

# CLEARWATER | 2045

A bright and beautiful future.

## *Support Services*

*Public Utilities Element*

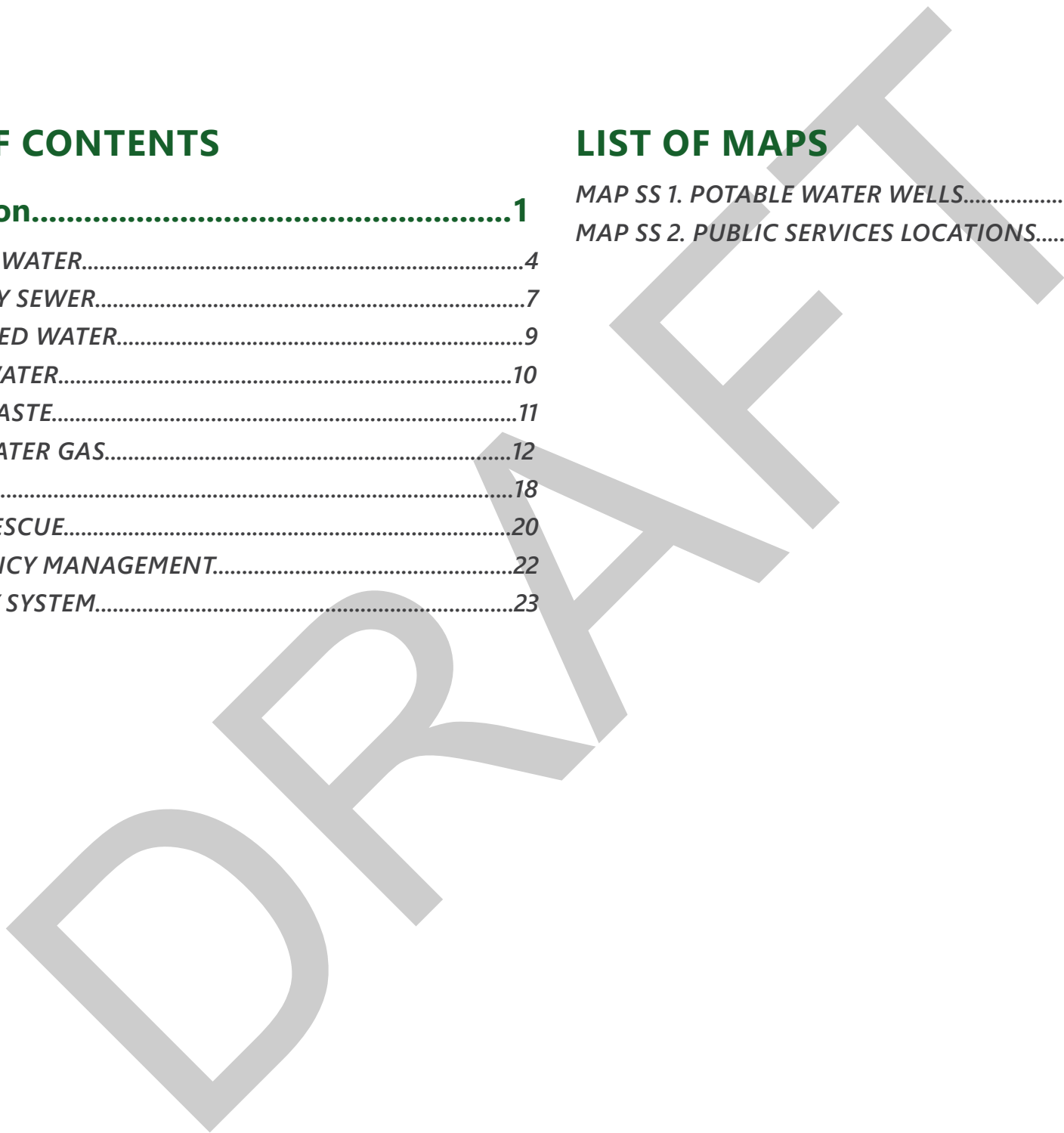


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DRAFT

# CLEARWATER COUNTRYSIDE LIBRARY

2642

Clearwater  
Countyside Library  
Hours of Operation  
Monday - Friday  
10:00 AM - 5:00 PM  
Saturday  
10:00 AM - 4:00 PM  
Sunday  
12:00 PM - 4:00 PM







## INTRODUCTION

The Support Services chapter provides the goals, objectives, and policies for the backbone of the city: public services and utilities. While the utilities tend to be out of sight and out of mind, the city would not be able to survive without them. This chapter includes the conventional public including Potable Water, Sanitary Sewer, Reclaimed Water, Stormwater, and Solid Waste and Recycling. For the first time, the Clearwater Gas System will be included as a public utility under this chapter. Additionally, public services including Police, Fire/EMS, Emergency Management, and the Library System, are being introduced as well as they are all essential pieces to a healthy city. The city needs to plan for and ensure that these utilities and services are operating at the highest levels to support existing and projected populations and development. This introduction is still a draft and will be edited with additional data before a final version is created.

This chapter is based on the previously adopted Utilities Element, with some policies relating to emergency management from the Conservation and Coastal Management Elements as well.

## Existing Conditions

The Public Utilities Department include the potable water, reclaimed water, and sanitary sewer (wastewater), and the Public Works Department includes the stormwater systems. These systems are generally governed by their respective master plans, which are updated on a regular basis. Stormwater plans are determined by the Surface Water Improvement and Management (SWIM) Program as well as provisions of the National Pollution Discharge Elimination System (NPDES).

As with most cities that were incorporated in the early 1900's, the city's potable water and sanitary sewer mains are showing their age. Currently, the Public Utilities Department is focus on repair and replacement of potable

water and sanitary sewer systems rather than expansion to ensure that services are not interrupted. Reclaimed water is currently available to small portions of the city. The city maintains numerous stormwater systems throughout the city, and requires development or redevelopment to account for their potential stormwater runoffs.

The Solid Waste & Recycling Department handles solid waste and recycling collection throughout the city and to a few select developments in Belleair and Largo. There are over 27,000 customers the department services, including approximately 3,600 commercial dumpsters, 28,000 black and blue barrels for solid waste and recycling, 400 multi-family recycling carts, 210 roll-off containers, and 90 compactors. In 2020, a new transfer station was opened which can handle

approximately 650 tons of solid waste and has built-in excess capacity for up to three days of waste. Additionally, the department has recently converted all 71 of their heavy vehicles to use Compressed Natural Gas (CNG) rather than diesel.

Clearwater Gas System is unique in that it provides natural gas and propane to customers in the city, but also to customers through portions of northern Pinellas County, portions of the beach communities through Redington Beach, and further north into Pasco County. Clearwater gas also transfers funds to the city. Between FY 2012-2021, the total amount transferred was \$102 million, with \$38.2 million being a dividend payment.

The Clearwater Police Department serves the city through three districts with 386.5 personnel and over 350 vehicles. The



## SUPPORT SERVICES

department also partners with three satellite buildings in the North Greenwood, Lake Belleview, and Wood Valley neighborhoods. The North Greenwood partnership is with the United Way and provides youth and adult vocational assistance as well as other social services, and the Lake Belleview building is utilized by police staff and is shared with a dental clinic. The Wood Valley building is not operationally necessary and could be vacated with no decreases in services.

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

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

The Emergency Management Department is in charge of preparing city departments and staff for disasters that could occur, namely tropical storms and hurricanes.

The Library System provides numerous

programs and has over 531,000 items in circulation for residents of all ages through use of the five library branches. The items in circulation include books, DVDs, computer stations, video games, and boardgames. Some of the programs offered through the library are continuing education, tutoring, small business assistance, and tax preparation assistance. There are 99 employees within the library system, of which 40 are Librarians.

### Into the Future

Future projects to the potable and reclaimed water and sanitary sewer systems will be based on findings from updated master plans, Supervisory Control & Automated Data (SCADA) Master Plans, and other regulatory initiatives. City Council has given direction to consolidate the three wastewater reclamation facilities (WRFs) into one combined facility, so future sanitary sewer projects will work to achieve that vision. The city is currently working to expand reclaimed water service when also doing work on potable water or sanitary sewer systems, or when other private utilities are expanding their infrastructure as to keep construction-related disturbances to a minimum.

Future stormwater projects will be based on updated operating permits or SWIM plans. Large-scale stormwater projects will likely be dependent upon property acquisition to enable restoring natural floodplains. Goals, objectives, and policies generally seek to ensure that the systems are maintained in

a safe, sound, and efficient manner while upgrades or expansions are explored as necessary, and that rate structures are sufficient to cover all operating costs.

Clearwater Gas will continue to extend services to the SR 52 and SR 54 corridors in Pasco County and are considering entering the renewable energies market. While the Gas System currently offers retail sales of and repairs of appliances, that portion of their operation is not as widely known as it could be. Future efforts will include opportunities to better market not only the Gas System as a whole, but with specific campaigns to highlight the underutilized retail sales and appliance repair.

The Police Department will need to ensure that it can adequately respond to cybercrime and the increased introduction of synthetic drugs. Additional staff, including police officers, detectives, or others, will likely be needed to help achieve this goal. Lake Belleview with future aspirations to partner with CASA to provide social services to victims of domestic violence, sexual assault, and human trafficking.

As needs of residents evolve over the coming years, the Library System will be looking to increase space for community meetings, group collaboration, and individual and group study. They will also be looking to facilitate discovery and exploration of specialized interests such as STEM and STEAM by adding new technology and equipment throughout the libraries.



## Chapter Goals

### **GOAL SS 1 POTABLE WATER**

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

### **GOAL SS 2 SANITARY SEWER**

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

### **GOAL SS 3 RECLAIMED WATER**

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

### **GOAL SS 4 STORMWATER**

Continue to provide the most cost effective and efficient provision of stormwater management, stormwater discharge, and provide maximum practical protection to persons, property, and the natural environment.

### **GOAL SS 5 SOLID WASTE**

Continue to provide solid waste collection and disposal services that balance reliability, environmental impacts, costs, and safety.

### **GOAL SS 6 CLEARWATER GAS**

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

### **GOAL SS 7 POLICE**

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

### **GOAL SS 8 FIRE & RESCUE**

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

### **GOAL SS 9 EMERGENCY MANAGEMENT**

Support Emergency Management initiatives to increase hazard mitigations and preparations to protect the city's residents, businesses, and structures.

### **GOAL SS 10 LIBRARY SYSTEM**

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



*Clearwater Police Officer*



# SUPPORT SERVICES

## GOAL SS 1

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

### Objective SS 1.1

To maintain adequate level of service (LOS) for existing and future populations.

#### *POLICY*

##### *SS 1.1.1*

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

### Objective SS 1.2

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

#### *POLICIES*

##### *SS 1.2.1*

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

##### *SS 1.2.2*

Evaluate new rate structures as necessary.

##### *SS 1.2.3*

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

##### *SS 1.2.4*

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

##### *SS 1.2.5*

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

### Objective SS 1.3

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

#### *POLICIES*

##### *SS 1.3.1*

Update the Water Supply Facilities Work Plan within 18 months after SWFWMD updates their Regional Water Supply Plan.

##### *SS 1.3.2*

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

##### *SS 1.3.3*

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

##### *SS 1.3.4*

Require private fire hydrants to be owned and maintained by the property owner(s) pursuant to Clearwater Fire & Rescue regulations.

## Objective SS 1.4

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

### POLICIES

#### SS 1.4.1

Continue to construct potable water system improvements which will provide adequate quantity, pressure, and duration of fire flows.

#### SS 1.4.2

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

#### SS 1.4.3

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

#### SS 1.4.4

Analyze the condition and adequacy of any potable water distribution system that the city may inherit through annexation and require the property owner or developer to prepare cost estimates for upgrading those systems to meet city requirements. Costs for such improvements shall be the responsibility of the property owner or developer.

#### SS 1.4.5

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

#### SS 1.4.6

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

## Objective SS 1.5

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

### POLICIES

#### SS 1.5.1

Continue implementation of the most current Water Restriction Ordinance.

#### SS 1.5.2

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

#### SS 1.5.3

Continue to develop strategies aimed at reducing potable water consumption.

#### SS 1.5.4

Research and evaluate potable water re-use alternatives.

#### SS 1.5.5

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



### Objective SS 1.6

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

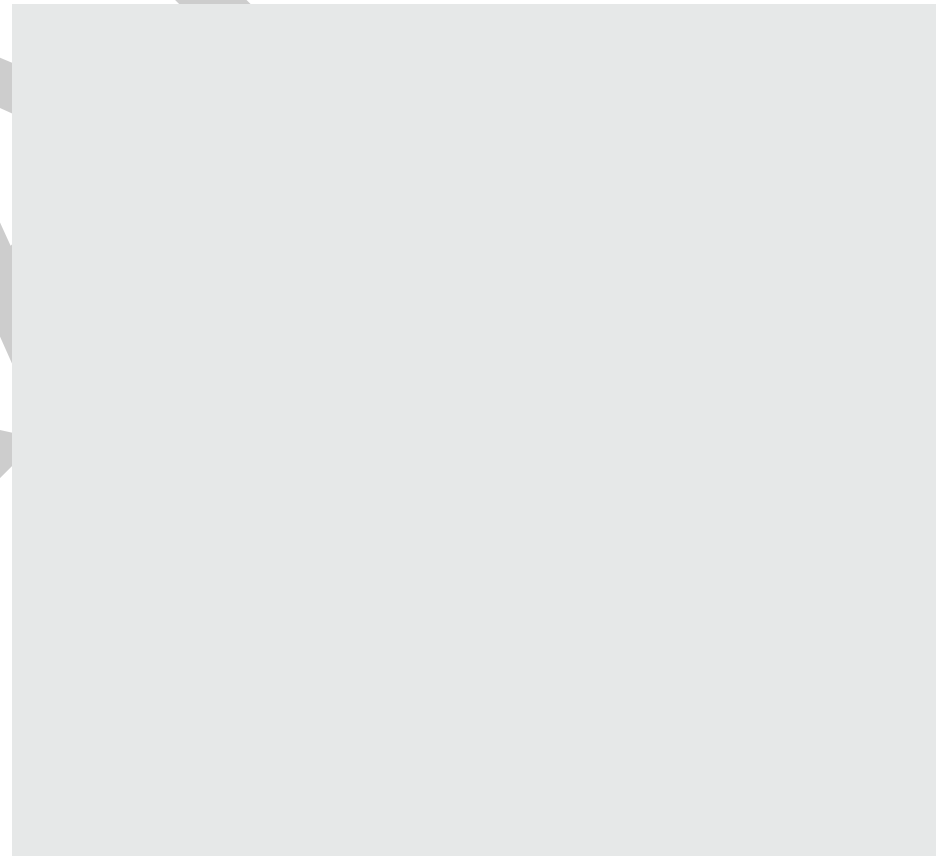
#### *POLICIES*

##### *SS 1.6.1*

Continue to protect groundwater quality by enforcing the Wellhead Protection Ordinance within the areas identified on Map SS 1. Potable Water Wells.

##### *SS 1.6.2*

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



*Water Image Placeholder*

## **GOAL SS 2**

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

### **Objective SS 2.1**

Continue to maintain adequate LOS for existing and future populations.

#### **POLICY**

##### **SS 2.1.1**

Continue to use an average of 100 GPCD as the sanitary sewer LOS and to determine the availability for development or redevelopment.

### **Objective S 2.2**

**Continue to provide sound fiscal management for the operation and maintenance of the sanitary sewer system.**

#### **POLICIES**

##### **SS 2.2.1**

Continue utilizing fees charged to users of wastewater collection and treatment service to fund all system operating costs.

##### **SS 2.2.2**

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

##### **SS 2.2.3**

Periodically evaluate new rate structures as necessary per requirements of the Florida Department of Environmental Protection (FDEP) and U.S. Environmental Protection Agency (EPA).

##### **SS 2.2.4**

Continue to require the wastewater collection and treatment systems to be a self-sustaining utility enterprise with rates based on sound engineering and economic principles.

##### **SS 2.2.5**

Ensure that sanitary sewer revenues are sufficient to fund repair and replacement projects on a pay-as-you-go basis.

### **Objective SS 2.3**

**Continue maintaining the sanitary sewer service system in a safe, sound, and efficient manner.**

#### **POLICIES**

##### **SS 2.3.1**

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

##### **SS 2.3.2**

Require properties with failing septic tanks and package treatment plants, as determined by the Pinellas County Health Department or the FDEP to have an adverse impact on the environment, to connect to the city's sewer system. When such connections can be made, the system must be upgraded to city standards.

##### **SS 2.3.3**

Encourage annexation of developments which have deficient sewer systems. Prior to annexation, a design for sewer system improvements shall be prepared by the property owner or developer and approved by the city, and the costs for such improvements shall be the responsibility of the property owner or developer.



# SUPPORT SERVICES

## SS 2.3.4

Continue to allow the extension of sanitary sewer services to properties outside the corporate limits of the city through the agreement to annex or annexation process including review to ensure sufficient capacity exists to serve the areas committed to city service, as well as those proposed for service.

## SS 2.3.5

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

## SS 2.3.6

Pursue improvements to comply with Senate Bill 64 (2021), plans to eliminate nonbeneficial surface water discharges, by January 1, 2032 or as amended.

## Objective SS 2.4

Continue to produce advanced wastewater treatment (AWT) effluent at all water reclamation facilities (WRFs) in accordance with FDEP and U.S. EPA requirements.

### POLICIES

## SS 2.4.1

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

## SS 2.4.2

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

## SS 2.4.3

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

## SS 2.4.4

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



Marshall Street WRF

## GOAL SS 3

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

### Objective SS 3.1

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

#### POLICIES

##### SS 3.1.1

Monitor water quality and the operation of the reclaimed water distribution system with the intent of repairing and replacing deficient portions of the system as a component of the capital improvement program.

##### SS 3.1.2

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

##### SS 3.1.3

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

### Objective SS 3.2

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

#### POLICIES

##### SS 3.2.1

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

##### SS 3.2.2

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

##### SS 3.2.3

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

### Objective SS 3.3

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

#### POLICY

##### SS 3.3.1

Expand the reclaimed water system in accordance with the *Reclaimed Water Master Plan*, after final approval, in an effort to optimize potable water conservation efforts.



## GOAL SS 4

Continue to provide the most cost effective and efficient provision of stormwater management, stormwater discharge, and provide maximum practical protection to persons, property, and the natural environment.

### Objective SS 4.1

Continue to maintain adequate LOS for existing and future populations.

#### POLICY

##### SS 4.1.1

Continue to use the follow LOS standards for stormwater design:

- For all new street development, use the 10-year storm frequency using the rational design method.
- Use the 25-year storm frequency with positive outfall for major storm systems with basin time of intensities controlling the duration\*.
- For development or redevelopment with no outfall and discharge to street right-of-way, use the 50-year storm frequency.
- For development or redevelopment with no outfall and discharge across private property, use the 100-year storm frequency.

\* Design standards for stormwater quality treatment/storage quantity shall conform to the current SWFWMD requirement [Presently being the SCS Unit Hydrograph design method, using the design storm frequency and a twenty-four (24) hour duration for sites ten (10) acres or more, and the rational design method for sites under ten (10) acres].

### Objective SS 4.2

Continue to provide sound fiscal management of the stormwater management systems in accordance with the watershed management plans and concurrent with their implementation.

#### POLICIES

##### SS 4.2.1

Continue to finance the operation and maintenance of the stormwater management systems through revenues from the city's stormwater utility fee.

##### SS 4.2.2

Periodically evaluate new rate structures as necessary.

##### SS 4.2.3

Continue to utilize stormwater fees to fund public improvements.

##### SS 4.2.4

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

##### SS 4.2.5

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

### Objective SS 4.3

Seek unique funding opportunities to improve stormwater systems throughout the city and throughout the region.

#### POLICIES

##### SS 4.3.1

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

### **SS 4.3.2**

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

### **SS 4.3.3**

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

## **Objective SS 4.4**

**Ensure development and redevelopment meets applicable stormwater management standards, utilize design techniques and strategies that maximize efficiency of stormwater systems, and ensure operational performance.**

### **POLICIES**

#### **SS 4.4.1**

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

#### **SS 4.4.2**

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

#### **SS 4.4.3**

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

#### **SS 4.4.4**

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

### **SS 4.4.5**

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

### **SS 4.4.6**

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

### **SS 4.4.7**

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

### **SS 4.4.8**

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

## **Objective SS 4.5**

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

### **POLICIES**

#### **SS 4.5.1**

Continue to comply with applicable SWFWMD, state, and federal requirements, including SWIM plans.

#### **SS 4.5.2**

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

#### **SS 4.5.3**

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



## SUPPORT SERVICES

### **SS 4.5.4**

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

### **SS 4.5.5**

Continue to identify impaired waterbodies and prioritize them for improvement and enhancement.

### **SS 4.5.6**

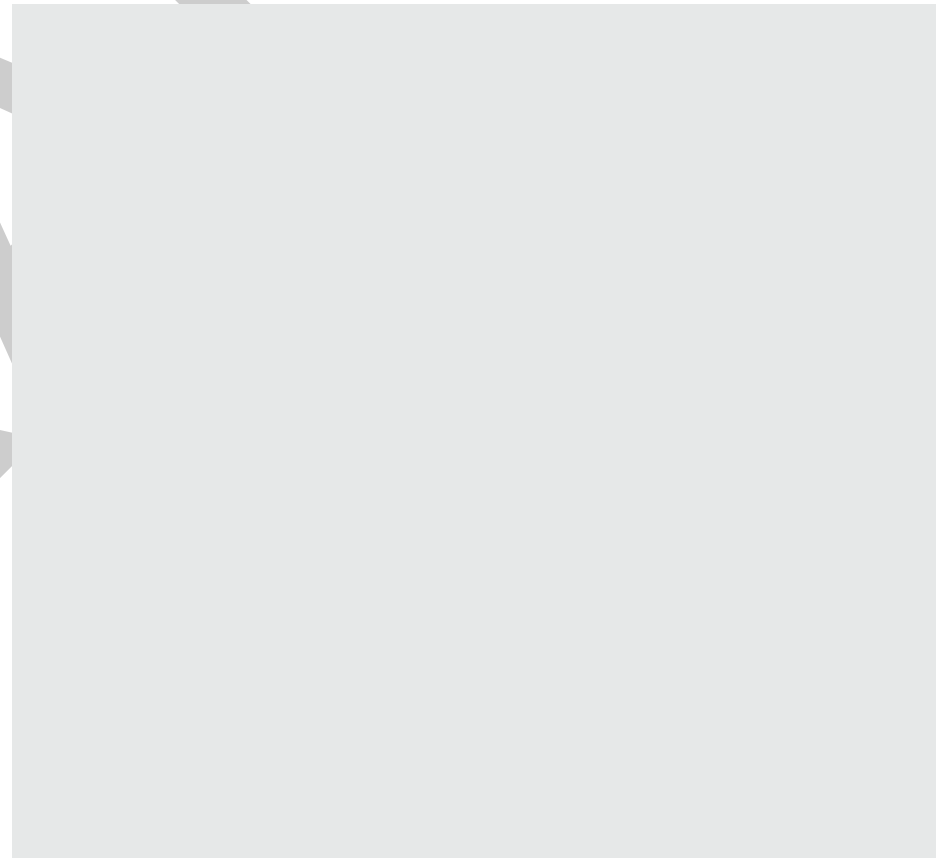
Monitor major stormwater management outfalls and receiving waterbodies to identify the quality of stormwater runoff and the impact on receiving waterbodies.

### **SS 4.5.7**

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

### **SS 4.5.8**

Continue utilizing the street sweeping schedule to aid in reduction of pollution into stormwater systems and add appropriate sized street sweeping vehicles to be used on trails, complete streets, or similar applications.



*Image Placeholder*

## **GOAL SS 5**

**Continue to provide solid waste collection and disposal services that balance reliability, environmental impacts, costs, and safety.**

### **Objective SS 5.1**

Continue to maintain an adequate LOS for existing and future populations.

#### **POLICY**

##### **SS 5.1.1**

Continue to use 1.3 tons per person per year (7.12 pounds per person per day) as the solid waste LOS and to determine the availability for development or redevelopment.

### **Objective SS 5.2**

Continue to provide sound fiscal management for solid waste collection, transport, disposal, and recycling.

#### **POLICIES**

##### **SS 5.2.1**

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

##### **SS 5.2.2**

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

##### **SS 5.2.3**

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

### **Objective SS 5.3**

Continue to provide solid waste collection service to residents and businesses within the city.

#### **POLICIES**

##### **SS 5.3.1**

Prohibit collection of solid waste to properties outside the city limits unless sufficient capacity exists to serve the areas committed to city services and as well as the properties proposed for service.

##### **SS 5.3.2**

Require interlocal or other agreements to provide solid waste service to properties or areas outside of the city limits.

### **Objective SS 5.4**

Support the countywide goal of zero waste to the county landfill.

#### **POLICIES**

##### **SS 5.4.1**

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

##### **SS 5.4.2**

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

## SUPPORT SERVICES

### SS 5.4.3

Create an educational campaign to inform residents about impacts caused by contaminated recycling.

### SS 5.4.4

Create strategies to reduce residents usage of single-use items and products.

## Objective SS 5.5

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

### POLICIES

#### SS 5.5.1

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

#### SS 5.5.2

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

#### SS 5.5.3

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

## Objective SS 5.6

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

### POLICIES

#### SS 5.6.1

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

#### SS 5.6.2

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

#### SS 5.6.3

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

#### SS 5.6.4

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

#### SS 5.6.5

Direct residents to authorized sites for disposal and transfer or temporary storage facilities located in Pinellas County for hazardous household waste.

#### SS 5.6.6

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





*Solid Waste Operators using equipment at the new transfer station.*

# SUPPORT SERVICES

## GOAL SS 6

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

### Objective SS 6.1

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

#### POLICY

##### SS 6.1.1

Revise the department's mission, vision, & core value statements.

### Objective SS 6.2

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

#### POLICIES

##### SS 6.2.1

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

##### SS 6.2.2

Work with the city's Public Communications Department to execute a messaging plan that advertises all Clearwater Gas System services to customers.

##### SS 6.2.3

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

##### SS 6.2.4

Include information that details incentives for converting to or installing natural gas appliances within residences and businesses.

##### SS 6.2.5

Educate customers and residents on the ability of Clearwater Gas to install customer-owned gas piping and appliances, both inside and outside of a home or business.



Clearwater Gas Administration Building



### **SS 6.2.6**

Ensure that customers and residents are aware that Clearwater Gas offers repair services for gas appliances.

## **Objective SS 6.3**

**Research the feasibility of entering renewable energy markets.**

### ***POLICIES***

#### **SS 6.3.1**

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

#### **SS 6.3.2**

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

## **Objective SS 6.4**

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

### ***POLICIES***

#### **SS 6.4.1**

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

#### **SS 6.4.2**

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

#### **SS 6.4.3**

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

### **SS 6.4.4**

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

## **Objective SS 6.5**

**Identify opportunities to repair, rehabilitate, or replace natural gas distribution pipelines and improve safety of the system.**

### ***POLICIES***

#### **SS 6.5.1**

Apply for a grant from the Pipeline Hazardous Materials Safety Administration (PHMSA) for funding.

#### **SS 6.5.2**

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

#### **SS 6.5.3**

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



# SUPPORT SERVICES

## GOAL SS 7

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

### Objective SS 7.1

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

#### *POLICIES*

##### *SS 7.1.1*

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

##### *SS 7.1.2*

Determine if District Station I should be rebuilt or refurbished.

##### *SS 7.1.3*

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

##### *SS 7.1.4*

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

##### *SS 7.1.5*

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

##### *SS 7.1.6*

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

### Objective SS 7.2

Continue to monitor crime and activity metrics and compare against other local agencies through UCR reporting.

#### *POLICIES*

##### *SS 7.2.1*

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

##### *SS 7.2.2*

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

### Objective SS 7.3

Continue to build expertise and capacity to adequately address cybercrime, synthetic drugs, and processes digital evidence.

#### *POLICY*

##### *SS 7.3.1*

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



*City of Clearwater Police Officers on Clearwater Beach.*



## GOAL SS 8

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

### Objective SS 8.1

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

#### POLICIES

##### SS 8.1.1

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

##### SS 8.1.2

Evaluate the purchase of vehicles that better serves and supports compact urban development.

##### SS 8.1.3

Continue the testing process for future employee advancement.

##### SS 8.1.4

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

### Objective SS 8.2

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

#### POLICIES

##### SS 8.2.1

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

##### SS 8.2.2

Finalize design plans for Fire Station 47 by the end of 2023 and complete replacement by the end of 2025.

##### SS 8.2.3

Continue the process of replacing the training tower and lifeguard towers.

### Objective SS 8.3

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

#### POLICIES

##### SS 8.3.1

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

##### SS 8.3.2

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

##### SS 8.3.3

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





City of Clearwater Fire and Rescue staff on a fire engine.

## GOAL SS 9

Support Emergency Management initiatives to increase hazard mitigations and preparations to protect the city's residents, businesses, and structures.

### Objective SS 9.1

Continually review and update plans, programs, and contracts.

#### POLICIES

##### SS 9.1.1

Update the *Comprehensive Emergency Management Plan* (CEMP) by 2025.

##### SS 9.1.2

Provide annual annex updates to the *Continuity of Operations Plan* (COOP) and CEMP by 2025.

##### SS 9.1.3

Continue to achieve annual recertification in the Florida Recovery Obligation Calculation (FROC) program.

##### SS 9.1.4

Update the *Post Disaster Redevelopment Plan* (PDRP) by 2027.

##### SS 9.1.5

Renegotiate the Debris Management and Program Delivery Manager contracts by 2027.

##### SS 9.1.6

Receive accreditation through the Emergency Management Accreditation Program, based on the Emergency Management Standard of 16 elements, by 2029.

### Objective SS 9.2

Provide adequate and appropriate educational or training opportunities for both city staff and residents.

#### POLICY

##### SS 9.2.1

Increase emergency management training opportunities for city staff and residents by 2025.

### Objective SS 9.3

Work to consolidate storage of emergency management equipment and related supplies to one centralized location.

#### POLICY

##### SS 9.3.1

Construct a stormproof central disaster warehouse to store necessary supplies and equipment by 2029.

### Objective SS 9.4

Research and implement strategies or methods to increase emergency awareness and responses throughout the city.

#### POLICIES

##### SS 9.4.1

Create a City of Clearwater Emergency Alert System to alert residents and visitors of impending storms or other emergencies by 2025.

##### SS 9.4.2

Implement a City of Clearwater Community Emergency Response Team by 2025.

##### SS 9.4.3

Increase staffing levels to include review of vulnerabilities for certain uses during site plan review or through individual requests by 2027.

## **GOAL SS 10**

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

### **Objective SS 10.1**

**Continue to provide responsible fiscal management for the operation of facilities and library services.**

#### *POLICY*

##### **SS 10.1.1**

Ensure use of Library funding for materials collection and programming are relevant, appropriate, and meet the needs of the community.

### **Objective SS 10.2**

**Continue to maintain and replace library building infrastructure as needed.**

#### *POLICIES*

##### **SS 10.2.1**

Continue to schedule maintenance repairs and upgrades for all five library locations.

##### **SS 10.2.2**

Continue to replenish furniture, fixtures, and equipment as needed.

##### **SS 10.2.3**

Determine if the North Greenwood Branch Library should be renovated or refurbished.

##### **SS 10.2.4**

Continue the planning process for renovating the Main Library.

### **Objective SS 10.3**

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

#### *POLICIES*

##### **SS 10.3.1**

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

##### **SS 10.3.2**

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

##### **SS 10.3.3**

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

##### **SS 10.3.4**

Continue to review hours of operation to ensure community needs are evaluated and met.

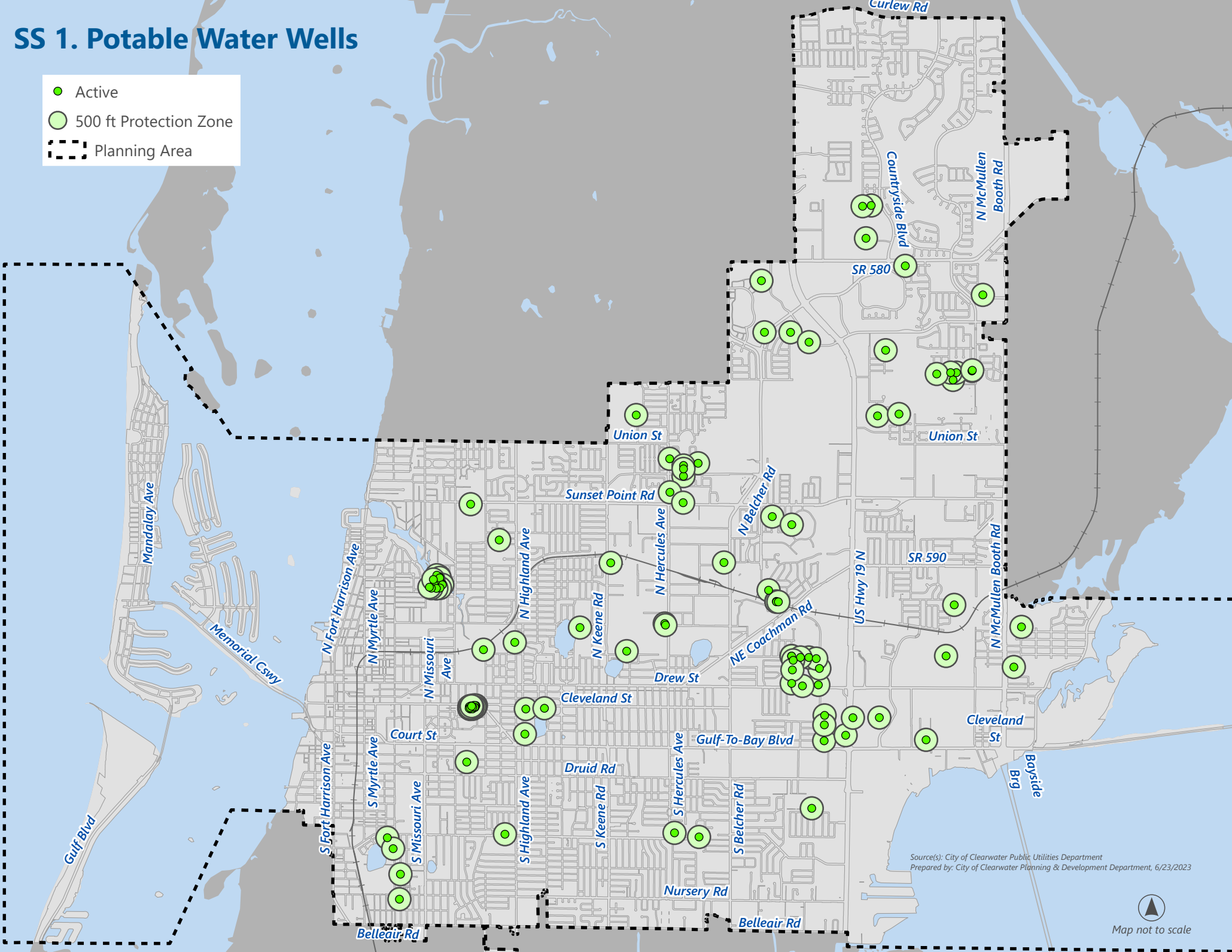
##### **SS 10.3.5**

Develop strategies to educate the public of the many programs offered through the Library System.



# SS 1. Potable Water Wells

- Active
- 500 ft Protection Zone
- ⋯ Planning Area



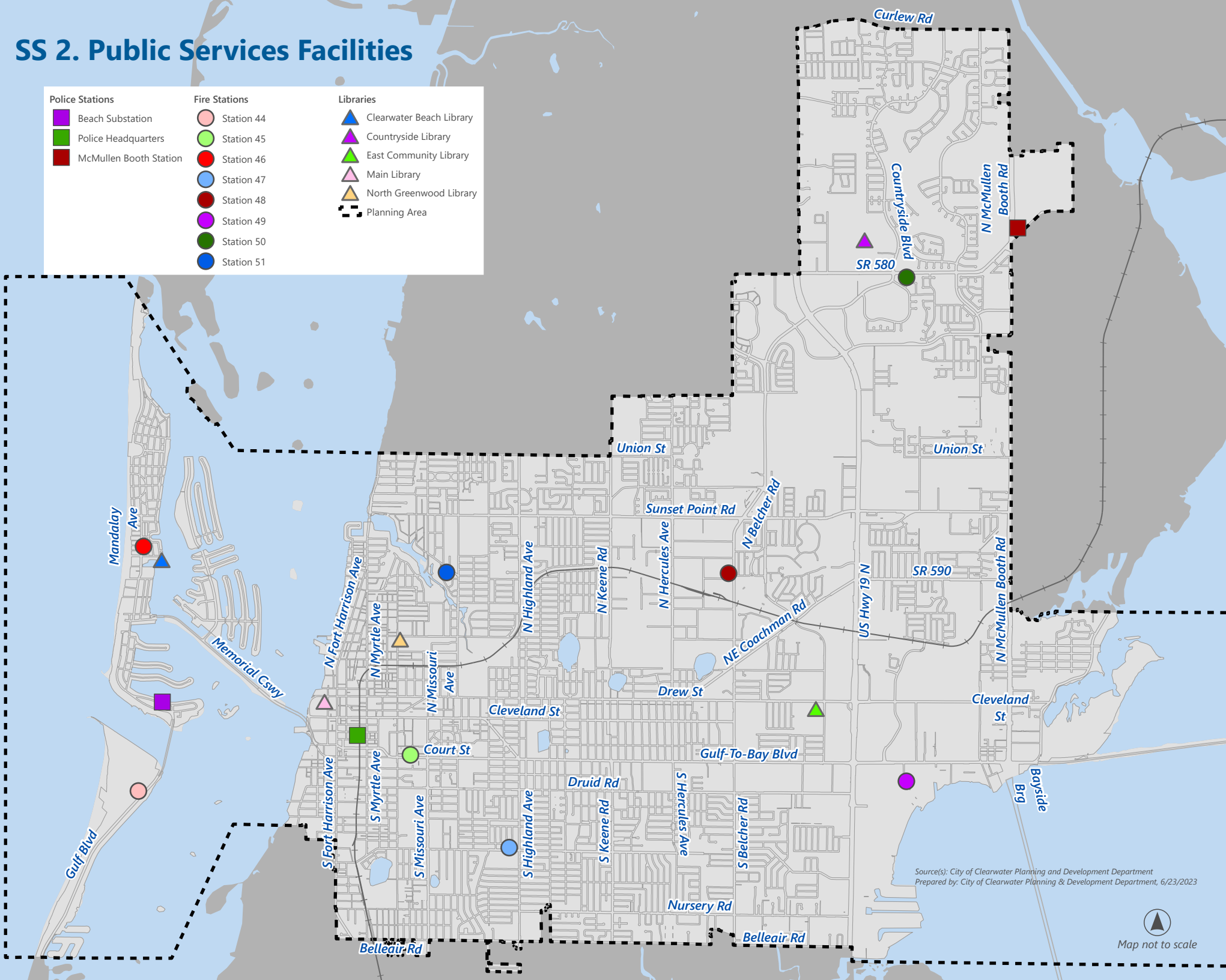
Source(s): City of Clearwater Public Utilities Department  
Prepared by: City of Clearwater Planning & Development Department, 6/23/2023



Map not to scale

# SS 2. Public Services Facilities

Police Stations	Fire Stations	Libraries
Beach Substation	Station 44	Clearwater Beach Library
Police Headquarters	Station 45	Countryside Library
McMullen Booth Station	Station 46	East Community Library
	Station 47	Main Library
	Station 48	North Greenwood Library
	Station 49	Planning Area
	Station 50	
	Station 51	



Source(s): City of Clearwater Planning and Development Department  
 Prepared by: City of Clearwater Planning & Development Department, 6/23/2023