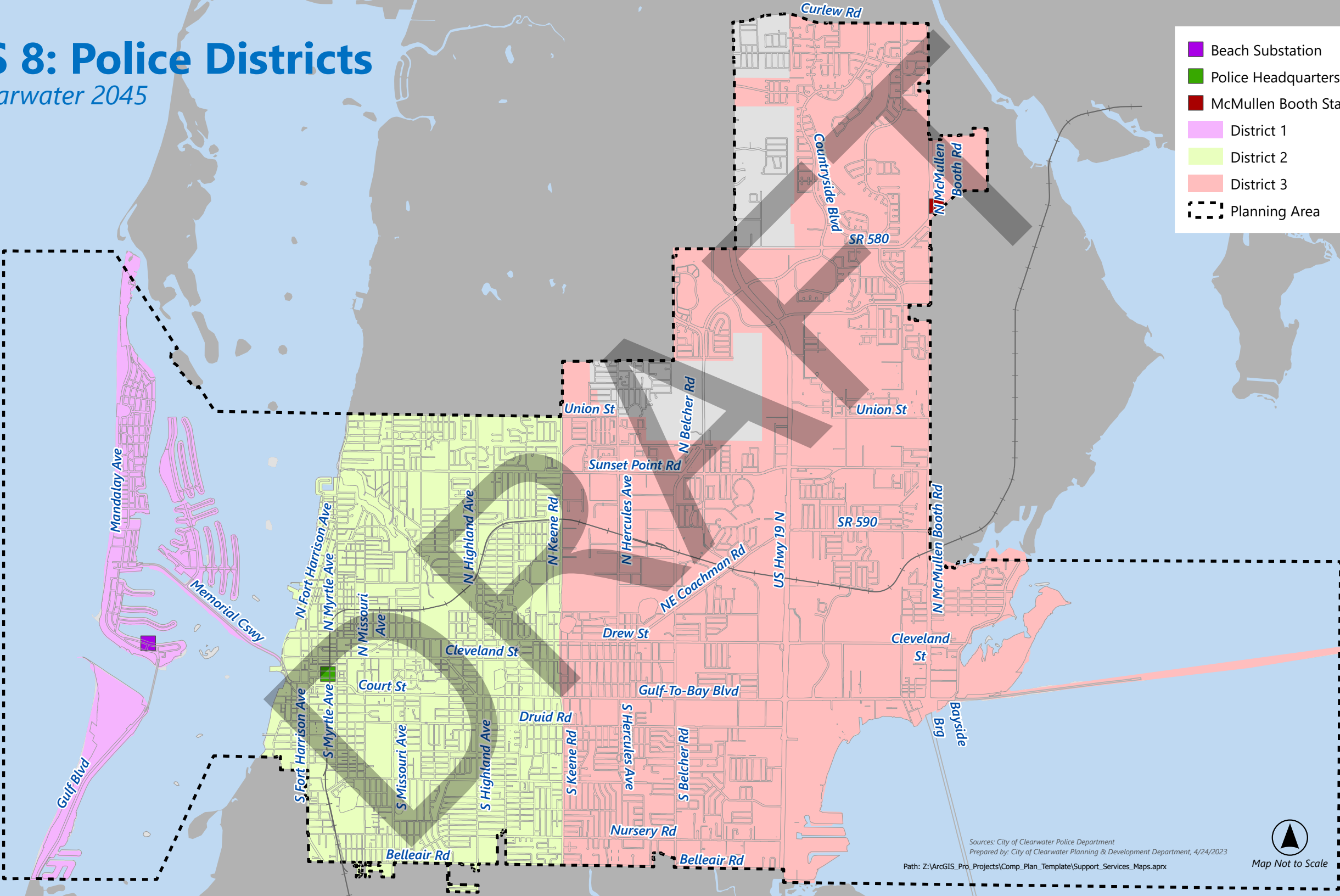
McMullen Booth Station

District 1

District 2

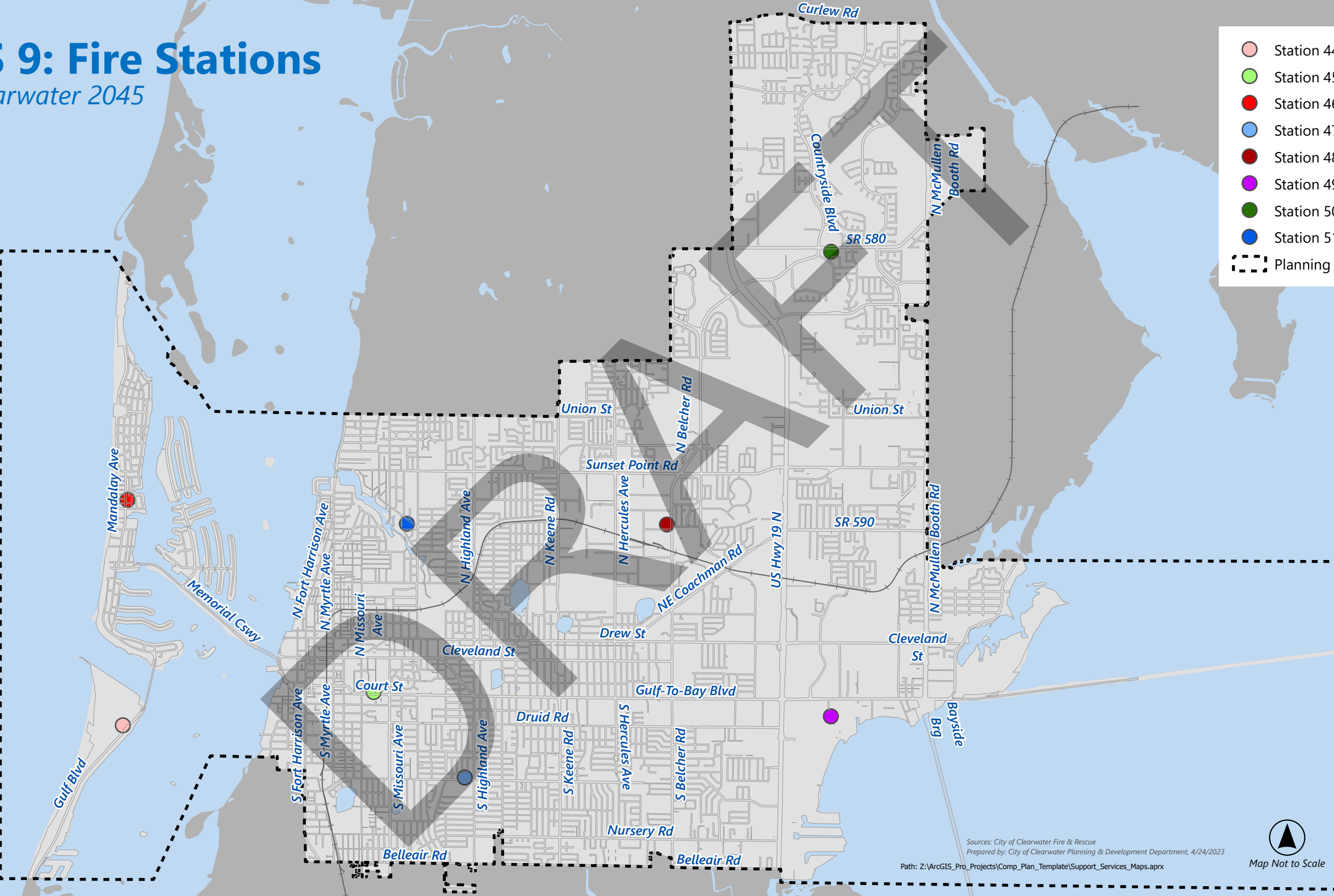
District 3

Planning Area



SS 9: Fire Stations

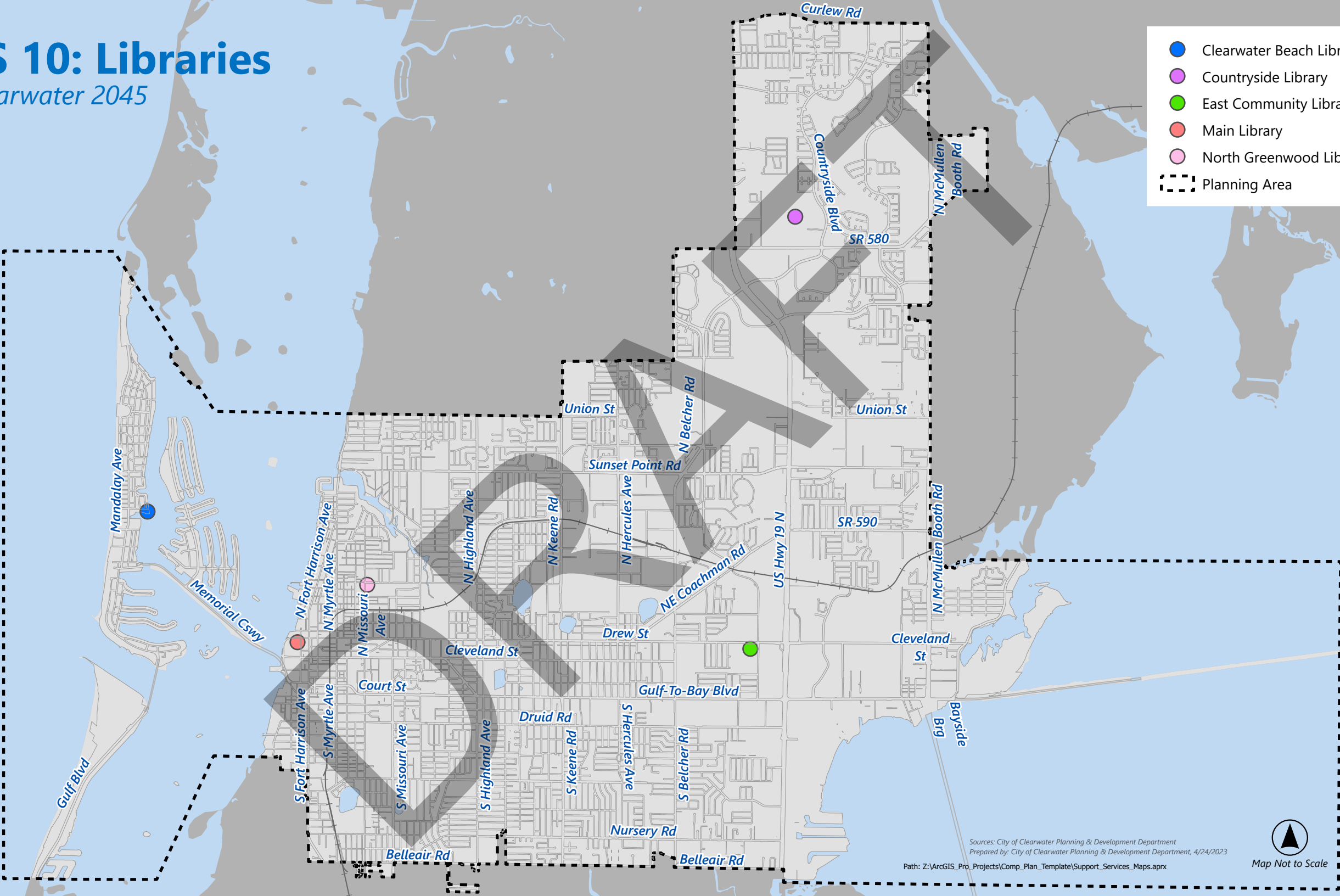
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SS 10: Libraries

Clearwater 2045

- Clearwater Beach Library
- Countryside Library
- East Community Library
- Main Library
- North Greenwood Library
- ▭ Planning Area



GOAL SS 1

Continue to provide high quality, reliable, and efficient sanitary sewer service in an environmentally sound manner which will protect the public health and safety.

OBJECTIVE SS 1.1

Continue to maintain adequate levels of service (LOS) for existing and future populations.

POLICIES

SS 1.1.1

Continue to use an average of 100 gallons per capita per day (GPCD) as the sanitary sewer LOS and to determine the availability for any development or redevelopment.

OBJECTIVE SS 1.2

Continue to produce advanced wastewater treatment (AWT) improvements at all water reclamation facilities (WRFs) in accordance with Florida Department of Environmental Protection (DEP) and U.S. Environmental Protection Agency (EPA) requirements.

POLICIES

SS 1.2.1

Continue to improve/expand the wastewater systems to accommodate future development, recognizing that certain developments may be required to fund such improvements.

SS 1.2.2

Continue to pursue project improvements to WRFs which will minimize energy, water, and other resource needs in order to preserve these valuable resources.

SS 1.2.3

Include measures to address odors emitted from WRFs in capital projects, where appropriate.

SS 1.2.4

Continue to implement projects that support the city's decision to consolidate the WRFs.

OBJECTIVE SS 1.3

Continue to provide and maintain minimum demand of sanitary sewer service to all customers in a safe, sound, and efficient manner.

POLICIES

SS 1.3.1

Continue to prohibit the extension of sanitary sewer services to properties outside the corporate limits of the city unless an agreement to annex or a petition to annex is filed and approved by the Clearwater City Council and sufficient capacity exists to serve the areas committed to city service, as well as those proposed for service. ewer services to properties outside the corporate limits of the city unless an agreement to annex or a petition to annex is filed for approval by the Clearwater City Council and sufficient capacity exists to serve the areas committed to city service, as well as those proposed for service.

SS 1.3.2

Require properties with failing septic tanks and package treatment plants, as determined by the Pinellas County Health Department or the Florida DEP to have an adverse impact on the environment, shall connect to the city's sewer system after the system is upgraded to city standards, when such a connection can be made.

SS 1.3.3

Encourage annexation of developments which have deficient sewer systems. Prior to annexation, a design for sewer system improvements shall be prepared by the property owner or developer and approved by the city. The owner shall pay the costs of the necessary improvements to either their private system or the city's system.

SS 1.3.4

Continue to maintain the wastewater collection system to serve existing development.

SS 1.3.5

Prior to development, a design for sewer system improvements shall be prepared by the developer and approved by the city. The developer shall pay the costs of the necessary improvements to the existing wastewater collection system to accommodate the new development.

SS 1.3.6

Pursue improvements to comply with Senate Bill 64 (2022) by January 1, 2032 or as amended.

Marshall Street Water Reclamation Facility



OBJECTIVE SS 1.4

Continue to maintain equitable charges to support fiscal and capital programs and to provide efficient financial management for all sewer system funds.

POLICIES

SS 1.4.1

Continue to require the wastewater collection and treatment systems to be a self-sustaining utility enterprise with rates based on sound engineering and economic principles and evaluate new rate structures as necessary per requirements of the Florida DEP and U.S. EPA.

SS 1.4.2

). Continue utilizing fees charged to users of wastewater collection and treatment service to cover system operating costs, repayment of capital costs, suitable coverage for payment of bonded indebtedness to maintain desirable bond rating and allow for repair and replacement of existing facilities.

SS 1.4.3

Prioritize and schedule major wastewater collection and treatment improvements as a component of the capital improvements program (CIP) and ensure that sanitary sewer revenues are sufficient to fund repair and replacement projects on a pay-as-you-go basis.

SS 1.4.4

Ensure sanitary sewer charges reflect all operational costs consistent with the amount of wastewater generated by each user.

OBJECTIVE SS 1.5

Beneficially use fully treated effluent in a cost-effective way.

POLICIES

SS 1.5.1

Continue to encourage long-term agreements with golf course operators and other individuals or groups to use reclaimed water for irrigation.

SS 1.5.2

Continue to develop the use of reclaimed water for irrigation of city parks, golf courses, ball fields, soccer fields and other appropriate land uses in an effort to conserve potable water.

SS 1.5.3

Expand the reclaimed water system to optimize potable water conservation efforts.

SS 1.5.4

Continue to evaluate reclaimed water rates with goals of user acceptance and cost recovery.

GOAL SS 2

SOLID WASTE & RECYCLING

Continue to provide Solid Waste Collection and Disposal services that balance reliability, environmental impacts, costs, and safety.

OBJECTIVE SS 2.1

Focus on data collection and active route management as a tool to achieve efficiency.

POLICIES

SS 2.1.1

Seasonally review local traffic patterns to help determine route length and timing of pick up in an effort to reduce vehicle idle time and limit impact of Solid Waste vehicles on local traffic.

SS 2.1.2

Utilize weight data, distance to the transfer station, and optimal vehicle operating loads to determine optimal points when to dump waste loads in an effort to minimize vehicle costs and emissions, while ensuring vehicle idle time at the transfer station is minimized.

SS 2.1.3

Evaluate opportunities to shift from active waste collection (Solid Waste sending vehicles out to collect certain waste types) to passive waste collection (residents bringing certain waste items to a central location) for disposal.

OBJECTIVE SS 2.2

Ensure all solid waste is collected as scheduled and disposed of appropriately.

POLICIES

SS 2.2.1

Ensure solid waste and recycling fees charged to users of solid waste service to cover system operating costs, repayments of capital costs, and allow for repair and replacement of existing facilities.

SS 2.2.2

Within reason, ensure solid waste resources are sufficient to withstand instability, such as labor shortages and equipment failures.

SS 2.2.3

Maintain a master plan for Solid Waste facilities that ensures facility upgrades necessary to meet standards of efficiency are planned appropriately.

OBJECTIVE SS 2.3

Support Countywide goal of zero waste to the county landfill.

POLICIES

SS 2.3.1

Develop a solid waste collection, recycling disposal and recovery system that will, to the greatest degree possible, reduce the waste stream, conserve energy and minimize impact on natural resources.

SS 2.3.2

Continue to reduce the solid waste stream, when economically feasible, through the recycling of aluminum, mixed paper, newspaper, plastic, steel, cardboard, office paper, other metals and yard waste.

SS 2.3.3

Direct residents to authorized sites for disposal and transfer/temporary storage facilities located in Pinellas County for hazardous, household wastes.

SS 2.3.4

Support and encourage the Household Chemical Collection Program provided by Pinellas County by assisting in notifying citizens of drop-off sites through the utility billing process.

OBJECTIVE SS 2.4

Mitigate the impact of solid waste collection and disposal to natural resources.

POLICIES

SS 2.4.1

Continue to work to limit carbon emissions of fleet vehicles through the use of emerging technologies.

SS 2.4.2

2.5.2. Identify and implement opportunities for carbon sequestration or other methods of carbon emission offset.

SS 2.4.3

Continue to utilize voluntary residential curbside source separation for both single-family and multi-family units for the Clearwater recycling effort.

SS 2.4.4

Continue commercial source separation on an open competitive basis with registered private recycling companies.

Operators in the Solid Waste Transfer Station



GOAL SS 3

STORMWATER

Provide the most cost effective and efficient provision of stormwater management including the improvement and enhancement of stormwater quality discharging into local receiving water, and provide maximum practical protecting to persons, property, and the natural environment.

OBJECTIVE SS 3.1

Continue to maintain adequate LOS for existing and future populations.

POLICIES

SS 3.1.1

Continue to use the LOS standards found in Table SS A for stormwater design.

Table SS A. Stormwater LOS Standards

Stormwater Level of Service Standards, Design Storm
10 - year storm frequency for all new street development using the rational design method.
25 - year storm frequency with positive outfall for major storm systems with basin time of intensities controlling the duration.*
50 - year storm frequency when no outfall and discharge is to street right-of-way.*
100 - year storm frequency when no outfall and discharge is across private property.*
* Design standards for stormwater quality treatment/storage quantity shall conform to the current SWFWMD requirement [Presently being the SCS Unit Hydrograph design method, using the design storm frequency and a twenty-four (24) hour duration for sites ten (10) acres or more, and the rational design method for sites under ten (10) acres].

OBJECTIVE SS 3.2

Lower high water profiles during storm events to reduce flooding occurrences and lessen the resulting adverse effects on public health, the natural environment, and public and private property.

POLICIES

SS 3.2.1

Continue to provide a program of regular maintenance to the stormwater management system to ensure maximum efficiency and performance.

SS 3.2.2

Consider natural and man-made wetlands as a means to provide stormwater management wherever possible.

SS 3.2.3

Continue to provide multiple use facilities, such as recreational open space uses, with open channel stormwater management systems, where appropriate.

SS 3.2.4

Require development and redevelopment activities to comply with all stormwater management design standards and criteria.

SS 3.2.5

Prohibit structural development where it is determined that such development will have an adverse impact on stormwater storage areas, increase flood prone areas, significantly increase rates of runoff, or cause other unfavorable drainage conditions.

SS 3.2.6

Limit development that will result in building(s) constructed within/or over stormwater retention/detention ponds, streams, or channels.

SS 3.2.7

Continue to designate wetlands as Preservation (P) on the future land use map.

OBJECTIVE SS 3.3

Protect and enhance the quality of receiving waters by the use of “best management practices” in accordance with the adopted watershed management plans.

POLICIES

SS 3.3.1

Continue to require the use of “best management practices” before, during, and after construction activities to prevent water pollution resulting from erosion and siltation.

SS 3.3.2

Continue to require vegetated swales, sodding, and appropriate landscaping as components of the drainage system for natural filtration before final discharge into receiving waters.

SS 3.3.3

Monitor major stormwater management outfalls and receiving water bodies to identify the quality of stormwater runoff and the impact on receiving bodies.

SS 3.3.4

Maximize water recharge potential in designing stormwater management improvements by utilizing natural wetland areas for stormwater storage.

SS 3.3.5

Continue to identify impaired bodies of water and prioritize them for improvement and enhancement.

SS 3.3.6

Continue to comply with the Florida Surface Water Improvement and Management (SWIM) Program and the National Estuary Program on all city stormwater management plan projects.

SS 3.3.7

Continue to upgrade and retrofit city-owned drainage system facilities and include stormwater treatment for water quality in accordance with the proposed stormwater management plan.

SS 3.3.8

Continue to comply with applicable SWFWMD, state, and federal requirements, including SWIM plans for that waterbody or watershed for city stormwater management plan projects within watersheds.

OBJECTIVE SS 3.4

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.

POLICIES

SS 3.4.1

Continue to finance the operation and maintenance of the stormwater management systems through revenues from the city's stormwater utility fee and evaluate new rate structures as necessary.

SS 3.4.2

Ensure proper access methods to stormwater systems for effective operation and maintenance.

SS 3.4.3

Continue to upgrade or improve all stormwater management systems where deficiencies exist.

SS 3.4.4

Continue to provide and maintain a stormwater management system throughout the city that will afford the most economically feasible protection to residents and property.

OBJECTIVE SS 3.5

Provide economic development incentives that promote water resource protection and enhancement.

POLICIES

SS 3.5.1

Evaluate methods of financing stormwater management system improvements and new stormwater infrastructure construction to determine the most feasible and equitable arrangement, both city-wide and in local problem areas.

SS 3.5.2

Continue to seek and be on notice of financial support for system improvements through grant programs administered by appropriate state and federal agencies..

SS 3.5.3

Pursue a system of regional stormwater management which is both economically and environmentally sound.

GOAL SS 4

POTABLE WATER

Provide, develop, and maintain a permanent potable water supply system to meet anticipated demand while providing maximum practical protection to the environment at a cost consistent with the public's ability and willingness to pay.

OBJECTIVE SS 4.1

To maintain adequate LOS for existing and future populations.

POLICIES

SS 4.1.1

Continue to use 100 gallons per capita per day at a minimum pressure of 40-45 pounds per square inch as the potable water LOS and to determine the availability for development or redevelopment.

OBJECTIVE SS 4.2

Provide adequate quantity and quality of potable water service to all customers of the Clearwater service area.

SS 4.2.1

Analyze the condition and adequacy of any potable water distribution system that the city may inherit through annexation and prior to annexation, a design for potable water distribution system improvements shall be prepared by the property owner or developer and approved by the city. The owner shall pay the costs of the necessary improvements to either their private system or the city's system.

SS 4.2.2

Prior to development, a design for potable water distribution system improvements shall be prepared by the developer and approved by the city. The developer shall pay the costs of the necessary improvements to the existing potable water distribution system to accommodate the new development.

SS 4.2.3

Continue to construct potable water system improvements which will provide adequate quantity, pressure, and duration of fire flows while working to conserve energy, water, and other valuable resources and meeting user needs.

SS 4.2.4

Continue to identify, acquire, and develop sources of potable water supply and methods of water treatment to meet existing and future through techniques such as well rehabilitation or exploration of drilling new wells in accordance with the most recent version of the adopted Water Supply Master Plan.

SS 4.2.5

Ensure that potable water management projects are designed and operated to maintain and enhance natural systems, as well as man-made systems, by working closely with the Southwest Florida Water Management District when proposing new projects and potable water management programs.

SS 4.2.6

Continue to provide water service to properties within Unincorporated Pinellas County the reside in the city's service area where sufficient capacity and quality of water exists.

SS 4.2.7

Continue to extend water services to jurisdictions outside the city's service area through interlocal or other agreement.

OBJECTIVE SS 4.3

Continue to maintain the water system in a safe, sound, and efficient manner on a daily basis.

POLICIES**SS 4.3.1**

Monitor water quality and the operation of the water distribution system with the intent of repairing and replacing deficient portions of the system.

SS 4.3.2

Require at the time of application for connection to the public potable water system, that minimum fire flows and hydrant spacing be consistent with fire district standards and that proper size water pipes are installed to provide desired fire flow rates based on the most recent Insurance Service Office (ISO) Report.

SS 4.3.3

Require private fire hydrants to be owned and maintained by the developer pursuant to Clearwater Fire & Rescue regulations.

OBJECTIVE SS 4.4

Continue to provide sound fiscal management for the operation and maintenance of potable water service in the city's service area.

POLICIES

SS 4.4.1

Continue utilizing fees charged to users of water service to cover system operating costs, repayments of capital costs, and allow for repair and replacement of existing facilities and evaluate new rate structures as necessary.

SS 4.4.2

Prioritize and schedule major improvements associated with the water system as a component of the capital improvement program.

SS 4.4.3

Continue to seek financial support of the water system through grant programs administered by appropriate state and federal agencies.

SS 4.4.4

Continue to refine the water conservation rate structure for residential water meters, lawn meters, and all other water meters permitted by the Water Division of the Public Utilities Department.

OBJECTIVE SS 4.5

Continue to develop a potable water system that is compatible with the environment and seeks to conserve and protect sensitive natural resources.

POLICIES

SS 4.5.1

Continue implementation of the most current Water Restriction Ordinance.

SS 4.5.2

Continue providing educational awareness to inform citizens of the need and opportunities for conserving potable water.

SS 4.5.3

Continue to develop strategies aimed at reducing potable water consumption by means such as water conservation rates, conservation codes, operational measures, rebate and plumbing retrofit programs, landscape and irrigation efficiency programs, research and evaluation, and re-use alternatives.

OBJECTIVE SS 4.6

Continue to protect all natural recharge areas having functional hydrological characteristics.

POLICIES

SS 4.6.1

Recognize the importance of groundwater aquifer recharge in the hydrological process and the need for natural groundwater recharge as an integral component of the city's urban environment.

SS 4.6.2

Include incentives in the Community Development Code for the protection of natural groundwater aquifer recharge areas as identified in the Conservation Element of the Clearwater Comprehensive Plan.

SS 4.6.3

Continue to protect groundwater quality by enforcing the Wellhead Protection Ordinance within the area specified on Map SS 4.

GOAL SS 5

RECLAIMED WATER

Provide, develop, and maintain a permanent reclaimed water supply system at a cost consistent with the public's ability and willingness to pay.

OBJECTIVE SS 5.1

Continue to maintain the reclaimed water system in a safe, sound, and efficient manner.

POLICIES

SS 5.1.1

Monitor water quality and the operation of the reclaimed water distribution system with the intent of repairing and replacing deficient portions of the system within the framework of the capitalized budgeting process.

OBJECTIVE SS 5.2

Continue to provide sound fiscal management for the operation and maintenance of reclaimed water service in the city's service area.

POLICIES

SS 5.2.1

Continue utilizing fees charged to users of reclaimed water service to cover system operating costs, repayments of capital costs, and allow for repair and replacement of existing facilities and evaluate rates and fees as necessary.

SS 5.2.2

Prioritize and schedule major improvements associated with the reclaimed water system as a component of the capital improvement program.

OBJECTIVE SS 5.3

Continue to develop a reclaimed water system that is compatible with the environment and seeks to conserve and protect sensitive natural resources.

POLICIES

SS 5.3.1

Continue to extend the reclaimed water system.

DRAFT

GOAL SS 6

POLICE SERVICE

Continue to provide effective, professional, and dependable law enforcement services to every citizen, visitor, and business within the city.

OBJECTIVE SS 6.1

Continue to maintain and replace law enforcement building infrastructure and vehicles as needed.

POLICIES

SS 6.1.1

Continue to schedule maintenance for District Stations II and III, including new roofs or other mechanical components.

SS 6.1.2

Determine if District Station I should be rebuilt or refurbished.

SS 6.1.3

Continue to evaluate the best uses and partnerships with the satellite buildings located in the North Greenwood, Lake Belleview, and Wood Valley communities.

SS 6.1.4

Determine appropriate locations for and construct a K9 kennel and storage facility for large vehicles.

SS 6.1.5

Continue to ensure that appropriate numbers of law enforcement vehicles, generally 10% above daily needs, are available to account for law enforcement vehicles that are crashed, damaged, or undergoing maintenance.

SS 6.1.6

Continue to work towards upgrading to hybrid law enforcement vehicles and consider upgrading certain vehicles to electric vehicles when electric vehicle charging stations become available and as electric vehicles evolve to safe and efficient rapid charging.

OBJECTIVE SS 6.2

Continue to monitor crime and activity metrics within the city and compare against other local agencies through the Florida Incident Based Reporting System reporting.

POLICIES

SS 6.2.1

Upgrade monitoring systems to state and national incident-based reporting system to continue to actively monitor crime and activity metrics.

SS 6.2.2

Procure, configure, implement, and provide governance for a regional Computer Aided Dispatch (CAD) and Records Management System (RMS) that promotes the efficient sharing of resources and information.

Clearwater Police Officer

OBJECTIVE SS 6.3

Continue to build expertise and capacity to adequately respond to cybercrime, synthetic drugs, and process digital evidence.

POLICIES

SS 6.3.1

Identify and implement progressive staffing models that are cost effective and advance the efficient and effective prevention, detection, and prosecution of crime.



GOAL SS 7

FIRE/EMS SERVICE

Continue to provide emergency services with a focus on quality, cost effectiveness, and all-hazard mitigation for all citizens, visitors, and businesses within the city.

OBJECTIVE SS 7.1

Continue to ensure adequate staffing levels, equipment, and apparatus are maintained.

POLICIES

SS 7.1.1

Continue to achieve the baseline response time of 7 ½ minutes for first unit arrival to a response call.

SS 7.1.2

Continue the testing process for future employee advancement.

SS 7.1.3

Research methods to account for low employment pools while maintaining appropriate staffing levels.

OBJECTIVE SS 7.2

Maintain and replace infrastructure, equipment, and apparatus on a regular schedule.

POLICIES

SS 7.2.1

Complete the Fire Station 46 reconstruction project by the end of 2023.

SS 7.2.2

Complete the construction of a new Fire Station 47 to replace the existing Fire Station 47.

SS 7.2.3

Continue the process to replace the Training Tower and Lifeguard Towers.

OBJECTIVE SS 7.3

Research methods and best practices to account for increases in future demand, construction, populations, and tourism.

POLICIES

SS 7.3.1

Research and determine means to maintain service times through increases in traffic.

Clearwater Fire & Rescue

SS 7.3.2

Determine strategies to account for increases in high-rise and multifamily developments.

SS 7.3.3

Research strategies to fund the construction of station repairs or replacements as well as maintenance and replacements of equipment and apparatus.



GOAL SS 8

LIBRARY SYSTEM

Continue to provide quality information, continuous learning, and innovative services that anticipate and support the needs of the city.

OBJECTIVE SS 8.1

Ensure libraries evolve to meet the changing needs of library users.

POLICIES

SS 8.1.1

Study the feasibility of increasing meeting space in libraries to allow for more community meetings, group collaborations, or individual or group studies.

Countryside Library

SS 8.1.2

Evaluate equipment and technological needs to allow users to discover and explore number interests such as music or video production, coding or web design or photography.

SS 8.1.3

Continue to provide numerous programming and services for users of all ages.



GOAL SS 9

Continue to provide and expand cost effective gas energy solutions and related products to customers in Pinellas and Pasco Counties.

OBJECTIVE SS 9.1

Apply for a grant funding opportunity from the Pipeline Hazardous Materials Safety Administration (PHMSA) to assist in construction costs related to repairing, rehabilitating, or replacing natural gas distribution pipeline.

POLICIES

SS 9.1.1

Upgrade above ground infrastructure that will help reduce methane gas released into the atmosphere.

SS 9.1.2

Continue to increase safety and reliability of the gas distribution system through repairs and replacements as needed.

OBJECTIVE SS 9.2

Research the feasibility of entering renewable energy markets.

POLICIES

SS 9.2.1

Determine if providing renewable energy products and services would be profitable as a stand-alone business unit for Clearwater Gas System to operate on behalf of the City.

SS 9.2.2

Consider implementing a pilot project for renewable energy products and services to test the market.

OBJECTIVE SS 9.3

Revise and implement a new sales and marketing plan for Clearwater Gas System.

POLICIES

SS 9.3.1

Work with the city's Public Communications department to execute a messaging plan that advertises all Clearwater Gas System services to our customers and overall benefits of natural gas.

SS 9.3.2

Update the Clearwater Gas System logo to better market the Clearwater Gas System brand

SS 9.3.3

Increase marketing efforts to potential infill customers, where gas infrastructure is already installed and ready to serve.

OBJECTIVE SS 9.4

Create new Key Performance Indicators (KPIs) for all Gas divisions as well as new reporting styles.

POLICIES

SS 9.4.1

Review all existing key indicator reports and identify ones to retire or modify.

SS 9.4.2.

Ensure that new KPI's include health and safety; contractor status for mains and services; customer and gas load growth; gas line hits and leak statistics; and profit and loss of retail services functions.

SS 9.4.3.

Evaluate methods to make indicator reports easier to read and understand through options such as GIS or other tracking and reporting solutions.

SS 9.4.4.

Ensure KPIs are available to the Gas Management and Employees and consider making them available to other city employees and customers.

OBJECTIVE SS 9.5.

Update the 5-year Clearwater Gas System Strategic Action Plan.

POLICIES

SS 9.5.1.

Hold a kickoff meeting with all department sections as well as individual section meetings to perform updates.

SS 9.5.2.

Revise the department's Mission, Vision, and Core Value statements.

Clearwater Gas Administration Building

