

Strategic Vision

Vision

Clearwater will be a uniquely beautiful and vibrant community:

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

Mission

The Mission of the City of Clearwater is to:

- Provide cost effective municipal services and
- Facilitate development
- To support a high quality of life and experience.

Strategic Direction

Facilitate Development of the Economy:

Diversify the Economic Base

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

Increase Economic Opportunity

- Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
- Continue building a business-friendly environment
- Recognize the value of transit-oriented development

Develop and Promote our Brand

- Engage neighborhoods and the business community to:

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

Foster Community Engagement

- Encourage neighborhood identity programs
- Prevent blight and support property values through Code Enforcement
- Preserve community history and culture
- Support community events
- Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

Efficiency

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

Quality

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

Financial Responsibility

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

Safety

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

Clearwater Community Redevelopment Agency

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - **Downtown Development**
 - Encourage housing that matches community needs - across a range of values
 - **Facilitate redevelopment of CRA owned property with multi-family housing**
 - Expand tax base to reduce reliance on residential taxes
 - **Facilitate redevelopment of CRA owned property with commercial uses**
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Small Business Development
 - **Develop new Business Assistance programs**
 - **Continue CRA façade and sidewalk café grant programs**
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - **Editorial Strategy**
 - Communicate that identity effectively
 - **Opportunity Zone**
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
 - **Support community engagement in the Imagine Clearwater project**
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

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

- Facilitate redevelopment of privately-owned property through marketing campaigns
 - Coordinate creation of a downtown arts center
 - Event management agreement with Amplify Clearwater
 - Staff Downtown Development Board
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Cleveland Street Median Lighting Project
 - Mercado/Streetscape Phase III project
 - Wayfinding Project
 - Downtown Core Utility Study
 - Pinellas Trail Improvements Design
 - Adopt 2020-2022 CRA Strategy and Six Year Capital Improvement Plan
 - Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Meet State/County Annual Reporting requirements
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
 - Augmented Reality project
 - Encourage neighborhood identity programs
 - Preserve community history and culture
 - Support community events
 - Children's Day
 - Holiday Extravaganza
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Continue with Community Policing Interlocal Agreement
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery
 - COVID 19 business recovery programs

Clearwater Gas System

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Natural gas service available throughout downtown
 - Redeveloped Gas complex adjacent to downtown
 - Encourage housing that matches community needs - across a range of values
 - Gas service energy alternative for Residential customers
 - Clearwater Neighborhood Extension Program (CNEP) – 400 customers & 20 miles of main
 - Systemwide Neighborhood Extension Program (SNEP) – 650 customers & 130 miles of main
 - Builder/Developer Agreements with new subdivisions (25 Active, 5K homes under contract)
 - Expand tax base to reduce reliance on residential taxes
 - CGS Annual Dividend Payment to the City (\$1.7M minimum, \$2.5M budget)
 - Fulfill Beach by Design
 - Natural gas available throughout Clearwater Beach
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Gas service energy alternative for Commercial customers
 - Medical District
 - Gas service energy alternative for Commercial customers
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Provide reliable and economical energy services to the Clearwater region (20 cities and three counties)
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - 6 Chambers Phillies/Threshers
 - BayCare/Morton Plant
 - Capitol Theatre

- Habitat for Humanity
 - Pinellas Education Foundation
 - Clearwater for Youth
 - Big Brothers/Big Sisters
- Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Solid Waste trucks operate on CNG fuel vs. diesel – 65 trucks & 400K gge annually
 - CGS light-duty trucks utilize CNG fuel vs. diesel/gasoline – 40 trucks & 30K gge annually
 - Automated Meter Reading (AMR) installed on all gas meters
 - Paperless technologies -Tablets in field
 - Evaluate new software systems for work orders & service requests
 - Utilization of new/emerging gas technologies
 - Morningside Rec Center - Gas A/C units in new building (8 Units & 120 tons)
 - CGS Complex – Gas A/C units in new building (160 tons & 750 KW gas generator)
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Work with Engineering to determine best gas appliances/applications for Coachman Commons showcase (kitchen, stage & park amenities)
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Replacement of antiquated distribution main (60 Miles of Old Gas Main)
 - Leak detection survey of gas mains and service lines (reduce methane emissions)
 - Reliable gas supply to customers (no outages in storms & fuel many gas generators)
 - Continuously measure and improve our performance
 - On-going review of business processes (best practices)
 - Improved staff productivity by increasing customer served per employee (average 3.3% improvement per year)
- Financial Responsibility
 - Continue responsible financial management
 - Conduct Utility Rate Study at least every 5years
 - Rate Study is currently underway
 - Gas Supply Purchases of Prepayment of gas supply @ discounted market rate (Save \$1.5M Annually)

- Cheaper than electric alternative (62% savings for our customers)
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Created a Regulatory & Code Compliance position
 - Start with a “Safety Message” at all internal meetings
 - Accident Review Board meetings
 - Maintain Compliance Documents (Annual FPSC Safety Audit)
 - Skills Training for field crews
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery

Economic Development

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - US19 Plan
 - Encourage housing that matches community needs - across a range of values
 - Affordable Housing
 - Neighborhood Revitalization
 - Expand tax base to reduce reliance on residential taxes
 - Primary Industry
 - Hercules Area
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
 - Lead department for Beach Tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Small Business Development
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Opportunity Zone
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure

- Efficiency
 - Optimize use of employees, assets, and resources
 - ED Strategic Plan
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - ED&H works in collaboration with CRA to identify economic development opportunities and challenges.
 - Lake Belleview Task Force

- Homeless Task Force
 - Access public-private organizations and resources when appropriate
 - Contracts with a PR firm and engages tourism operators to encourage active participation in the PR firm's efforts market the destination and bring journalists to the area.
 - Clearwater Business SPARK
 - POC on Homeless coordination with outside entities.
 - Engage with affordable housing partners
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Brownfields
 - As a result of Post-Active Remediation Monitoring at the former CarPro site and adjacent property, the city submits annually an application for Voluntary Cleanup Tax Credits and when appropriate, sells these credits. Proceeds from the sale of the credits has provided significant funds that are to be utilized as a brownfield revolving loan fund.
 - CDBG Funds
 - HOME Funds
 - Ship Funds
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Homeless Initiative
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery

Engineering

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Support development by managing the planning, design and construction phases of projects
 - Cleveland Street Streetscape Phase III
 - Mercado festival core
 - Downtown Wayfinding
 - Imagine Clearwater
 - Fort Harrison Corridor Reconstruction with complete streets elements
 - Main Library Renovations
 - New City Hall
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
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Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Participate in business process review
 - Improve efficiency of parking systems.
 - Implement license plate recognition (LPR) program
 - Update and standardize parking rates and operational hours

- Manage the City's interests in public ROW and easements
 - Implement online ROW permit submittal and approval
 - Improve succession planning and staffing of the Department focusing on:
 - Morale
 - Diversity
 - Foster an innovative culture.
 - Provide city wide CAD and GIS support, survey and mapping services
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Coordinate with Planning and Development on Development Review
 - Coordinate with MPO on regional transit projects related to safety, congestion, and pedestrian connectivity.
 - Work with multiple departments to support environmental improvements at Coopers Point
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Manage the planning, design and construction phases of projects
 - Fire Stations 46 & 47
 - Countryside Police substation
 - Support large number of Public Utility infrastructure improvement and capital projects
 - Implement infrastructure maintenance projects in timely and methodical manner
 - Inspect and maintain infrastructure related to traffic operations, right-of-way, stormwater systems, and parking.
 - Manage annual contracts.
 - Maintain database of city infrastructure.
 - Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Manage NFIP Community Rating System (CRS) program to improve/maintain ratings benefiting our citizens with flood insurance reductions.
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Continue neighborhood policing
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Finance

Facilitate Development of the Economy:

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 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
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 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Provide the city council and departments fiscal analysis
 - Make recommendations to City Administration and City Council
 - Management of the city budget
 - Implementation of an OpenGov capital project planning, budgeting, and performance measurement module
 - This tool will allow City departments and the Budget Division to more effectively and efficiently manage the planning, prioritizing, and budgeting of capital projects City-wide.
 - Implementation of a new Tyler Munis human resources/payroll system to replace the Peoplesoft payroll system is currently underway, with an expected “go live” date of summer of 2020.
 - Electronic workflow
 - Real-time interface with the Tyler Munis
 - General ledger financial system

- Enhanced human resources tools and functionality
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Communicate and coordinate financial software and policy training
 - Work with departments on budget requests
 - Work with departmental payroll processors
 - Provide purchasing guidance and RFP support for departments
 - Work with departments to ensure work environments, assets, and activities are safe
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Asset management
 - CIP budgeting
 - Capital equipment budgeting
 - Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Create and maintain citywide standards related to:
 - Accounting
 - Payroll
 - Purchasing
 - Cash Handling
 - Risk Management
 - Ensure financial compliance
 - CAFR
 - TRIM Requirements
 - Bond Management
 - Rates
 - Evaluate additional funding options when appropriate
 - Review departmental requests related to financial activities
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Ensure timely emergency preparation, response, and recovery
 - Provide Emergency Management for City Departments

Fire

Facilitate Development of the Economy:

- Diversify the Economic Base
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 - Expand tax base to reduce reliance on residential taxes
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 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
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- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Clearwater Fire support city events as well as many community events to include Neighborhoods day.
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Identify opportunities for appropriate budget savings
 - Deferred 1 Medic Unit and 1 Rescue Unit / ≈\$300,00 net savings to City
 - Removed 1 Ladder Truck – CIP Item / ≈\$1.4 million net savings to City
 - Piloting the Training Center collaboration for North County Fire Municipalities.
 - Provide analytical data for Community Risk Reduction for all matters relating to COVID-19 pandemic, natural disasters, traffic safety, water safety
 - Strategically base Emergency Response units for Fire and EMS Calls

- Fire Station #47 moving location to Hercules to reduce response times
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Working with Parks and Recreation to determine the best approach to Lifeguard oversight
 - Close working relationship with Clearwater Police Department
 - Access public-private organizations and resources when appropriate
 - Partner with Pinellas County to provide for seamless coverage
 - ALS Budget - \$6.5 million
 - Fire Budget - \$12.5 million
 - Emergency Management initiatives
 - Continue to work collaboratively with surrounding municipalities with the dispatched COVID Response Unit (Clearwater, Largo, and Safety Harbor)
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Replace response vehicles within defined 'Replacement Schedule'
 - 1 Engine – CIP Item / \$650,000
 - 1 Medic unit – County Reimbursed / \$50,000
 - Replace aging infrastructure
 - Continue to work with Architects on new Fire Station #46 located on North Beach. CIP Item / \$6.5 million
 - Continue to work with Architects on new Fire Station #47 located on Hercules. CIP Item / \$4 million
 - CIP budgeting
 - Capital equipment budgeting
 - Continuously measure and improve our performance
 - Complete CPSE Accreditation process for Re-accreditation in 2021
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Identify new grant funding opportunities
 - Maintain ongoing grants
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Respond to calls for service (Fire / EMS) within 7 minutes and 30 thirty seconds from initial call to arrival (Total Response Time) at the 90th percentile.
 - Ensure timely emergency preparation, response, and recovery
 - Complete COOP for all city functions

- Prepare City Departments for Natural Disasters / Pandemic / Manmade Disasters.
- Provide Emergency Management for City Departments
 - Manage all citywide emergencies
 - COVID-19
 - Manage Personal Protection Equipment (PPE)
 - Set standards for Equipment decon/sanitation
 - Manage Response levels
 - Support County with surge issues
 - Weather events

Human Resources:

Facilitate Development of the Economy

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 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative
 - **Manages City Wellness program**

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - **Integrate technology into compliance activities**
 - **Consistently Track Discipline, FMLA, Sick Leave Notes, light duty-sick notes**
 - **Consistently track Wellness initiatives and participation**
 - **Increase HRIS efficiency with instant access to data, implementing paperless processes and streamlining workflow processes: Munis & NeoGov**
 - **Set up Consortium known class schedules until Catalog completed by County**
 - **City Supervisory Trainings/Payroll Preparers – Munis Training in open Lab with a regular training schedule**
 - **CWA Reviews to start training with all reviews being completed by October 2019 review cycle**

- Expand Learn catalog and course offerings:
 - Develop on going user training;
 - look into leveraging onboarding goals and JPG objectives
- Complete Munis Phase II implementation
- Munis Talent Management Review Process:
- Ensure measures reflect overall City initiatives
- Implement Case Management with Employee Relations
- Track certifications, licenses and personal data changes within Munis
- Continue to build a culture that embraces performance
 - Increase employee engagement and satisfaction through opinion and feedback surveys
 - Creation of new Manager/Supervisor Trainings
 - Present FMLA Training
 - Present PBMP Training to specific departments as requested
- Ensure efficient and effective operations which enable employees to have access to information and available benefits when needed
 - Tweak current tracking spreadsheets for FMLA and Discipline and sick time, continue to engage departments in leave compliance activities
 - Create on the road shows by wellness staff to have live demonstration of wellness programs.
- Motivate employees to work at their peak performance and improve morale
 - PSPC – Compensation & Classification Study:
 - Launch Appeals Process
 - Finalize all classification appeals
 - JPG's/Apprenticeship Programs
 - Review JPG programs on a city-wide basis
 - Build JPG program for HR positions
 - OJT analysts to build better integration across teams and positions
- Improve onboarding processes to help new hires feel comfortable in their workplace, earn their commitment to the organization and help them start producing and contributing to the city.
 - Push out onboarding checklists, beginning with generic version and guiding departments in customization
 - New Hire surveys
- Provide quality, cost- effective training designed to increase individual and organizational productivity and enrichment.
 - Expand current NeoGov courses
 - Review Bootcamp offerings and onsite training options

- Encourage teamwork across departments to ensure focus on Strategic Direction
 - Strengthen partnerships with departments through training, communication, information and support on Employee Relations issues allowing for prevention, early discovery and/or prompt resolution Work with departments on budget requests
 - Design and present city wide and department- specific training sessions on requested Employee Relations topics.
 - Create new LMS Modules
 - FMLA Training/Increased OE Meetings
 - PBMP Training to departments
 - City wide teambuilding
 - Work with departmental payroll processors
 - Provide purchasing guidance and RFP support for departments
 - Work with departments to ensure work environments, assets, and activities are safe
 - Increased Communication: Build awareness and increase employee and prospective employee knowledge of the DLC and ODES
 - Intranet Page
 - Website
 - Posters & Flyers
 - Leadership, Trust & Visibility:
 - Have employees engaged within the community with various service projects pertaining to diversity
 - Attend to provide information on laws, events, diversity fun facts and more
 - Share short educational materials and videos via email and intranet
 - Educate & provide the audience with tools to better understand and know how to deal with issues in the workplace pertaining to Diversity, Equity & Inclusion
 - Lunch & Learn topics & dates (4-6 total)
 - Department Trainings
 - Leadership Training Internal Training Certification Program(s): One to Two year or (15-30 hours) program with curriculum required for SAMP 4-6 and/or supervisors. Optional for those who are aspiring to become leaders
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Asset management
 - Continuously measure and improve our performance
 - Provide a consistent level of service for all employees
 - Implement New Hire Surveys
 - Implement Benefit Survey for 2020

- To communicate clearly on choice, value and accountability
 - Compensation/Benefit Statements
 - Launchpad Rework
 - Revise New Hire Orientation PBMP Presentation
 - Strategize with Employment to develop a 30/60/90 Supervisor follow up guide to check in to see if the employee has any concerns, training needs etc.
 - Develop and market Wellness benefits such as Motivate Me.
 - Assess the efficiency of department programs
 - Wellness Location
 - Additional workload allocation
 - EHC physicals
 - Financial Responsibility
 - Continue responsible financial management
 - Create and maintain citywide standards related to:
 - Collaborate with the Payroll Department to Improve processes and establish standards.
 - Continue to streamline PA processes (use of electronic PA sheet)
 - Discuss bringing back the Payroll standardized training and updating of Payroll manual with Finance. Work with Payroll to build HR/Payroll manual
 - Compliance/Labor Relations: Ensure the city treats employees fairly and prevent our organization from running afoul of legal repercussions.
 - Pension negotiations
 - CWA CBA negotiations
 - Continue review of administrative policies and draft recommended changes
 - SAMP Manual and Civil Service Rules rework
 - Internal I-9 Audit Evaluate additional funding options when appropriate
 - Ensure that the City's policies are up to date & consistent with the Federal Government's EEOC laws and be proactive in establishing new policies (when necessary) that may affect the City & our employees
 - EEO Policies
 - ADA Complaint Handling Policies
 - ADA Self Evaluation and Transition Plan: Comply with federal and state ADA laws. Identifying and removing accessibility barriers from city facilities, programs and services.
 - Set priorities and spend money aligned with Strategic Direction
 - Safety

- Reinforce standing as a safe community, especially with visitors
- Ensure timely emergency preparation, response, and recovery
- Provide Emergency Management for City Departments

Information Technology

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - **Deployment of On-Street Camera System**
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - **Provide relevant website services and online resources**
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - **PD - AI (artificial intelligence) Policing (primarily cameras and fiber)**
 - **Customer Service - Cayenta Upgrades**
 - **Finance - Munis Purchasing Module Upgrades and Payroll Enhancements**
 - **HR - Benefits Management System Replacement**
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - **Imagine Clearwater Waterfront Redevelopment**
 - **Public Utilities & Engineering - Asset Management Replacement**
 - **IT - Telecommunications VOIP Core Upgrade**
 - **Gas Department - Systems Replacement Planning**
 - Continuously measure and improve our performance

- Internal Process Review
 - IT - Security Audit & Enterprise Security Training
- Financial Responsibility
 - Continue responsible financial management
 - Finance - Munis Purchasing Module Upgrades and Payroll Enhancements
 - Evaluate additional funding options when appropriate
 - Review departmental requests related to financial activities
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Ensure timely emergency preparation, response, and recovery
 - Develop MOU's with Pinellas and Pasco County for Mutual Aid of Technology Infrastructure and Systems Backup
 - Provide Emergency Management for City Departments
 - Managed Emergency Operations Center project
 - Heavily involved in COVID-19 response

Library

Facilitate Development of the Economy:

- Diversify the Economic Base
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 - Engage neighborhoods and the business community to:
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 - Encourage neighborhood identity programs
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 - Preserve community history and culture
 - Continue to update North Greenwood's signature African American collection.
 - Continue to digitize local historical materials; upload images and articles to Pinellas Memory website. Digitize city departments' historical materials as requested.
 - Outreach by our two Hispanic Outreach Liaisons at community events.
 - Support community events
 - Participate in city-sponsored, community events.
 - Support city back-to-school initiatives with free backpacks, books, and school supplies at events at all library locations and several city recreation centers.
 - Provide library-related activities for all ages at events hosted by local small businesses.
 - Provide story times at local schools and day care facilities.
 - Participate in fairs, college-preparation workshops, and other events hosted by local schools.
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency

- Optimize use of employees, assets, and resources
 - Begin developing a new strategic plan in January 2020.
 - Reconfigured public internet computers at the North Greenwood branch including modification of the computer lab to incorporate a small digitization station.
 - Redesign of the East Community Library's teen area.
 - Increase pre-processing for new materials that will enable shelf-readiness upon receiving.
 - Provide remote library card registrations offered at multiple outreach events.
 - Update the library's marketing strategy.
- Encourage teamwork across departments to ensure focus on Strategic Direction
 - Continue to host City Council Chambers at the Main Library for all official city meetings.
 - Continue to be a major partner in Business SPARK, a network to support businesses and entrepreneurs in every stage of development so that they may easily identify and obtain the resources needed to grow in the greater Clearwater area.
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Replace/update FF&E systemwide as needed.
 - Main Library renovation as part of the City of Clearwater's "Imagine Clearwater" downtown enhancement project.
 - Continuously measure and improve our performance
 - Evaluate electronic resources purchased independently; assess new databases.
 - Continue systemwide collection management of physical materials.
 - Weeding
 - Purchasing new materials
 - Identify collection gaps
 - Enhance the Library's non-traditional collection of items.
 - Purchase and/or update additional equipment to support Main Library's Maker Studios; increase hours of studio accessibility for customers.
 - Enhance equipment and programming to provide more immersive experiences with virtual and augmented reality.
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Ensure timely emergency preparation, response, and recovery

- Provide Emergency Management for City Departments

Marine and Aviation

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - **Beach Marina**
 - **Upcoming Rebuild (Anticipated RFQ/RFP October 2020)**
 - Hydrographic Survey of Beach Marina Basin(Complete)
 - Seawall/Cap Inspection (in progress)
 - Marina Sidewalk Replacement (in progress)
 - Electrical Distribution Evaluation (Complete)
 - Underground Utilities Evaluation (Complete)
 - **Downtown Clearwater Harbor Marina**

- Maintain and upgrade major dock components
 - Seminole Street Boat Ramp
 - Major renovations completed
 - Additional Parking added
 - Improved Landscaping
 - Improved Lighting
 - Park Element
 - Ongoing and Future improvements
 - Restroom construction (in progress)
 - Floating Transient Day Docks (permit phase)
- Financial Responsibility
 - Evaluate additional funding options when appropriate
 - Pursuing waterborne transportation infrastructure grant opportunities through Forward Pinellas.
 - Security guard booth and replacement of Hanger Care FDOT 80/20 Grant Projects. (in progress)
 - Evaluate additional funding options when appropriate
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Ensure timely emergency preparation, response, and recovery
 - Provide Emergency Management for City Departments

Official Records and Legislative Services

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
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 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Continue use of Granicus to manage council and advisory board agendas to ensure that citizens and community stakeholders access.
 - Continue use of Laserfiche to manage documents and provides access to those documents through the city's website.
 - Identify a public records request management program. The City uses GovQA, an online FOIA records management program to streamline public records requests. Program agreement is expiring, and staff is working with IT and PD to determine the option that best balances efficiencies for internal users and while ensuring the experience is user-friendly for external customers.
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Provide staff and resources to coordinate the city's priorities
 - Access public-private organizations and resources when appropriate

- Coordinate the City's legislative priorities and appropriation requests with federal and state lobbyists and tracking proposed legislation through both House and Senate
 - Assisted the City with the passage of a local bill that removed the reverter clause from the Beach marina property in order to facilitate redevelopment in accordance with state policies.
- Quality
 - Continuously measure and improve our performance
 - Expand methods for public participation at public meetings.
 - eComment
 - Dedicated email
 - Call-in number during periods of office closure
- Financial Responsibility
 - Continue Responsible Financial Management
 - Issue RFP for State lobbying contract in July. Contract with the current state lobbying firm, Dean Mead, expires September 2020.
 - Evaluate additional funding options when appropriate
 - Identify and manage state and federal city appropriation requests
 - Secured an increase to the authorized federal cost-sharing provision for the Stevenson's Creek Project, reducing the City's portion.
 - Grants
 - Research and identify grant funding opportunities and communicate possible funding sources to city staff.
 - COVID-19
 - Work with city lobbyists to identify funding sources outside of the legislative appropriation process and work with city departments to ensure applications are filed timely. Depending on the complexity of the grant application, it may require the Department to assist with grant writing or identify grant writing resources.

Parks and Recreation Department

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Update City Ordinance regulating Parks and Recreation Impact Fees.
 - Current ordinance has been in effect since 1983 with only a few minor adjustments and needs to be updated and revised to reflect the current conditions of the City. Redesign of the East Community Library's teen area.
 - Develop an online program for all Capital Improvement Projects managed by the Parks and Recreation Department to better inform the public of the progress of projects.
 - Complete the hiring process for several key positions in the Parks and Recreation Department including the Parks and Recreation Director, Volunteer Coordinator, and Parks Manager. These positions are vital to providing a high level of efficiency and quality.
 - Develop and implement a plan to open the Ross Norton Recreation Center for an additional 40 hours per week using existing resources.

- Increase and expand the effectiveness of the volunteer programs to reduce costs to the general fund budget.
 - Current goal is to generate 70,000 hours of volunteer services.
 - Focus on the use of volunteer services for maintenance work on parks and public properties.
 - Develop a new work order system to be used for all park maintenance activities
 - Better tracking of citizen questions and concerns.
 - Improved service following reporting.
 - Creating more accurate depiction of current parks conditions
 - More accurate budgeting
 - Proactive repair and replacement for various infrastructure components
 - Playgrounds
 - Tennis courts
 - Fencing
 - Site furniture
 - Scoreboards
 - Etc.
 - Access Public-Private organizations and resources when appropriate
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Coordinate with Engineering, Parks and Recreation, and Sustainability Coordinator on the Hardwood Tree Management program.
 - Coordinate with Neighborhood Coordinator
 - Belmont Park Renovations
 - Work with Stormwater, Solid Waste, Traffic Engineering, Utilities, Engineering, Gas to prioritize and balance the needs of the Streets and Sidewalks division with Citizen issues which come directly to the department.
 - Develop a transition plan to move the operations of the beach lifeguard program to Clearwater Fire Department.
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Kick-off Five-year hardwood tree management program.
 - Complete the first phase of the new hardwood tree inventory
 - Implement first phase recommendations identified in tree inventory
 - Complete ongoing Parks and Recreation managed CIP projects
 - Seminole Boat Ramp Restrooms
 - Crest Lake Park Renovations
 - Barefoot Beach House Restroom
 - Countryside Sports Complex Phase II
 - Phillip Jones Restroom improvements,

- Del Oro Park Trail Head
 - Belmont Park Renovations
 - Develop a well-defined and enhanced maintenance program to accommodate the needs of new municipal development in the City including Imagine Clearwater and Cleveland Street Improvements.
 - Complete negotiations with the Philadelphia Phillies for capital improvements to Carpenter Field and Spectrum Fields and extension of their Agreement to stay in Clearwater.
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Ensure timely emergency preparation, response, and recovery
 - Provide Emergency Management for City Departments

Planning and Development Department

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - US19 District
 - Experience processing a variety of site plan applications in the US 19 District has highlighted the need to revise the ordinance to provide clearer direction on certain requirements and to provide for additional opportunities for flexibility in the District.
 - Downtown
 - Complete the Ft. Harrison Complete Streets Plan
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Temporary outdoor café program in response to COVID-19
 - Conduct business process study to determine ways to enhance the development review and permitting process from the customer's perspective
 - Create One-Stop Place on Website for information for Development Review Applications
 - Provide more comprehensive information to the public
 - Promote the use of online tools
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Develop Placemaking Grant Program
 - Neighborhoods Day
 - Implement Placemaking initiatives such as storm drains murals, rain paint, etc.
 - Prevent blight and support property values through Code Enforcement
 - Continue proactive enforcement efforts

- Conduct neighborhood sweeps
- Preserve community history and culture
- Support community events
- Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Prepare Comprehensive Plan, Business Process Review, and US19 amendments with no additional costs to the departmental budget.
 - ePermitHub – Digital Plans Submittal and Review
 - Sustainability Initiative
 - Implemented in January of 2020
 - Highly beneficial during COVID-19
 - Implementation of Mandatory Online Permitting
 - Sustainability Initiative
 - Doors, Window, Roofs, A/C Changeout, etc.
 - Highly beneficial during COVID-19
 - Upgrade to IVR system
 - Will enable customers to schedule inspections and receive inspection results via text messaging.
 - COVID19 inspired Opportunities
 - Building Permit Application Drop-off system
 - Remote Planning and Zoning Requests online page which allows certain zoning and planning requests to be initiated online.
 - Online BTR applications
 - Virtual Inspections
 - Implement Civil Citation Process
 - Previously the code limited prosecutions to the Municipal Code Enforcement Board or through County Court which is both time-consuming and costly.
 - Access Public-Private organizations and resources when appropriate
 - Partnership with mySidewalk to create a community dashboard to provide a summary of community data in a manner that is easily understood by the public.
 - Partnership with Clearwater Marine Aquarium on turtle lighting enforcement
 - Partner with consultant to supplement City staff in update of Comprehensive Plan. This will allow for a more robust public engagement process and make available experts in various fields such as housing, economics, land use and transportation policy, and resiliency planning which are all intertwined and important aspects to be considered for the City's future.

- Development of Fort Harrison Complete Streets Plan to be completed in Summer 2020. A total budgeted amount of \$85,000, with \$50,000 funded through a grant from Forward Pinellas
- Encourage teamwork across departments to ensure focus on Strategic Direction
 - Collaborate with departments involved in the development review and permitting processes i.e. Engineering, Fire, Solid Waste, Legal, etc.
 - Collaborate with various city departments on Code Compliance issues including Police, Parks and Recreation, and Solid Waste.
 - Coordinate with the City Clerk on public notices for the Community Development Board and Municipal Code Enforcement Board meeting.
 - Collaborate with Public Communications to foster community engagement on departmental projects i.e. Comprehensive Plan, Ft. Harrison Complete Streets, Placemaking, Code Compliance neighborhood sweeps, etc.
 - Collaborate with various city departments on Complete Streets including Engineering, Fire, Police, CRA, Economic Development and Housing, Solid Waste, Parks and Recreation and Public Utilities.
 - Engage city departments in the Comprehensive Plan Update.
 - The Neighborhood Coordinator will work with all departments to ensure needs are being identified and provided due consideration. Specifically:
 - Coordinate work of the Lake Belleview Task Force
 - Coordinate with Parks and Recreation on the renovation of Belmont Field
 - Implement One City-Led Placemaking Project
 - Work with Public Communications to keep neighborhoods informed
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Develop Complete Streets Policy
 - Continuously measure and improve our performance
 - Continue implementation of customer service standards
 - Implement independent professional business process study to evaluate current procedures and practices. The goal of the study is to
 - Pinpoint any major issues
 - Identify indirect or unclear impacts of the process that are not readily visible
 - Highlight the positive aspects of the current system.
 - Provide a roadmap for making needed improvements.
- Financial Responsibility
 - Continue responsible financial management
 - Revise Fee Ordinance Related to Private Provider Discount if analysis determined necessary.

- Develop Posting for Website Detailing Construction Services Income vs. Expenditures
 - Develop and Implement Lien Amnesty Program
- Evaluate additional funding options when appropriate
- Set priorities and spend money aligned with Strategic Direction
 - Complete Comprehensive Plan Update to reassess the City's vision for the next 5, 10 or even 20 years to best answer questions related to the growth, development, sustainability and economic readiness of our community.
 - Conduct multiple neighborhood sweeps
 - Conduct Business Process Study
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Develop Complete Street Policy
 - Complete Ft. Harrison Complete Streets Plan
 - Ensure timely emergency preparation, response, and recovery
 - Continue to train for and manage damage assessment responsibilities
 - Provide Emergency Management for City Departments

Police

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Continue to utilize the Nuisance Abatement Process to address chronic issues that hinder investment and development.
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Continue community engagement by police district commanders and police liaisons attending local community groups.
 - Prevent blight and support property values through Code Enforcement
 - Continue to work in collaboration with Code Enforcement and other city departments on nuisance properties and in areas of blight to coordinate neighbor clean-up events.
 - Preserve community history and culture
 - Support community events
 - Provide financial assistance and planning assistance for community events. Attend community events to reinforce relationship with the community.
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Establish a legal and streamline process to address derelict vessels.
 - Develop a policing strategy for a renovated Coachman Park
 - Plan for the continuity of the operations during construction of District III Operations and Training Complex

- Increase the Traffic Enforcement Team by two officers on a daytime schedule.
 - Create a 4-hour training class for sworn personnel on the topic of investigative techniques and preliminary investigations.
 - Repurpose the Special Enforcement Unit to support the mission of addressing patterns, chronic offenders, and nuisance addresses.
 - Expand the department's capacity to manage digital forensic processing
 - Implement and staff the Real Time Crime Center.
 - Develop FIBRS training for relevant department personnel and streamline the report approval process.
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Continue to partner with the Neighborhood Coordinator on initiatives
 - Provide active assailant training exercises at designated City of Clearwater
 - Transition the police department to the new Munis Payroll and ensure that it meets the operational needs of the police department.
 - Access public-private organizations and resources when appropriate
 - Work collaboratively with county stakeholders to establish a strategy to have a unified Computer Aided Dispatch System for all law enforcement and other emergency services in Pinellas County.
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Place the police vessel on the CIP schedule for replacement in FY 2021 and conduct the procurement process for selecting a new police vessel to replace the current vessels nearing end of useful life.
 - Plan for the construction of the District III Operations and Training Complex
 - Complete a department wide transition to the TASER 7 device
 - Evaluate the refurbishment/replacement of the Mobile Command Center and place on the CIP schedule for replacement.
 - Continuously measure and improve our performance
 - Establish a Command and Control curriculum for all front-line supervisors, through a comprehensive review of case studies and after-action reviews
 - Continue to evaluate data for burglary, robbery, sexual battery, auto theft, traffic enforcement, and citizen contacts on a monthly basis and implement strategies to drive positive trends on the data.
 - Investigate sound mitigation strategies at firearm ranges in the region and identify mitigation strategies that are feasible and cost effective.
 - Establish a dissemination system to share closed internal affairs cases with lieutenants and other appropriate management staff for the purpose of reviewing cases and learning from our mistakes.
 - Continue a complete review and updating of Clearwater Police Department Policies and Procedures

- Implement a quality assurance program in the Communications Section
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Implement a notification and information sharing program with the commercial businesses with District I (resorts, hotels, restaurants, etc.) to provide timely information on criminal activity, trends, or patterns.
 - Continue neighborhood policing
 - Continue to strengthen the community partnerships in the Lake Bellevue community by:
 - Attending all community meetings
 - Supporting at least three public engagement events
 - Identifying at least two additional methods to solicit attendance at community meetings by persons that live in the Lake Bellevue community.
 - Continue to support Operation Graduate and vocational training in the North Greenwood Community.
 - Continue to lead the Refuse to Lose program and address recidivism chronic juvenile offenders at the root cause.
 - Continue the PARK-WALK-TALK program to promote police presence in areas of the greatest need in non-enforcement roles.
 - Increase community engagement and department initiatives to build trust in minority communities.

Public Communications Goals for 2020

Facilitate Development of the Economy:

- Diversify the Economic Base
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- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Continue to use Granicus, an electronic agenda management system, which citizens and community stakeholders can access for all city council and advisory board meetings.
 - Expanding methods for public participation at public meetings.
 - eComment
 - Dedicated email
 - Call-in number during periods of office closure
 - Communications & Engagement for Large-Scale City Projects
 - Imagine Clearwater
 - Downtown Clearwater and the CRA Initiatives
 - Elections and New Elected Officials
 - City Referendums
 - City Administration Changes
 - New city facilities, such as City Hall and Crest Lake Park

- Any new city surveys
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Work with Official Records to ensure residents and businesses can access the policies and processes available through their city government.
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Continuously measure and improve our performance
 - Challenge the norm and seek out new ways to communicate
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
 - Developing and promoting our brand
 - Engaging the community
 - Creating our brand identify
 - Communicating that identify effectively
 - Ensuring that residents and visitors are familiar with everything Clearwater has to offer them.
 - Fostering Community Engagement
 - Promoting community programs and services
 - Supporting community events
 - Engaging with our residents.

Public Utilities

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - SCADA Master Plan
 - Master plan of supervisory control and automated data acquisition systems (SCADA)
 - Budget - \$1.5M
 - Est. Start/Completion – 2020/2022
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Access public-private organizations and resources when appropriate
 - Water-Reclaimed Water Program Consultant
 - Initiate substantially similar water-reclaimed water projects including some identified once the Water Master Plan is complete
 - Assist procuring and overseeing water-reclaimed water point repairs and emergency/non-emergency contractor(s)

- Budget - \$4.1M
 - Start/Completion – 2019/2024
- Sanitary Sewer Program Consultant
 - Initiate substantially similar sanitary sewer projects including some identified once the Sanitary Sewer Master Plan is complete
 - Oversee and assist the City manage engineering firms/contractors related to permanent flow monitoring, CIPP, cleaning and CCTV inspections, manhole linings, cleanouts and laterals, lateral CIPP, smoke and dye testing, and both emergency and non-emergency repairs to sanitary sewer, force mains, and manholes.
 - Budget - \$2.8M/year
 - Est. Start/Completion – 2020/Ongoing
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Water Master Plan
 - 30-year master plan of water supply, treatment, and distribution systems
 - Budget - \$2.1M
 - Start/Completion – 2018/2020
 - Water-Reclaimed Water Point Repairs and Improvements
 - Procure contractor(s) to repair breaks, replace aging water lines, broken valves, and concrete pads to stabilize valve boxes on an emergency or non-emergency basis
 - Budget - \$16.5M
 - Est. Start/Completion – 2020/2024
 - Water Treatment Plant 2 System Improvements
 - Increase water supply and other improvements to achieve design capacity
 - Budget - \$25.3M
 - Start/Completion – 2018/2024
 - Sanitary Sewer Master Plan
 - 30-year master plan of sanitary sewer collection system
 - Budget - \$650k
 - Start/Completion – 2017/2020
 - Sanitary Sewer Point Repairs and Improvements
 - Procure contractor(s) to repair sanitary sewer, force mains, and manholes on an emergency or non-emergency basis. Also includes contractors to install cured-in-place pipe (CIPP), cleaning and CCTV inspections, manhole linings, cleanouts and laterals, lateral CIPP, and smoke and dye testing
 - Budget - \$14M/year

- Start/Completion – 2017/Ongoing
- Water Reclamation Facilities (WRF) Master Plan
 - Master plan for the City’s three WRFs
 - Budget - \$4M
 - Est. Start/Completion – 2020/2023
- Biosolids Master Plan
 - Master plan of biosolids handling and reuse
 - Budget - \$7.1M
 - Est. Start/Completion – 2022/2024
- Marshall Street Influent Pump Station (IPS) & Headworks Replacement
 - Design/construct new IPS and Headworks facility at the Marshall St. WRF
 - Budget - \$15.5M
 - Est. Start/Completion – 2018/2023
- Reuse Master Plan
 - Master plan of reclaimed water systems
 - Budget - \$200k
 - Est. Start/Completion – 2025/2026
- Memorial Causeway Subaqueous Pipelines
 - Install 2,500LF of 24” force main from Bay Way to Memorial Causeway
 - Install 2,400 LF of 20” water main from Coachman Park to Memorial Causeway
 - Budget – \$4M
 - Start/Completion – 2015/2019
- Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery

General Services

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Continue LED lighting upgrades throughout the City
 - Explore the addition of sustainable features in projects in city facilities
 - Work on establishing a (apprenticeship program) for trades
 - Improve efficiency by upgrading Fleet diagnostic tools with iPad for all mechanics
 - Upgrade some vehicles to electric hybrids (CPD)
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Manage Fleet CIP
 - Software maintenance installs on all mobile and portable radios

- Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery
 - Complete coordination and installation of a new antennae at the Wyndham Grand

Solid Waste Department 2020 Goals/Priorities

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - Focus on training and familiarization with new station
 - Underground Refuse
 - Construction begins June 2020, Completes October 2020
 - Consideration of additional facilities at Spectrum Field
 - Material Recovery Facility (MRF)
 - Investigate the feasibility of using the “Recycling Revolution” system to process recyclables onsite
 - Encourage teamwork across departments to ensure focus on Strategic Direction
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Solid Waste Transfer station rebuild
 - Completed in 2020

- Recycling Facility Rebuild
 - assess recycling markets and reevaluate the logic and timing of rebuilding this facility
 - Continuously measure and improve our performance
 - Reassess commercial and residential routes and adjust for increased optimization
- Financial Responsibility
 - Continue responsible financial management
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Ensure timely emergency preparation, response, and recovery
 - Refresh FEMA training for appropriate staff
 - Debris Management RFP
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery

Utility Customer Service's Current Work Program

Facilitate Development of the Economy:

- Diversify the Economic Base
 - Develop downtown and US 19 N
 - Encourage housing that matches community needs - across a range of values
 - Expand tax base to reduce reliance on residential taxes
 - Fulfill Beach by Design
 - Maintain tourism commitment, including sports tourism
- Increase Economic Opportunity
 - Foster industry sectors identified in the Economic Development Plan:
 - Technology District
 - Medical District
 - Continue building a business-friendly environment
 - Recognize the value of transit-oriented development
- Develop and Promote our Brand
 - Engage neighborhoods and the business community to:
 - Create our economic development identity
 - Communicate that identity effectively
 - Ensure that our residents and visitors are familiar with the whole offering of community amenities
- Foster Community Engagement
 - Encourage neighborhood identity programs
 - Prevent blight and support property values through Code Enforcement
 - Preserve community history and culture
 - Support community events
 - Support Pinellas County Healthy Communities initiative

Provide Cost Effective Municipal Services and Infrastructure:

- Efficiency
 - Optimize use of employees, assets, and resources
 - **New Automated Phone System**
 - **Checking account balances**
 - **Requests for extension**
 - **Eliminating hold times**
 - **Utility Billing System Software Upgrade**
 - **Utility Bill Pay Kiosk**
 - **Having customer service representatives process payments that are repetitive transactions is not a cost-effective use of employee time.**
 - **Will free up existing staff to help with phone calls or collections**
 - Encourage teamwork across departments to ensure focus on Strategic Direction

- Participate in—as practical--staff or other meetings held by our seven utilities. Bring our ideas and concerns to them, and bring their ideas and concerns back to UCS
 - Allow our UCS employees—as practical—to shadow other utility employees at their job to better understand how our actions impact them, and vice versa
 - Encourage our utilities to send representatives to UCS to better understand our organization
 - Access public-private organizations and resources when appropriate
- Quality
 - Proactively maintain and reinvest in our infrastructure
 - Review impact of key departmental systems
 - Phone System Replacement
 - Utility Billing System Software Upgrade
 - Bring platform of Cayenta to more current version
 - Correct UniFace issues, eliminating random user disconnects
 - Continuously measure and improve our performance
- Financial Responsibility
 - Continue responsible financial management
 - Achieve a successful courtesy collections call rate of 70% or greater.
 - Achieve an uncollectible (bad debt) rate of 0.25% or less as a % of revenue
 - Evaluate additional funding options when appropriate
 - Set priorities and spend money aligned with Strategic Direction
- Safety
 - Reinforce standing as a safe community, especially with visitors
 - Continue neighborhood policing
 - Ensure timely emergency preparation, response, and recovery