

To: Ms. Jennifer Poirrier, Interim City Manager
Mr. Michael Delk, Assistant City Manager
Ms. Rosemarie Call, City Clerk

From: Jacquelyn McCray, Director
Dale Sugerman, Special Advisor
Vicki Sun, Senior Consultant

Subject: Clearwater Strategic Plan for FY 2023-2025

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Introduction

The City of Clearwater completed a strategic planning process to set direction, focus staff efforts, and provide a framework for monitoring achievement toward adopted goals and priorities. Clearwater leaders and staff worked collaboratively to establish the following goals, values, and strategies to guide department work planning, resource allocation, and decision-making in the City for the next two years. Throughout the strategic planning timeframe, 2023 through 2025, staff will measure progress towards the stated goals and strategies to help achieve the vision for the City of Clearwater.

This document serves as the internal strategic plan document for the City's leadership team and is meant to be used for work planning by staff and to guide implementation. This document includes more detail than the one-page public-facing strategic plan summary that is intended for the Clearwater community.

Methodology

A National Citizen Survey, employee survey, and community focus group were conducted on behalf of the City prior to the work done by Baker Tilly. Baker Tilly reviewed input from members of the Clearwater community regarding community strengths, challenges, and areas of focus for future opportunities, as well as their suggestions for what should be included in the City's vision statement and what core values the City should adopt. In addition, the strategic planning process was informed by individual stakeholder interviews conducted by Baker Tilly with the Mayor, each Council member, the city manager, department directors, and other members of the leadership team.

Information from the surveys, focus group, interviews and other data gathering methods, including an environmental scan compiled by City staff that outlined key demographic and socioeconomic indicators, citywide land use and zoning information, findings from a recent traffic study, and City revenues and expenditures, provided context about the current and anticipated operating environment in Clearwater. The information collected through these

efforts was used to inform Council's understanding and contributed to discussions about the local and regional operating environment and the future of Clearwater.

The strategic planning process culminated in two workshops for City leadership. The first workshop was held on November 17, 2022. The purpose of this day-long workshop was to gather department heads and the City's executive leadership team to set strategic goals for each department for the upcoming two fiscal years (FY 2022-23 and FY 2023-24). Attachment A provides that full list of departmental goals.

A second day-long strategic planning workshop was held with the Clearwater City Council on December 8, 2022, in the City Council Chambers. Members of the leadership team joined the Council. This strategic planning workshop included a review of the results from the preceding department head workshop and was followed by a discussion to establish citywide priorities, goals, and strategies to guide staff for the next two fiscal years. Lastly, Council and the leadership team worked together to identify success measures for each of the goals and accompanying strategies to ensure accountability and successful implementation of the Strategic Plan.

The process resulted in this 2023 to 2025 Strategic Plan, which emphasizes three priorities with accompanying goals and strategies. The priorities address:

- Delivery of Municipal Services,
- Economic Development and Housing, and
- Community Engagement.

The Strategic Plan is supported by vision and mission statements, organizational values, and goals that will focus the collective efforts of staff and direct budgeting and resource decisions.

Vision

Clearwater's vision statement describes where the organization is heading and expresses an aspirational view of a future desired state.

A community that thrives from Bay to Beach.

Mission

The mission statement describes why the organization exists, its purpose, its reason for being, and clearly articulates the services provided and the desired outcomes.

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.

Organizational Values

Values drive the behaviors and interactions of staff members with each other and with the public. Values reflect the culture of the City and contribute to the desired future.

We Value

- Integrity
- Adaptability
- Innovation and Creativity
- Empathy
- Resiliency
- Trust
- Safety
- Inclusivity

Goal A – Community Engagement: Adopt new and innovative ways to engage and communicate with residents and the public.**Strategies**

1. Create public-facing dashboards to inform elected officials, City staff, and the community about service delivery performance.
2. Develop a plan for downtown and waterfront resiliency.
3. Assess the use of zero-based budgeting and other tools, as appropriate, to right-size City services.
4. Reinforce partnerships to enhance and extend sustainability practices using *Greenprint 2.0*.

Goal B - Economic Development and Housing: Work with key partners to promote economic development and housing vitality.**Strategies**

1. Partner with educational and research institutions to facilitate research and development innovation labs and promote spinoff jobs.
2. Define citywide single and multi-family housing goals by type and category.
3. Reconvene the Business Task Force to update the 2011 Business Process Study.
4. Establish a priority list of *Pinellas County Housing Compact* goals that Clearwater will implement, either alone or in collaboration with other agencies.

Goal C - Municipal Services: Develop criteria and implement a plan to right-size City services.**Strategies**

1. Educate the public about the role of government using new videos and other forms of technology.

2. Expand and enhance neighborhood and community engagement and outreach through community leadership academies and other training sessions to be held in neighborhoods throughout the City.

Key Outcomes and Success Indicators

- Attract new businesses and industries that will increase income and opportunities for residents.
- Set and track quarterly performance measures and key performance indicators (KPIs). Present these using service dashboards and/or reports to City Council and the public to demonstrate progress toward reaching goals.
- Establish standard metrics to guide the City's investment decision-making. Metrics could include payback periods, return on investment (ROI), criteria for non-ROI projects, timeframes, cost, and other benchmarks.
- Increase awareness of strategic initiatives among residents, businesses, and other stakeholders.

Conclusion

The City of Clearwater's Strategic Plan sets a clear path for City leaders, staff, and residents of this burgeoning city. The City Council, management team, and all staff members are committed to achieving the vision and mission by demonstrating the values daily. In turn, the vision, mission, and values will guide staff interactions and service delivery to all residents of and visitors to Clearwater. Over the next two years, the goals and strategies outlined here will direct resource allocation and work planning in accordance with the strategic vision.

Successful implementation of the goals will require a collective effort by City leaders and staff across all departments. City leadership is dedicated to working collaboratively with community members and is committed to communicating with staff, residents, and businesses about progress toward the stated goals. As part of this interactive process, City staff will seek regular feedback about how well services are being delivered to the residents of Clearwater. The City Council's role will be to monitor updates provided by staff about progress toward these goals, and the Council will solicit community input to ensure successful implementation of a shared vision for the future of Clearwater.

Attachment A – List of Department Goals

Comprehensive List of Department Goals for FY 2022-23 and FY 2023-24

CITY ATTORNEY

FY 2022-23 Goals

Goal 1: Migrate our case/document management system to a superior tool that aligns with the City's IT strategy.

Supporting Information/Justification

- We will convert our case/document management from Adderant (a legacy system) to CityLaw, a robust cloud-based case management software.
- All new cases will be entered into CityLaw starting on day 1 of implementation, and all existing litigation and prior matters will be migrated.
- All new cases will be entered into CityLaw, and all existing litigation will migrate over time.
- Adopting a cloud-based strategy will improve our resiliency and remote access; in addition, the new software provides better reporting tools to inform the Council and make better decisions regarding outside counsel and FTEs.
- All new cases will be entered into CityLaw as they arrive, and all existing litigation will be entered by the end of the fiscal year.

Goal 2: Successfully close on strategic real estate transactions for which we are currently under contract.

Supporting Information/Justification

- The City is under contract with both Peace Memorial and PSTA for important land acquisitions, and those deals must be brought to a successful closing.
- Both deals must close – there should be 100% closing rate.
- Both deals will be brought to a successful closing unless the other party identifies environmental or other reasons to withdraw or modify the deal prior to closing.
- These real estate deals are crucial to creating development opportunities for an intermodal center downtown and acquire land for construction of a parking garage to support Imagine Clearwater.
- PSTA should close by the end of the fiscal year, while Peace Memorial should close before the opening of Imagine Clearwater.

Goal 3: Maximize access to March 2024 municipal election information.

Supporting Information/Justification

- Hire a new attorney and realign attorney assignments as needed to maximize skill sets, ensure equitable distribution of work, and promote cohesion between departments.

- *1 new FTE will be hired, and each director will have 1 or 2 assigned attorneys by the end of the fiscal year.*
- *Hiring the new lawyer and setting assignments for the year is achievable.*
- *Relevant: this goal will promote department morale by ensuring equal workloads among lawyers, while respecting individual lawyers' areas of interest and expertise.*
- *Timely: the new lawyer should begin work by the end of Q1 of 2023, and all lawyer assignments should finalize at or soon after the time of hire.*

Another goal for this year is refining our merit-based performance evaluation process. For FY 2023-24, goals might include partnering with Planning/Engineering to ensure successful development pre-approval of the Bluffs (if the referendum succeeds!) and increasing city attorney's office involvement and participation in intergovernmental relationships such as Florida Municipal Attorneys Association (FMAA) and the City & County Local Gov't. (CCLG) section of the Florida Bar.

CITY CLERK

FY 2022-23 Goals

Goal 1: Provide timely access to city records and meeting information.

Supporting Information/Justification

- *Publish agendas and supporting information for Council work session meetings within 6 days of the meeting at least 90% of the time.*
- *The established agenda tracking schedule can be used to enforce agenda creation and workflow approval process. Currently, items are due at Noon of deadline date.*
- *Providing Council and the community access to agenda materials no later than 6 days of a meeting will improve access to city records.*
- *Beginning January 1, 2023, agenda items that do not meet drafting guidelines (i.e., include appropriate subject recommendation and supporting documents) and deadline will be moved to the next scheduled work session.*

Goal 2: Increase advisory board volunteerism.

Supporting Information/Justification

- *Establish an application bank of prospective members for the 17 active advisory boards. Per city charter, the City Council will appoint 11 to 13 individuals to serve on the Charter Review Committee, a temporary ad hoc committee, in January 2023.*
- *Use of Granicus' Boards and Commission platform will help improve advisory board recruitment efforts.*
- *Improving recruitment efforts will enhance citizen volunteerism and engagement.*

- *Have a pool of 25 prospective applicants for the Charter Review Committee by January 6, 2023, and a pool of 3 prospective applicants for each advisory board by December 31, 2023. Publish application for the Charter Review Committee by December 1, 2022.*

Goal 3: Maximize access to March 2024 municipal election information.

Supporting Information/Justification

- *Establish and publish election schedule and candidate criteria by July 1, 2023.*
- *Per city code, the campaign cycle for this election cycle begins 180 days prior (September 21, 2023).*
- *Publishing the election schedule and candidate criteria early will educate prospective candidates on the qualification and requirements to run for office.*
- *Update election material and provide Public Communication information to post on the website by June 26, 2023.*

Goal 4: Provide public records training to Department Records Coordinators.

Supporting Information/Justification

- *Establish mandatory annual training for all records coordinators.*
- *The two Document and Records Specialists currently provide training upon request. The Florida Department of State now provides a webinar designed for public agency records liaisons/coordinators for \$150 that can be absorbed in the current budget.*
- *Providing annual training will ensure the City complies with FS 119 and ensures requests are handled correctly.*
- *Coordinate and schedule webinar by March 1, 2023.*

Goal 5: Maximize technology to efficiently process public records requests.

Supporting Information/Justification

- *Efficiently process 90% of complex public records (i.e., multi-department coordination, redactions, etc.) within 7-10 days.*
- *The department is migrating to JustFOIA, a public records management program, that provides efficiency functions not available in the current program. The migration should be completed by December 5, 2022.*
- *Completing records requests efficiently will ensure the City is complying with public records law and allow staff to identify additional training*
- *Analyze established work process/response times by March 31, 2023 and modify work processes by July 1, 2023.*

FY 2023-24 SMART Goals

Goal 1: Accurately and efficiently record the legislative history of the City.

Supporting Information/Justification

- *Publish draft minutes for quasi-judicial boards within seven days of the meeting.*
- *Maximize use of Granicus Minutes Maker for all advisory board meetings.*
- *Publishing draft minutes will maximize citizen access to city government.*
- *Have all minutes for quasi-judicial boards and ad hoc committees created in Granicus by December 1, 2023.*

Goal 2: Create an advisory board manual and coordinate mandatory annual Sunshine and Public Records training.

Supporting Information/Justification

- *Provide a written guide to every new advisory board member outlining the basic procedures and responsibilities, including Sunshine Law requirements and basic parliamentary procedures.*
- *The City Clerk's office has information online regarding each board's duties that can be formatted into a booklet. The guide can be used as a recruitment tool and handed out at citizens academies and neighborhood meetings.*
- *Providing a guide will show the City's commitment to increasing the pool candidates for all boards and educate members on their new role.*
- *The manual will be available for distribution by October 1, 2023.*

CLEARWATER GAS

FY 2022-23 Goals

Goal 1: Apply for Federal Grant – Gas Distribution Infrastructure & Modernization.

Supporting Information/Justification

- *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 pipelines.*
- *Upgrade above ground infrastructure that will help reduce methane gas released into the atmosphere.*
- *Increase safety & reliability of gas distribution system.*
- *Application to be submitted by August 31, 2023.*

Goal 2: Determine if CGS should enter the renewable energy markets.

Supporting Information/Justification

- *Hire a firm to conduct a feasibility study to:*

- Explore various renewable energy products and services.
- Determine if the renewable energy would be profitable as a stand-alone business unit for CGS.
- Publish RFP by January 31, 2023 and select a vendor to perform study by May 31, 2023.
- If found to be feasible, a small pilot project will be identified for implementation in FY 2024.

Goal 3: Develop a new Marketing campaign for Clearwater Gas System.

Supporting Information/Justification

- Work with City Public Communications department to execute a messaging plan that advertises all CGS services to our customers and overall benefits of natural gas.
- Update the CGS logo to better market the CGS brand.
- Increase marketing efforts to potential infill customers, where gas infrastructure is already installed and ready to serve (i.e., “Home on the Main”).
- Be largely implemented by June 1, 2023, with some measurable results by December 31, 2023.

Goal 4: Update the 5yr CGS Strategic Action Plan.

Supporting Information/Justification

- Kickoff meeting will be held in December 2022 with all department sections. Individual section meetings will be held in January 2023 to develop draft updates.
- Revise the department Mission, Vision & Core Value statements.
 - Gain Council approval by (a date is needed)
- Updated Strategic Plan will be implemented by April 30, 2023.

Goal 5: Create new Key Performance Indicators (KPIs) for all Gas divisions and have “dashboard” style reports.

Supporting Information/Justification

- Initial KPIs would be:
 - Health & Safety (i.e., accidents, near misses, etc.)
 - Customer & gas load growth
 - Gas line hits & leak statistics
 - Profit & Loss of retail services functions
- Make indicator reports easier to read & understand
- Readily available to the City, Gas employees and customers
- New KPI's will go live by July 31, 2023

FY 2023-24 SMART Goals

Goal 1: Budget and hire a field training supervisor.

Supporting Information/Justification

- *To provide consistent training materials across all sections of Clearwater Gas.*
- *Expedite the training process by having a dedicated employee to perform these functions.*

Goal 2: Install Solar panels on Gas administration building rooftops.

Supporting Information/Justification

- *Up to seven building rooftops*
- *Offset our electric power requirements & peak demand charges from Duke Energy*
- *Reduce carbon footprint*

Goal 3: Install a new Asset Management system to replace OWAM.

Supporting Information/Justification

- *Provide better reporting to track job expenses and inventory control.*

ECONOMIC DEVELOPMENT

FY 2022-23 Goals

Goal 1: Create a dynamic ED&H implementation strategy.

Supporting Information/Justification

- *Leverage Data and knowledge to respond to needs and plan for the future*
 - *County EDSP, Forward Pinellas' TEILS, Planning & Development Clearwater 2045 research*
- *Balance risk mitigation for businesses and homeowners with impacts to the community.*

Goal 2: Establish City-wide Housing Goals (Short-, Mid-, Long-Term).

Supporting Information/Justification

- *Assess composition of current housing stock (age, type, size).*
- *Determine desired housing mix: Types (SF, MF, ADUs, Co-Housing, Tiny Homes), Affordability Level (including AH, WF, NOAH, Market, Above Market, Luxury), and Location.*
- *Integrate resiliency/vulnerability mitigation tactics for vulnerable housing/housing areas.*

Goal 3: ARPA – Implement Programs to meet objectives of ARPA and city adopted plans & strategies.

Supporting Information/Justification

- NG CRA Plan (Draft) - Community Development/Affordable Housing/Neighborhood Stabilization
- NG CRA Plan (Draft) – Workforce Education and Training/Small Business Development
- Greenprint 2.0
- City's HUD-required Consolidated Plan

Goal 4: Develop and implement economic development strategies for Downtown, Industrial and U.S. 19 zoned areas.

Supporting Information/Justification

- Industrial (Hercules area) – Brownfield Area-Wide Designation, placemaking
- Evaluate obsolete facilities.
- Implement Preferred Sites Program and Joint Marketing Agreements program.

Goal 5: Pursue property acquisition and assemblage opportunities that yield greatest opportunities for return on investment and economic growth.

Supporting Information/Justification

- Ensure Council policies and goals reflect understanding and commitment for new approaches to investment and economic growth and resilience.

FY 2023-24 SMART Goals

Goal 1: Rebalance and reallocate duties & responsibilities commensurate with capabilities and/or strengths and weaknesses.

Supporting Information/Justification

- Assess workflow to maximize efficiency.
- Explore new solutions that enhance operational excellence.
- Establish and implement deadlines for mid-cycle milestones - periodic deadlines.

Goal 2: Explore with our nonprofit partners new ways to align funding sources with public need.

Supporting Information/Justification

- Host four quarterly summits to engage stakeholder groups (homeless service providers, community leaders in NRSAs, affordable housing developers, and non-homeless public service providers) to identify areas of need and concern.
- Explore/implement process and program improvements.

- *Support and provide guidance on the creation and implementation of business development, growth and acceleration programs.*

Goal 3: Evaluate barriers to re/development and support process improvements.

Supporting Information/Justification

- *Internal (BTRs, expedited permitting)*
- *Obsolete facilities*
- *Workforce Readiness*

FINANCE

FY 2022-23 Goals

Goal 1: Migrate Tyler-Munis financial system and HR/payroll systems to Cloud.

Supporting Information/Justification

- *Will require support from IT Department, as well as financial commitment from City Council.*
- *Will reduce risk of cyber ransomware attack and improve disaster response.*

Goal 2: Fully implement Tyler-Munis vendor self-service and bid management modules.

Supporting Information/Justification

- *Will make vendor communications and bid processes more efficient and effective.*

Goal 3: Revise travel ordinance and travel policy.

Supporting Information/Justification

- *Comprehensive review of travel ordinance, policy, and procedures to propose changes designed to make travel compliance, oversight, and reimbursement more efficient.*

Goal 4: Obtain and implement new banking services and safekeeping services.

Supporting Information/Justification

- *Banking services agreement due to expire. Significant impact on departments citywide to change banks. Necessary to thoroughly review options and cost/benefit of changing banks and safekeeping.*

Goal 5: Upgrade Utility Customer Service Cayenta utility billing software to current version and thoroughly evaluate whether to move to "Cloud."

Supporting Information/Justification

- *Several versions behind, so significant joint effort with IT Department to complete multiple upgrades.*

- *Joint review with IT of pros and cons of moving to Cloud with the software and transitioning to Cloud if justified.*

FY 2023-24 SMART Goals

Goal 1: Review and implement changes to Utility Customer Services collections as appropriate.

Supporting Information/Justification

- *Review of cost/benefit of drive-up window and lobby payments versus agreements with retail businesses and automated self-serve kiosks.*
- *Cost/benefit analysis of cost savings versus decrease customer service level.*

Goal 2: Implement Citywide certificate of insurance (COI) process and software.

Supporting Information/Justification

- *Goal is to improve efficiency and effectiveness of this record-keeping process to reduce City's potential exposure via uninsured vendors/contractors.*

Goal 3: Implement comprehensive ACH payment program for vendors.

Supporting Information/Justification

- *Will improve efficiency of paying vendors by eliminating processing of checks and expensive wire transfers.*
- *Will require adequate safeguards to protect the City against bank fraud attempts that are currently prevalent.*

FIRE

FY 2022-23 Goals

Goal 1: Complete construction of Fire Station #46.

Supporting Information/Justification: Construction Timeline

- *Project is on schedule for September completion.*
- *No delays noted in current planning for commodities.*

Goal 2: Begin Construction of Fire Station #47.

Supporting Information/Justification

- *Land Purchased and design completed.*
- *Overall construction costs continue to stay flat.*

Goal 3: Obtain Disaster Consultant for Emergency Management.

Supporting Information/Justification

- *Request for Proposal completed.*

Goal 4: Obtain Lightning Detection System for Beach.

Supporting Information/Justification

- *Request for Proposal in process.*
- *Approved from upper management for beach and parks.*

FY 2023-24 SMART Goals:***Goal 1: Complete construction of Fire Station #47.******Goal 2: Place in service two new Engines.*****HUMAN RESOURCES****FY 2022-23 Goals*****Goal 1: Cultural Assessment Completion***

Supporting Information/Justification

- *Complete the cultural assessment, currently in process, with a presentation to Council by January 31, 2023.*
- *The current team, including an outside agency, HR ODES and Admin, will report findings and work with departments to implement recommended improvements to policies and processes during FY 2023 and forward.*

Goal 2: HR Policy Manual Updates.

Supporting Information/Justification

- *Re-publish the HR Policy Manual by December 13, 2022, to include all changes to policies, procedures and benefits since the initial publication date.*
- *The team will work with the CM office and Legal to ensure that changes are made accurately, published and shared with all employees by this date.*

Goal 3: Establish Training Division.

Supporting Information/Justification

- *Establish an HR training division, with the addition of two FTEs, by January 1, 2023.*
- *Throughout FY 2023, they will partner with departments and outside agencies to identify deficiencies in current offerings, implement new training programs, including leadership development, and establish communication to share opportunities and needs with all employees.*

FY 2023-24 SMART Goals

Goal 1: Evaluations.

Supporting Information/Justification

- *Implement updated performance management system for SAMP employees, to begin with CY 2023. The evaluations will be performed using the Employee Evaluations module of our current HRIS.*
- *A new system will better support both merit-based increase and a focus on employee development. Reviews processed for CY 2023 will be completed by December 21, 2023.*

Goal 2: Compensation Classification Study.

Supporting Information/Justification

- *Perform compensation classification study during FY 2023.*
- *An outside agency, to be selected via RFP, along with a team of staff stakeholders, will assist with this project which involves identifying market rates, opportunities for more or fewer job descriptions, adjustments related to equity and result in a fair and resilient pay plan, which is key to recruitment and retention of employees.*
- *Recommended changes, if approved, will be implemented by January 1, 2024.*

Goal 3: Implement Learning Management Software.

Supporting Information/Justification

- *Select and implement a replacement for our current learning management software via RFP during FY 2023, to be implemented and live in FY 2024.*
- *A learning management system will be selected to provide higher quality training courses and more robust internal training programming.*

INNOVATION

FY 2022-23 Goals

Goal 1: Implement staff idea sharing system.

Supporting Information/Justification

- *Complete eight programs involving different employees by end of FY 2023. Include at least 5 ideas for Implementation in the FY 2024 budget.*
- *Departments control the schedules of employees and their time allocation; however, support of CM office will allow this to be achievable.*
- *Engaging employees at all levels to identify real world opportunities for change is at the heart of what the OOI is focused on.*

- *Program framework will be completed by end of Q1 of FY 2023. Program kickoff is expected in February of 2023.*

Goal 2: Host neighborhood quarterly training opportunities.

Supporting Information/Justification

- *Sessions will occur by March 30, 2023/June 30, 2023/September 30, 2023.*
- *Neighborhood coordinators will be on board and training structure will be in place by end of CY 2022.*
- *Training the neighborhoods on what they can do and why they should do it will lead to more "grassroots" involvement and allow the neighborhood staff to be more effective. The cycle created provides for plenty of time to prepare and execute.*
- *By February 1, 2023 the first training will have been planned and advertising will begin. This will occur by the first day of each fiscal quarter in the future. The program is currently funded.*

Goal 3: Install solar arrays on specific city facilities.

Supporting Information/Justification

- *Solar study identifying the best solar candidates has just been completed. By January 1, 2023 we will identify the specific buildings on which installation will occur. By February 1, 2023 the RFP for installation will be out. Vendor selection by June 1, 2023.*
- *We have \$3,000,000 in combined ARPA and other Federal appropriations available, and analysis to determine best candidates is complete.*
- *Installation of solar arrays will demonstrate the City's commitment to Greenprint 2.0, specifically Strategy 6 of the Green Energy and Buildings section and further the City's sustainability efforts.*
- *We will install or be in the process of installation on five City facilities by September 30, 2023.*

Goal 4: Distribute ARPA funds related to Cultural Affairs.

Supporting Information/Justification

- *50% of ARPA funds will be distributed by end of FY 2023.*
- *The program has been approved by council and a grant management solution has been identified and procured. Focus now is for notice of funding opportunity and selection.*
- *Program is in line with the Cultural Affairs master plan and the timelines are achievable. Requests can be up to \$250k of the \$1 million, so it only requires 2 successful full amount requests to achieve.*
- *First request for applications will be December 1, 2022. Target will be a minimum of 25% allocation by end of Q2 of FY 2023, A minimum of 50% by end of Q4 of FY 2023.*

FY 2023-24 SMART Goals

Goal 1: Determine social return on investment.

Supporting Information/Justification

- *Early in the process the main measurement is to identify a framework for a sustainable system of valuation for social efforts. The framework should be complete by end of Q2 of FY 2023. It is intended that the framework will call out measurable criteria.*
- *Such systems have been created in other communities and the private sector. It is a matter of commitment to the effort and leveraging the tools we have.*
- *Creating a measurable tool for balancing social, environmental, and financial impact is core to the OOI. Considering local government has such a large social impact that drives decisions, it is important to have realistic ways to balance it with the financial and environmental pressures.*
- *Complete framework by Q2 of FY 2023. My initial thought is that Q3 and Q4 of FY 2023 would be for information gathering, Q1 and Q2 of FY 2024 would be about valuation and system building, and Q3 and Q4 of FY 2024 would be about tweaking for a Q1 of FY 2025 full roll out.*

Goal 2: Fully scale a neighborhood grant program.

Supporting Information/Justification

- *Program structure will be piloted in FY 2023 for full implementation for FY 2024. More specific measurables, such as dollar amounts and timelines as the pilot completes.*
- *Program funding exists in the capital budget for the department and communications with the community have identified a lot of interest in a program.*
- *The program shows a commitment to reinvesting into the neighborhoods with what they want, in order to make it a great place to live. This is consistent with the division purpose.*
- *By end of Q2 of FY 2023 we will have the specifics of the program completed for discussion about ongoing budgetary needs. We will use a portion of the capital funding that is currently allocated to fund the pilot.*

Goal 3: Fund installation of solar arrays on low-moderate income (LMI) homes.

Supporting Information/Justification

- *City will fund 150 solar arrays by end of FY 2024.*
- *ED&H has identified ARPA funding that could be used for this purpose. OOI is working with ED&H on the specifics of a program, but there is alignment on this goal.*
- *The installation would meet goals related to both Greenprint 2.0 and the ED&H housing priorities and there are model plans that have worked in other areas.*
- *Structure of the program would be set by end of Q2 of FY 2023. Program launch would be by end of Q3 of FY 2023, leaving 1.25 years for distribution.*

Goal 4: Complete distribution of ARPA funds related to Cultural Affairs.

Supporting Information/Justification

- 100% of ARPA funds will be distributed by end of FY 2024.
- The program has been approved by council and a grant management solution has been identified and procured. At this stage we would have distributed a minimum of 50% of the program funds.
- Program is in line with the Cultural Affairs master plan and the timelines are achievable.
- First request for applications will be October 1, 2023. Target will be a minimum of 25% allocation by end of Q1 of FY 2024, a minimum of 100% by end of Q4 of FY 2024.

INFORMATION TECHNOLOGY**FY 2022-23 Goals****Goal 1: Implement UCaaS (Unified Communications as a Service) - Replace our legacy telephone system with a modern Unified Communication platform that supports communication across all channels and enhances public engagement capabilities.**

Supporting Information/Justification

- Project success is measured by milestones being achieved on time and the project remaining on budget.
- Additional licensing and implementation services are required but necessary funds have been budgeted.
- A modern communications platform will enhance collaboration within the organization and provide a better customer experience for citizens.
- RFP review and partner selection by end of Q1 2023; discovery and design phase complete by end of Q2 2023; implementation through Q3/Q4 2023.

Goal 2: Asset Inventory – Ensure timely maintenance and lifecycle management to maximize the utility of our assets.

Supporting Information/Justification

- Asset availability shows how much downtime is contributing to the overall performance of your equipment and answering the question of “are the assets meeting their purpose?”
- Establishing the processes will lend to a comprehensive view of performance to upper management.
- Improved asset management tools for utility and infrastructure maintenance to increase efficiency.
- Timeline -
 - Phase 1 - Implement software solution (1-2 months)
 - Phase 2 - Aggregate data (1-2 months)
 - Phase 3 - Data analysis (1-2 months)

Goal 3: Policy Review – Take an in-depth look at existing administrative policies and associated documents such as procedures and appendices.

Supporting Information/Justification

- *Revise the policy and associated documents as needed and track changes.*
- *Once revised policies/drafts are ready for submission, present final documents for review/approval.*
- *Clearer direction to improve operational efficiencies and enterprise security.*
- *Timeline -*
 - *Phase 1 - Document existing policies (1 to 2 months)*
 - *Phase 2 - Revise policy if needed (1 to 2 months)*
 - *Phase 3 - Present final draft for review/approval (1 to 2 months)*
 - *Phase 4 - Approve policy (1 to 2 months)*

Goal 4: Wi-Fi Imagine Project – Provide Public Wi-Fi for the Imagine Clearwater project.

Supporting Information/Justification

- *Access points and infrastructure installed and connected.*
- *Improves bandwidth for larger crowds to access the internet during events.*
- *Enhanced customer experience and communications.*
- *Timeline - July 2023.*

Goal 5: Security Upgrades: Intune/EMS(Defender) - Implement Intune for device registration and EMS for endpoint security.

- *Objective achieved when all users and devices are registered and secured in Intune/EMS.*
- *Allows for enhanced security on the endpoint and more control over network access.*
- *Increased accountability and security of infrastructure investments and service tools.*
- *Timeline - 3rd Quarter 2023.*

Goal 6: Monitoring Solutions – Gain visibility into network performance and identify traffic on the internal network.

- *Objective achieved when all switches/servers are providing data to monitoring solutions for visibility.*
- *Upgrades performed on time and on budget.*
- *Increased accountability and security of infrastructure investments and service tools.*
- *Timeline - 4th Quarter 2023.*

Goal 7: Intranet Modifications/Re-Write – Redesign the City's intranet site to better facilitate dissemination of information and streamline employee access to resources.

- *Measurable by meeting project milestones and launch deadlines.*
- *No licensing required. Talent and required skills are available in-house.*
- *A well-designed intranet site has the capability to increase employee engagement and awareness of city initiatives.*

- *Design and testing complete by end of Q1 2023; soft launch and refinement during Q2 2023; full launch by end of Q2 2023.*

Goal 8: Cayenta Upgrades – Cayenta UMS Upgrade to v9.1, including SQL & Cognos integrations.

- *Successful Go-Live to latest on-prem version (v9.1) of Cayenta UMS.*
- *Improve functionality and system performance; retire legacy needs.*
- *Cayenta UMS and its integrations represent a core system used to manage public utility revenues.*
- *Application upgrade to v9.1 completed – first quarter 2023; SQL and Cognos migrations completed – second/third quarters 2023.*

FY 2023-24 SMART Goals

Goal 1: CityWorks Implementation – Transition current asset management (OWAM) to CityWorks SaaS; Establish governance and implement functionality of new asset management system.

Supporting Information/Justification

- *Successful Go-Live to latest cloud version of CityWorks.*
- *Develop, migrate, update, and improve the asset management system used within our enterprise environment (Public Utilities/Public Works/Gas/Parks & Recreation).*
- *Current asset management is failing with poor data and inadequacies. Revamping asset management and upgrading to CityWorks will create more functionality and efficiencies throughout the environment.*
- *Ongoing research and evaluation during Q1/Q2 of 2023; Purchase process beginning in Q1/Q2 of 2023; Kickoff in Q4 of 2023. Estimate of 12 months for migration, configuration, and testing, ending with Go-Live in 2024/25.*

Goal 2: See Click Fix – Replace our end-of-life citizen relationship management application with a market-leading product that will allow for integrations with existing enterprise systems and potential data sharing with partner agencies.

- *Measurable by meeting project milestones and launch deadlines.*
- *New licensing will need to be purchased, but cost will be partially offset by retirement of previous system. Skills and talent needed for implementation are available in-house.*
- *The application will enhance citizen engagement and allow for potential internal efficiencies.*
- *Implementation during Q1 2024; launch during Q2 2024.*

Goal 3: Service Desk – Reduce response time, increase team productivity and provide continuous technical support.

- *Respond to tickets within SLA and ensure customer satisfaction with surveys.*
- *Upon Software implementation.*
- *Improve customer service experience and support efficiencies.*

- *Timeline –*
 - *Phase 1 - Demo several software vendors (1-2 months)*
 - *Phase 2 - Trial selected software (1-2 months)*
 - *Phase 3 - Implement selected software (1-2 months)*

LIBRARY

FY 2022-23 Goals

Goal 1: Bring libraries back to full staffing and optimize operating hours across the system.

Supporting Information/Justification

- *Work with HR to streamline the recruiting and hiring processes.*
- *Increase engagement with USF library program and focus on recruiting diverse candidates.*
- *Prioritize existing resources to expedite hiring.*
- *Revisit organizational structure (PT/FT allocations and classifications).*
- *Identify deficiencies in job descriptions.*
- *Review hiring decision-making standards to ensure we are hiring the right people.*
- *Research patron usage patterns to enhance service opportunities.*

Goal 2: Measure, promote, and celebrate our value to the community.

Supporting Information/Justification

- *Analyze current communication and marketing strategies and research innovative ways to optimize information delivery.*
- *Measure patron usage and interest to perfect the provision of resources and services.*
- *Work more closely with Public Communications, the Library Marketing and Social Media Group, community partners, and local media to improve and broaden publicity.*

Goal 3: Cultivate and maintain internal and external relationships.

Supporting Information/Justification

- *Connect library resources and services to the objectives of city departments and local organizations to develop partnership opportunities.*
- *Reinforce current and revive previous partnerships.*
- *Continually evaluate and adjust the role the library plays in city government and the community.*
- *Maintain a leadership position in the Pinellas Public Library Cooperative (PPLC) to maximize value for Clearwater.*

Goal 4: Anticipate trends in resources and services for quick adoption and implementation.**Supporting Information/Justification**

- *Continually evaluate existing resources and services in relation to funding, objectives, and patron demand.*
- *Maintain familiarity with developments in public libraries, local governments, and communities through training, professional and community organizations, and wide-ranging reading.*
- *Foster innovative and inventive ideas among staff and give them the latitude to experiment without fear of failure.*
- *Streamline workflows for the acquisition, preparation, and distribution of fresh materials and the planning and execution of new programs.*

Goal 5: Foster a well-trained, engaged, forward-thinking team.**Supporting Information/Justification**

- *Create and implement a library supervisor training program.*
- *Identify and develop leaders across the system.*
- *Utilize resources such as NEOGOV, PPLC, TBLC, FLA, HR, and Pinellas County to deliver high-quality, targeted training to staff.*
- *Provide continuous formal and informal feedback to employees, as well as ongoing recognition and teambuilding.*
- *Encourage self-directed study and research among staff to identify innovative services and professional best practices.*

FY 2023-24 SMART Goals***Goal 1: Purchase one hybrid vehicle for the Library Department.*****Supporting Information/Justification**

- *Timeframe for purchase is February 2023.*
- *The vehicle can be procured via bid from three local dealerships.*
- *We have increased our participation in attending community events. These events require transporting various types of items (table, tent, banners, technology equipment, etc.). Currently, staff have been using their own vehicles and receiving mileage reimbursement. Having a department vehicle would eliminate that need, provide more space for item transport, be utilized for staff offsite trainings, and staff commuting between branches.*

Goal 2: Create a community survey to gain citizen input on Library resources, programs, and services.**Supporting Information/Justification**

- *Survey will be published in April 2023, and be available for six weeks via website, paper, online, using various marketing platforms.*

- *Survey will inform staff regarding community needs now and into the future.*
- *It will assist in crafting the Library's new strategic plan - identifying goals and priorities.*
- *Anticipated completion of the Strategic Plan is October 1, 2023.*

Goal 3: Attend Neighborhoods' meetings in FY 2023.

Supporting Information/Justification

- *Staff will attend a meeting at least every other month to promote library services.*
- *Participation will align with our FY goal of increasing outreach opportunities to the community.*
- *The Library's Outreach Team and Administration will attend the meetings.*
- *The meetings will assist in receiving input on the Library's current and future services.*

MARINE & AVIATION

FY 2022-23 Goals

Goal 1: Ensure the safety and long-term resiliency of the facilities and infrastructure that falls under the control of Marine and Aviation.

Supporting Information/Justification

- *This involves the establishment of a long-term evaluation and maintenance program for each facility and attendant structures. A critical component for the marine facilities **must** contemplate **resiliency**. Without contemplating sea level rise at our marine facilities, we will fail to make the investments and adjustments necessary to remain fully functional. This is an ambitious task that is complex and costly. It is something that the City must incorporate into any overarching strategic plan. These goals must be linked to appropriate CIP funding to cover those ongoing and projected future costs. These will require General Fund support as well as alternative sources, such as Penny for Pinellas and should incorporate the leveraging of appropriate grant funding sources.*

Goal 2: Engage in business management practices to improve operational efficiencies.

Supporting Information/Justification

- *Expansion of third-party reservation system to include permanent tenant agreement management.*
- *Goal to become a cashless department and restrict our sales to client necessities only (fuel, oil, ice).*
- *Investigate automated lease agreement and document management software.*
- *Enhance communications with our visitors, clients, and tenants by establishing a Marina Newsletter.*

Goal 3: Consistently re-evaluate our staffing to ensure we have the capacity to meet the needs of the boating and aviation public and meet the customer service expectations in a public facing department.

Supporting Information/Justification

- *Ensure adequate staffing and training to properly maintain our facilities.*
- *Adequately staffed to provide superior levels of customer service.*
- *Provide the wages necessary to attract new staff.*
- *Provide for advancement opportunities for existing staff.*
- *Look for any opportunity to expand our offices to match staffing.*

FY 2023-24 SMART Goals

Goal 1: 2023 – Replace Failing Piers at Seminole Boat Ramps.

Goal 2: 2024 – Begin Construction on the Beach Marina Replacement.

Goal 3: 2024 – Begin Planning & Construction of Airpark Capital Projects Identified in the 2020 Master Plan (Terminal Replacement & Pavement Repair).

PLANNING & DEVELOPMENT

FY 2022-23 Goals

Goal 1: Submit for Adoption Modifications to the City's Comprehensive Plan Known as Clearwater 2045.

Supporting Information/Justification

- *Complete community outreach by May 31 and move forward with the final draft for the public hearing process no later than August. Public outreach will be done in three phases. The first will be the Mobility and Quality Places chapter, the remaining three chapters, and the entire plan. Each phase will contain several public workshops in different locations as well as online engagement. Plan chapters will also be posted on the City's website as well as the Comp Plan website for review and include the ability to submit comments.*
- *Community engagement plan to be completed and approved by Management by Nov. 30th and public hearing dates determined. Public Communications will be asked to assist with advertising outreach efforts, as well as help devise a strategy to increase engagement through social media.*
- *Adoption of Clearwater 2045 will meet Florida Statutes requirements for updating the City's Comprehensive Plan, addressing required legislative statutes, and providing a vision for the future of the community.*
- *Clearwater 2045 will be submitted to the Community Development Board in August 2023 and City Council for consideration no later than September 2023.*

Goal 2: Finalize N. Greenwood CRA Plan and Submit for Adoption.**Supporting Information/Justification**

- *Finalize draft and schedule for a public hearing before the Community Development Board December 20 meeting, CRA on January 6 and City Council meetings on January 9 and February 2. Submit Plan to Pinellas County for consideration no later than February 13.*
- *Obtain input from the N. Greenwood Steering Committee no later than November 10 and make final revisions by November 30.*
- *Adoption of the N. Greenwood CRA will demonstrate the City's commitment to reducing poverty and improving the quality of life in the N. Greenwood neighborhood.*
- *The CRA Plan and Trust Fund will be submitted to the City Council and the Board of County Commissioners to be approved prior to May 31.*

Goal 3: Rehabilitation and Activation of the North Ward School.**Supporting Information/Justification**

- *Hire preservation architect through the architect of record process by the end of February to develop plans to stabilize the N. Ward School building and make repairs/improvements that are appropriate without the knowledge of the end user to make the adaptive reuse more affordable and attractive to the private sector while maintaining the character-defining aspects, interior spaces, and features of the property.*
- *The building improvements will be determined in conjunction with a preservation architect to ensure any improvements will not eliminate the possible use of historic tax credits by a development partner. Public Works will also be asked to be part of the project team.*
- *Readying the building for adaptive reuse will implement policies of the Downtown Redevelopment and N. Greenwood CRA plans.*
- *Finalize construction plans by the end of Nov. 2023 and turn the construction project over to the Public Works Department to manage the construction.*

Goal 4: Establish Performance Metrics for the Code Compliance Division.**Supporting Information/Justification**

- *Develop performance standards and provide to Information Technology to create reports by March 31. Finalize reports by September 1 and implement the use of metrics by October 1.*
- *Information Technology will be asked by January 15, 2023, to support the creation of the necessary reports in Accela and to begin work in April 2023.*
- *Establishing metrics for code compliance will identify staffing needs, training needs, and opportunities for efficiencies.*
- *Metrics report will be completed by the end of the current fiscal year.*

Goal 5: Conduct N. Martin Luther King Jr. Ave. Corridor Charette – An Implementation Project of the N. Greenwood CRA.

Supporting Information/Justification

- *Consultant will prepare form-based regulations/recommendations by June 30.*
- *The project is funded by Forward Pinellas and the City of Clearwater and the consultant is selected by Forward Pinellas.*
- *Completion of the work will inform future code amendments to be prepared by the Planning and Development Department to facilitate new commercial development in the N. Greenwood neighborhood.*
- *The work will be completed by Forward Pinellas within their current budget year that ends June 30, 2023.*

Goal 6: Implement Initial Priority Recommendations of the Business Process Study.

Supporting Information/Justification

- *Finalize business process study which will include an implementation plan and timeline for implementation. Present findings to City Manager and City Council no later than (TBD).*
- *We will identify improvements that can be implemented within current staffing levels and budget. Other departments such as Information Technology, Engineering, and Fire will be asked to assist as needed.*
- *Implementation of the recommendations will improve staff efficiencies, enhance customer service, and improve the permitting and development review process for residents, business owners, and developers.*
- *The timeframe for first round of improvements will be identified once the study recommendations are finalized.*

FY 2023-24 SMART Goals

Goal 1: Initiate Major Restructuring of Business Tax Receipt Ordinance

Supporting Information/Justification

- *Reduce the number of business categories and subcategories and bring more consistency between categories and zoning uses.*
- *Legal and Economic Development and Housing will be asked to assist in research and provide feedback. The Planning and Development Department will prepare the ordinance for City Council consideration.*
- *Adoption of a revised ordinance will bring BTR costs more in line with other communities thereby making Clearwater more competitive. Efficiencies will also be created for the administration of the ordinance by the BTR, Development Review, and Fire and Police staff and provide more clarity for business owners.*
- *The ordinance will be submitted for City Council consideration no later than December 2023.*

Goal 2: Initiate Major Community Development Code Amendments Addressing a Variety of Issues.

Supporting Information/Justification

- *Develop list of code sections/topics to be addressed in the ordinance by the end of June. Adoption of amendments to the Community Development Code will implement sustainability measures, aspects of Clearwater 2045, recent legislative changing for floating solar, etc. (If vacant planner position is filled with an experienced planner, the project timeframe will be rescheduled to earlier in the year.)*
- *The Planning and Development will complete the necessary research and prepare an ordinance for City Council consideration. Input will be solicited from the Legal Department, as well as any impacted department.*
- *Adoption of amendments to the Community Development Code will address identified gaps in the Code and improve staff efficiencies.*
- *The ordinance will be submitted for the public hearing process no later than March 2024. (If the vacant planner position is filled with an experienced planner, the public hearing process will occur earlier.)*

PARKS & RECREATION

FY 2022-23 Goals

Goal 1: Relocation of Parks & Recreation Administrative offices to old Countryside Library from MSB.

Supporting Information/Justification

- *New office/space equipment will be procured prior to January 31, 2022, all interior and exterior work will commence no later than January 1, 2023.*
- *The procurement of new office equipment/space can be based off a state contract and all interior and exterior work can be done in conjunction with our Building & Maintenance staff and their contractors.*
- *Relocating the P&R Admin offices will free up much needed space in the MSB and allow for a one stop shop for our customers. Additionally, we will have P&R staff from two separate offices, which will allow for greater communication and efficiency.*
- *Completion of move into new admin offices will be completed by March 31, 2023.*

Goal 2: Fully staff, open and program Coachman Park and the new downtown core.

Supporting Information/Justification

- *Downtown core Venue Manager and Landscape Manager will be brought on prior to January 1, 2023. Supervisory staff will be hired by March 31, 2023 and all other staff will be hired by May 2, 2023.*
- *Staff have been budgeted via the prior year's budget process.*
- *Coachman Park, Cleveland Street Phase III and the accompanying entertainment venue will be a catalyst for downtown redevelopment. When combining these attributes with the three parcels up*

for redevelopment we will be fulfilling the commitment of the City of Clearwater to provide an active and vibrant downtown.

- *Park is scheduled to be open for a July 4, 2023 concert and fireworks celebration.*

Goal 3: Complete and implement strategic plan.

Supporting Information/Justification

- *The selected consult and contract for the strategic plan will go before council no later than December 15, 2023 for approval. Public meetings will take place by March 31, 2023 to insure proper public outreach.*
- *Procurement for consultant of strategic plan was based on a piggyback contract that was recently used by a neighboring county/municipality.*
- *Our last P&R strategic plan was an update completed in 2013. It is vital that we seek community input on the types of parks and programs they want in their community. The strategic plan also guides the direction of our budget process to ensure we are staying relevant to the needs/wants of the community.*
- *The strategic plan will be vetted and adopted by council prior to the end of 2023.*

FY 2023-24 SMART Goals

Goal 1: Complete and implement strategic plan.

Supporting Information/Justification

- *The selected consultant and contract for the strategic plan will go before council no later than December 13, 2023 for approval. Public meetings will take place by March 31, 2023 to insure proper public outreach.*
- *Procurement for consultant of strategic plan was based on a piggyback contract that was recently used by a neighboring county/municipality.*
- *Our last P&R strategic plan was an update completed in 2013. It is vital that we seek community input on the types of parks and programs they want in their community. The strategic plan also guides the direction of our budget process to ensure we are staying relevant to the needs/wants of the community.*
- *The strategic plan will be vetted and adopted by Council prior to the end of 2023.*

POLICE

FY 2022-23 Goals

Goal 1: Configure and prepare a new countywide computer-aided dispatch (CAD) system and records management system (RMS) for implementation/roll-out (go-live) in FY 2023-24.

Supporting Information/Justification

- *The Clearwater Police Department is currently using separate CAD & RMS products which have been determined to be outdated and not meeting the needs of the agency. The current CAD system does not effectively share data with other public safety entities in Pinellas County and the current RMS is outdated technology. A new product has been procured through a consortium of public safety agencies.*
- *In FY 2022-23, the department will lead multiple stakeholders to configure the system, plan for the training, and develop the necessary materials to support the implementation of the product in FY 2023-24. This is being accomplished through workgroups and committees.*
- *The configuration of the product is to be completed and ready to go live no later than August 2024.*

Goal 2: Develop and implement a policing strategy for Imagine Clearwater and the downtown corridor.

Supporting Information/Justification

- *With Imagine Clearwater Park opening in July 2023, and the associated increased programming of special events, the police department will need to establish a policing strategy that includes a regular, reoccurring, preventative policing presence at the Imagine Clearwater Park and downtown.*
- *The department will need a policing strategy that helps provide for and reduce the costs of police coverage associated with special events occurring at the park. The policing strategy will need to provide a perception of safety to those taking advantage of the park and mitigating the impact of quality-of-life issues.*
- *The policing strategy should be developed and published no later than January 31, 2023. The strategy will be used during the budget process to incorporate any additional resources needed in the FY 2023-24 budget. The department would seek to begin smoothing any approved increases in resources by July 2024.*

Goal 3: Review and revise the police department's recruiting strategy to identify and employ personnel who are a fit for the principles and values of the City of Clearwater.

Supporting Information/Justification

- *HR has recently begun using a consultant to review the overall recruitment, promotional processes, and processes to recruit, hire, and development of our employees. The police department seeks to align the police department recruitment strategy with HR.*

- *Successful development of the recruitment strategy will be completed by January 1, 2023.*

Goal 4: The acquisition of a virtual, scenario-based training system to train use of force, de-escalation, and application of ICAT (Integrating Communications-Assessment-Tactics) principles.

Supporting Information/Justification

- *The Police Department believes in hiring the best people, provide them the best equipment, provide them the best training, and hold them accountable. Institutionalizing a virtual training platform into our training regimen will allow for a higher level of learning. The department recently completed construction on a new building that includes a room designed to take advantage of this technology.*
- *Scenario-based training, both live and virtual, builds confidence and clarity in what the expectations of our employees are. The department currently promotes being a learning organization by having an officer safety committee that disseminates videos with training talking points. A virtual system will allow a more effective training environment and create an efficient medium to train multiple personnel as opposed to in-person scenario-based training.*
- *The department will seek to procure a virtual training system by January 1, 2023. The department will implement a regular, reoccurring training cycle for all sworn employees by April 1, 2023.*

Goal 5: Design and break ground on a new K9 kennel at the District III Operations & Training Center.

Supporting Information/Justification

- *The current K9 kennel is a poorly constructed and designed facility, built in the 80's, that is at end of life and functionally obsolete. A new K9 kennel was part of the construction project of the District III Operations & Training Center but was eliminated due to budget constraints.*
- *The Police Department has chosen to defer construction of a storage facility for large purpose vehicles that was funded to the amount of \$750,000. The police department will seek approval in the FY 2022-23 budget year to use these funds to construct a new K9 kennel.*
- *Successful completion of this goal would include having the project funds reallocated in the FY 2022-24 budget, complete design of the facility and break ground in FY 2022-23.*

FY 2023-24 SMART Goals

Goal 1: Countywide CAD/RMS roll-out/go-live.

Supporting Information/Justification

- *The police department is leading a consortium of public safety partners in Pinellas County to implement a new CAD/RMS system. In FY 2022-23, the systems will be configured, and the training/transition program developed. This work will likely continue into FY 2023-24.*
- *The police department will complete the training and transition to a new CAD/RMS system by August 2024.*

Goal 2: Imagine Clearwater policing strategy.

Supporting Information/Justification

- *The police department will seek additional budget resources for FY 2023-24 to implement a policing strategy for Imagine Clearwater and position the department to address increased demand from a developed and activated downtown.*
- *Budget in FY 2023-24 will include an increase in sworn FTEs; a strategy to provide police coverage for special events that minimizes the costs for said coverage to the City and vendors; and address quality of life issues associated with an activated downtown.*

Goal 3: Construction of a facility of large special-purpose vehicle storage.

Supporting Information/Justification

- *The department has deferred this project for a variety of reasons, including limited funds and the inability to locate a real estate option that meets the needs of the department (location, size). The department will need to identify the funds necessary to properly fund this project, seek allocation of funds to complete the project, and identify a location and design that will meet the needs of the department.*
- *Successful progress of this goal would include having the project placed in the CIP budget in FY 2023-24 or later year (based on Budget guidance); identify a location that meets the department's response needs; and design the facility by the end of FY 2023-24.*

PUBLIC COMMUNICATIONS**FY 2022-23 Goals****Goal 1: Support the Opening of Imagine Clearwater.**

Supporting Information/Justification

- *Start having regular meetings in January 2023 to create a grand opening and communication plan.*
- *A week of celebrations will be held July 4th for the public. All the downtown-related entities will know their responsibilities.*

Goal 2: Hire a PR/Marketing firm to support the City's promotional needs.

Supporting Information/Justification

- *Release an RFP/Q first quarter of 2023.*
- *Have a firm on board before Q2 2023.*

Goal 3: Plan for City Hall and new Council Chambers.

Supporting Information/Justification

- *Have Multi-Media Crew tour local chambers and studios to determine needs/wants/desires in end of 2022 and Q1 2023.*

- *Work with WMJ to assist with space and design needs for new City Hall and Chambers based on information gathered in other municipal tours.*

Goal 4: Defining Department Expectations for Public Communications.

Supporting Information/Justification

- *Meet with each department Q1 2023 to go over their annual plan and their needs for PR, marketing and public information.*
- *Create departmental expectations and have both PC and department agree to expectations.*

Goal 5: Support CM's Internal Communications Needs.

Supporting Information/Justification

- *Continue to release regular John's Journals to all city emails.*
- *Start immediate text messaging to all city-issued cell phones.*
- *Continue every other month employee lunches.*
- *Develop a plan end of 2022 to improve information distribution with the assistance of the departments and the courier.*

FY 2023-24 SMART Goals

Goal 1: Assist with new City Hall Design/Move.

Supporting Information/Justification

- *Continue to assist with equipment and design process for new Chambers and technology.*

Goal 2: Assist with Downtown Redevelopment Communications.

Supporting Information/Justification

- *Communicate timelines along the way.*

Goal 3: Assist with Phillies Communications.

Supporting Information/Justification

- *Communicate timelines along the way.*

PUBLIC UTILITIES

FY 2022-23 Goals

Goal 1: Improve employee engagement.

Supporting Information/Justification

- *Focus on improving teamwork and recognition*

- *Background: On September 20, 2022, Public Utilities completed the Gallup Employee Engagement “Q12”. Of the 156 employees, we received responses from 72 people. In terms of overall engagement, 29% of the respondents are actively engaged. This compares to 34% average employee engagement nationwide and 21% average employee engagement worldwide. Based on the results, we determined that two areas would be our primary focus for improvement during FY 2022-23: teamwork and recognition. On October 13, 2022, we shared the results to the Public Utilities team at the monthly general assembly. In addition to sharing the results, we shared that we would work to improve in teamwork and recognition. Our implementation plan is currently in draft form and being reviewed. We will finalize our plan and begin implementation by February 1, 2023.*
- *Complete annual reassessment in September 2023 using the same employee engagement questions.*

Goal 2: Design and implement a systematic approach for process improvement, innovation, and knowledge management.

Supporting Information/Justification

- *Implement Lean/Six Sigma approach for improvement*
 - *Background: Public Utilities is developing a tiered approach to training employees in Lean/Six Sigma. The department intends for all employees, at a minimum, attend a “White Belt” course. Additional coursework is dependent on the individual’s role within the department. The intent of this training and embedding it in our processes is to decrease waste and errors, increase efficiencies, and reduce costs.*
 - *Current state:*
 - *Public Utilities has initially developed a training approach that is currently under review by the Department Director. Completing training is a short-term goal to be completed within FY 2022-23.*
 - *Public Utilities will work to develop an approach and internalize it within the departmental culture and embed it in “how we do things”. Integration is an intermediate term goal to be completed no later than FY 2023-24.*
- *Develop a systematic approach for innovation and knowledge management*
 - *Background: innovation: Public Utilities is developing a systematic approach to innovation. The central tenets include:*
 - *How we identify opportunities.*
 - *How we decide which opportunities are worth the risk.*
 - *How we prioritize opportunities that we deem worth the risk.*
 - *How we utilize our resources to pursue and, as appropriate, deploy and integrate innovation.*
 - *How we measure and improve on an implemented innovation.*
 - *When we adjust or discontinue a poorly aligned innovation.*

- *By the end of FY 2022-23 Public Utilities will develop a program that meets the central tenets listed above. Additionally, Public Utilities will submit the developed plan to the Office of Innovation for feedback and review. Currently, the draft plan is under development.*

Goal 3: Computerized Maintenance Management System (CMMS)/asset management system.

Supporting Information/Justification

- *An updated asset management system, particularly with robust computerized maintenance management, would assist Public Utilities with controlling costs and deploying resources.*
 - *Background*
 - *Public Utilities, along with other city departments, would benefit from implementing a citywide asset management system. Specific timeline will not be included here as they are outside of Public Utilities' control.*
 - *Functionality: this list is not all inclusive, but some typical functions that would be important: Work order workflow processes (task checklists, track employee hours, track materials, inventory, and costs, preventable maintenance scheduling, corrective maintenance scheduling, etc.), report generation (custom and standard), support vertical assets, ease of import/export, tracking of asset life cycle, dashboards, support, maintenance, training, and online help etc.*

Goal 4: Move forward with operational master plans and improving critical infrastructure (in various stages of completion).

Supporting Information/Justification

- *Maintaining critical infrastructure is paramount to protecting public health, assuring economic growth. We iteratively reprioritize projects and programs.*
- *Associated here is the evaluation of participation in Pinellas County's proposed Regional Resource Recovery Facility (RRRF).*
 - *Background*
 - *Public Utilities must adequately invest in infrastructure to reduce risk and lifetime system costs. The department prioritizes through system specific 30-year operational "master plans". Additionally, a recommendation as part of the underway Wastewater Facilities Master Plan is for the City to work with Pinellas County for regional beneficial biosolids reuse.*
 - *Current State*
 - *The Wastewater Facilities Master Plan is underway with anticipated completion December 2023.*
 - *Reuse System (CHA) Master Plan is underway with anticipated completion December 2023.*

- *SCADA Master Plan is underway with an anticipated completion date of June 2023.*
- *Public Utilities is working with the county to meet changing regulatory requirements, beneficial reuse biosolids, and reduce costs. The county shared that they would require a significant level of commitment from prospective partners by the end of phase one of the project. Our department anticipates phase one to be completed around the end of 2024.*

Goal 5: Sterling Explorer.

Supporting Information/Justification

- *Complete assessment within the fiscal year*
 - *Background: Public Utilities has been working to improve using the Florida Sterling Council's approach to elevate organizational performance. Public Utilities will complete the Sterling Explorer in FY 2022-23.*

FY 2023-24 SMART Goals

Goal 1: Develop, integrate, utilize, and continuously reassess a systematic approach for process improvement, innovation, and knowledge management.

Supporting Information/Justification

- *Supporting information is provided in the short-term goal two above. The short-term goal and associated tactics are aligned with the overarching goal of effective process improvement, innovation, and knowledge management.*

Goal 2: CMMS/asset management - optimized program that strikes a balance between performance, risk, and cost to support renewal and replacement decisions.

Supporting Information/Justification

- *Supporting information is provided in the short-term goal three above. An effective system will take time to develop, implement, effectively utilize, and continuously reevaluate. Although a citywide initiative, this program would significantly impact Public Utilities processes and procedures.*

PUBLIC WORKS

FY 2022-23 Goals

Goal 1: Develop and implement a Right-of-Way Tree Planting Program.

Supporting Information/Justification

- *Trees are an important part of our City's built and natural environment. They provide numerous environmental benefits such as oxygen production, filtering air pollution, noise abatement,*

rainfall dispersion to control flooding, providing shade and healthier environments, and aesthetic beauty of the City's neighborhoods and business districts.

- *Like most municipalities, the City of Clearwater has removed trees in the right-of-way for reasons such as disease or due to the negative impacts the root structure caused on sidewalks and/or utilities. The concern is that the City has not been replacing trees in the right-of-way for years, and there is no current right-of-way tree planting program.*

Goal 2: Develop a 5-year Vehicle and Equipment Replacement Plan for Operations.

Supporting Information/Justification

- *Public Works is a new department this fiscal year. The Operations Division includes a Stormwater Maintenance Section and a Right-of-Way (ROW) Section. The ROW Section moved over from Parks & Recreation. Both sections have a tremendous number of vehicles and equipment.*
- *This goal will include creating an inventory of all vehicles and equipment in the Operations Division, evaluating the inventory and future needs, and then a 5-year Replacement Plan will be created.*

Goal 3: Initiate deployment of Cityworks.

Supporting Information/Justification

- *The City currently does not have an adequate asset management platform. Managing capital assets requires minimizing the total cost of owning, operating, and maintaining assets while improving levels of service. Cityworks is a web GIS-centric platform that will assist Public Works with streamlining the care and maintenance of our public infrastructure assets.*
- *This goal requires us to work closely with and rely on the City's IT department for deployment and implementation. It will take approximately two years to complete the deployment phase and then we would move to the implementation phase of the Cityworks platform. The goal is to initiate deployment this fiscal year.*

Goal 4: Finalize the Public Works Organization Chart and functions provided by each division and section.

Supporting Information/Justification

- *The Public Works Department is new this fiscal year and the organizational chart is currently a work in progress document. Once the organizational chart is finalized, functions and services will need to be evaluated to ensure they are in the proper the division and section.*
- *The overall goal of the department is to provide the highest level of service to City residents in the most efficient manner. By aligning our functions and services within the proper division and section, we will be closer to accomplishing our overall department goal.*

Goal 5: Update the Right-of-Way (ROW) permit program

Supporting Information/Justification

- *Although ROW permits forms have been improved/clarified and streamlined by electronic submittals, additional improvements are possible including tying ROW permits to BCP/building permits in the Accela system, evaluation of fees, improved tracking, and requiring ROW permits for in-house construction in the ROW.*
- *Public Works ensures proper maintenance and protection of city assets in the ROW, ensures all work in the ROW meets city standards, as well as protects public interest in and use of the ROW. Improvements to the ROW permit program and how ROW is managed will allow Public Works to improve control and therefore the quality of the ROW.*

FY 2023-24 SMART Goals

Goal 1: Design and construct a new Public Works (PW) Complex.

Supporting Information/Justification

- *The current PW complex no longer meets the needs of Public Utilities and the newly formed PW Department. Space needs will be updated and analyzed for efficiencies and potential to combine/share space with Solid Waste.*
- *This goal will require multiple years to complete the space needs analysis, design, and construction.*

Goal 2: Continue the Deployment and Begin Implementation of Cityworks

Supporting Information/Justification

- *The City currently does not have an adequate asset management platform. Managing capital assets requires minimizing the total cost of owning, operating, and maintaining assets while improving levels of service. Cityworks is a web GIS-centric platform that will assist Public Works with streamlining the care and maintenance of our public infrastructure assets.*
- *The deployment phase of Cityworks would be completed in the second year and then we would move to the implementation phase.*

Goal 3: Establish a curb management program.

Supporting Information/Justification

- *The creation of the new Public Work Department consolidates all ROW maintenance functions on one department, streamlining how the city addresses ROW. The roadway, curb, pipe, ditches and ponds are critical safety and stormwater management assets.*
- *All curbing will be assessed and inventoried. A maintenance and replacement program will then be established with appropriate resources and funds allocated similar to the successful pavement management and sidewalk plans. This goal will be ongoing.*

SOLID WASTE/GENERAL SERVICES**FY 2022-23 Goals*****Goal 1: Initiate SW Electric Vehicle Pilot Program.***

Supporting Information/Justification

- *Consistent with Greenprint 2.0, these vehicles will reduce the city's carbon footprint.*
- *EV trucks will replace existing vehicles (as opposed to expanding the fleet), and will require infrastructure adaptations, training for drivers and mechanics and development of new safety protocols.*

Goal 2: Expand CDL training program to include all eligible Solid Waste Workers.

Supporting Information/Justification

- *We are currently stressed with understaffing of CDL drivers. An enhanced training program will increase recruitment and retention success.*
- *This program will also increase safety by creating a mindset focused on the career of Professional Operator.*

Goal 3: Implement Solid Waste Specific Routing Software.

Supporting Information/Justification

- *Improve efficiency of service delivery with turn-by-turn, computer-aided routing.*
- *This program will increase safety by eliminating inconsistent routing inherent with different drivers sharing the same routes.*

Goal 4: Codify Lead Worker Training Program.

Supporting Information/Justification

- *Currently the designated Lead Workers act as 'supervisors in training' but their overall experience varies widely according to their assigned section.*
- *Standardized training objectives for lead workers will enhance the importance of the position and provide a career path forward. Examples of available training include: PBMP, Supervisor Boot Camp, Customer Service Training, and industry-specific training through SWANA (Solid Waste Association of North America).*

Goal 5: Enlist external expertise to conduct a safety review of Solid Waste operations.

Supporting Information/Justification

- *The SW department has an industrial operation with the Class I Transfer Station and the Recyclable Materials transfer station, as well as a large, 2-ram baler. These operations provide the opportunity for serious injury on a daily basis. A safety review will identify safety exposures and provide targeted solutions.*

- *The external safety review will also evaluate operator and worker training across 6 industrial vehicle types.*

FY 2023-24 SMART Goals

Goal 1: Complete master plan of the Solid Waste Complex.

Supporting Information/Justification

- *All of the facilities at the Solid Waste Complex are aged and in need of replacement, particularly the truck wash, Container Maintenance facility & the recycling transfer station.*
- *A new SW Admin building will better serve staff, and the fuel site is on the verge of being condemned by FDEP and must be upgraded. This site serves all city vehicles.*

Goal 2: Develop cross-training program for all Solid Waste Equipment Operators.

Supporting Information/Justification

- *A cross-trained staff will increase the effectiveness of the department's service delivery.*
- *This program will also address the need for enhanced safety training for drivers that extends beyond the vehicles normally assigned to them.*

Goal 3: Develop Public Education Outreach program.

Supporting Information/Justification

- *Consistent with Greenprint 2.0, this program will increase the sustainability of the City's recycling program by reducing contamination, which allows more recyclable material to be properly processed.*
- *This program also coincides with the SW Dept contracting with a new, in-county, recyclables processor and partnering with the county's premier environmental service organization.*

COMMUNITY REDEVELOPMENT AGENCY

FY 2022-23 Goals

Goal 1: Continue to work on reducing blight through using existing commercial grant programs as well as researching if residential grant programs should be created.

Goal 2: Create method to measure successes and failures of downtown special events to assist in programming of future fiscally responsible events attracting attendees.

Goal 3: Decrease downtown commercial vacancies by 10 percent in the next two years.

Goal 4: Consistently scan the horizon to anticipate problems and opportunities.

Goal 5: Require open lines of communication and disseminate pertinent information in a timely manner.