

# Performance Measures

## Public Safety

### Measure #1

#### Vision Quote

The most basic building block in providing a safe community is continual training of all our employees.

#### Measurement

1. Average number of training hours per police officer as compared to the state mandated minimum number of 40 hours every 4 years.
2. Firefighter training completed as compared to OSHA, NFPA, ISO, and Department of Health standards.

#### Results

1. Clearwater Police Department (CPD) officers averaged 64 training hours per officer last year, exceeding the State of Florida mandated minimum for police officer.
2. The Clearwater Fire Department (CFD) is in the process of adopting the OSHA, NFPA, ISO, and Department of Health standards as the Clearwater Fire Department standards. These standards call for 174 hours of training for firefighters each year. The CFD exceeded these standards with 211.72 hours of training for their firefighters.

### Measure #2

#### Vision Quote

The CPD and CFD will focus on deterring crime/fires, increasing public perception of safety, and expanding public communication.

#### Measurement

1. Results of question 1a of the 2003 Clearwater Citizens Survey which states "Clearwater is a safe place to live".
2. CPD public communications tools.
3. Community policing efforts.
4. CFD continuing education efforts.
5. Number of fire inspections completed.

#### Results

1. 92.4% agreed or strongly agreed with the statement.
2. Blueline C.P.D. is produced by the Clearwater Police Department and C-VIEW Channel 15. This interactive show, hosted by Police Chief Sid Klein, focuses on the people, programs and projects of the

Clearwater Police Department and the criminal justice community. Blueline is taped monthly and is aired five times a week on C-View Channel 15.

- 3a. Instituted the "A Good Act" program that focuses on rewards for youths who are "good citizens, who work to better the community, and who are either victims of crimes or who help police in solving crimes".
- 3b. CPD operates eight police substations that address community policing. They are Old Clearwater Bay, North Greenwood, South Greenwood, the C.H.I.P. Center, Wood Valley, Jasmine Courts, Clearwater Beach and Countryside.
- 4a. The CFD recently requested grant funding from FEMA for a mobile life safety trailer for youth education.
- 4b. The CFD continues its operation of the "Safety Village" to provide life safety skills to children age's four to twelve.
5. 2003 – 1309 Completed Fire Inspections (January 1, 2003-August 18, 2003)  
2002 – 1394 Completed Fire Inspections (Calendar year 2002)  
2001 – 822 Completed Fire Inspections (Calendar year 2001)

### **Measure #3**

#### **Vision Quote**

The provision of safety and security in response to natural disasters and terrorist threats.

#### **Measurement**

1. Status of a vulnerability assessments conducted by Police, Fire and Public Works.
2. Status of the Emergency Management Coordinating Committee (EMCC)

#### **Results**

- 1a. A Fire and Police vulnerability assessment will be completed by September 30<sup>th</sup>. The assessment will clearly define areas where improvement is needed and will result in grant funding.
- 1b. Public Utilities conducted a vulnerability assessment and provided it to EPA in April 2003. Projects needed to improve security are being designed by Engineering.
2. The EMCC has increased the frequency of its meetings from annually to quarterly in an effort to better prepare departments for emergency situations. The EMCC also held a tabletop exercise, which simulated a hurricane city staffers then had to respond to.

## Measure #4

### Vision Quote

City of Clearwater intends to support the Fire Department in its long-term goals that were created by the Fire Task Force.

### Measurement

1. Give progress report on the Fire Task Force's long-term goals.

### Results

1. The CFD has been able to support almost all of the long-term goals put forth by the Fire Task Force. Only two of the Fire Task Force's recommendations have not been completed to date. The first is the upgrading of all existing stations. This is currently being planned for and will take place in the future. The second is changing from three person firefighting crews to four person firefighting crews. This recommendation will not be carried out due to budgetary constraints.

### Fire Task Force Initiatives

Added 11 new positions for Sand Key ALS operation  
Built new station for Sand Key; Became operational Fall 2002  
Purchased new engine for Sand Key Station  
Added two Inspectors (Total of 6 to cover 15,000 Buildings) & Staff Asst  
Added five Firefighter positions (2-Line & 3 for T48)  
Purchased four new engines  
Two new Aerials purchased one in FY01 & one in FY02  
Purchased & received four new Rescue vehicles  
Purchased two new transport-capable Rescue Vehicles  
Upgraded Fire Admin Annex building for Inspection  
Purchased 45 Automatic External Defibrillators  
Purchased and installed computer equipment  
Purchased seven Command/Support Vehicles  
Purchased 88 Firefighter Airpacks  
Building Replacement Station 49 for Clearwater Mall Area  
Constructing new Station 51 for Northwest Clearwater  
Added 8 new Firefighter positions for Station 51  
Purchased and Modified new Shop & Supply Facility  
Purchased Traffic Preemption Control System

## Economic Development

### Measure #1

#### Vision Quote

Parking programs will address both north and south beach public parking options as a catalyst for private sector investment and will increase available parking to the public.

#### Measurement

1. Planned parking programs, their status, and the number of spaces available to the public that they produce.

#### Results

- 1a. The Pelican Walk project has been approved by the City Commission and will provide 300 parking spaces for north Clearwater Beach.
- 1b. The city is also structuring a deal with the Seashell Development group for 155 public parking spaces for south Clearwater Beach.

### Measure #2

#### Vision Quote

Core residential areas will be encouraged to participate in the neighborhood services program.

The City Of Clearwater will uphold programs and projects that support our neighborhoods.

#### Measurement

1. Status of the Greenwood revitalization effort.
2. Number of recipients of matching grants
3. Number of different neighborhoods and individuals participating in the neighborhoods conference.
4. New neighborhoods in the neighborhoods coalition.

#### Results

1. The city has created a North Greenwood city team, which meets quarterly and has developed a strategic action program for North Greenwood. An internal South Greenwood team is currently being developed for the same purpose. Also in the past year the city has opened a new library, a new recreation center, and completed an affordable housing project in North Greenwood.
2. Matching grant's program is on hold pending a sign code change.

3. 45 neighborhoods attended the neighborhoods conference out of the 140 registered Clearwater neighborhoods. 112 people attended the conference.
4. There are six new neighborhoods in the neighborhoods coalition. They include Oakforest/Wildwood, Forest Run, Kings Highway Crime Watch, Clearview Lake Estates, Harbor Oaks, and the Country Club Addition.

### **Measure #3**

#### **Vision Quote**

Public improvements will include construction of the Beachwalk project and the streetscape programs.

#### **Measurement**

1. Status of streetscape programs and Beachwalk

#### **Results**

- 1a. A \$500,000 grant has been secured for the design of Beachwalk. The City Commission approved the design concept for Beachwalk in September of 2003.
- 1b. The Commission also approved the Coronado cross-section design in September of 2003.
- 1c. Mandalay Streetscape was completed August 23, 2003.
- 1d. Construction drawings for Streetscaping from Osceola set to begin in October of 2003 and project completion to occur in 2006.

### **Measure #4**

#### **Vision Quote**

Infrastructure investment will be led by the new Bridge, Main Library, Town Lake, Amphitheater, Waterfront Bluff Park, and additional parking as needed.

The city will preserve and expand projects that protect and improve our beautiful city.

#### **Measurement**

1. List status of identified projects and other major infrastructure improvements.

#### **Results**

- 1a. Town Lake – Project has been completed
- 1b. Main Library – Will be completed in March 2004
- 1c. Memorial Causeway Bridge – Traffic on the bridge expected in March of 2004

- 1d. Waterfront Bluff Park – Plan Approved
- 1e. Clearwater Bayfront Marina – Plan Approved

### **Measure #5**

#### **Vision Quote**

Downtown will be redeveloped and become increasingly more marketable through strategic public investment in infrastructure and programs.

#### **Measurement**

- 1. Status of Redevelopment

#### **Results**

- 1a. Economic Development & Housing has completed a redevelopment and revitalization strategy for downtown Clearwater.
- 1b. Economic Development prepared and distributed 3800 national marketing brochures in February of 2003 resulting in 65 meetings in the City of Clearwater to discuss redevelopment.
- 1c. The Clearwater City Commission has approved the redevelopment of Station Square Park.
- 1d. The expansion of the CRA has been approved by the Clearwater City Commission and will be going before the Pinellas County Commission for approval in November.
- 1e. The Clearwater City Commission passed an update to the Downtown Redevelopment Plan on 9-18-03.
- 1f. CRA approved the Streetscape and Wayfinding Master Plan on January 27, 2003

### **Measure #6**

#### **Vision Quote**

By concentrating on core residential areas, Downtown, the Beaches, and the marketability of existing commercial corridors and business parks, we can revitalize our economy.

#### **Measurement**

- 1. Status of commercial corridors development
- 2. Status of beach development

#### **Results**

- 1a. The Clearwater City Commission approved the Clearwater Mall/Clearwater Automotive land swap on June 2, 2003
- 1b. Costco and Borders both opened in 2003. Lowe's is scheduled to open October 15, 2003 and Super Target is scheduled to open October 7, 2003.

2. As discussed in Economic Development Measure #3, the design concept for Beachwalk has been approved and Mandalay Avenue streetscape has been completed.

## **Infrastructure Maintenance**

### **Measure #1**

#### **Vision Quote**

Departments will apply asset management techniques to track and catalogue all existing infrastructure.

#### **Measurement**

1. Status of the Asset Management System.

#### **Results**

1. Clearwater selected Synergen to integrate the city with the asset management system. Software installation for the new system was completed August 1<sup>st</sup> of 2003. Configuration of the software to Clearwater's needs began August 18<sup>th</sup> of 2003 and is scheduled for completion January 23<sup>rd</sup> of 2004. Full implementation of Phase I of the Asset Management System is scheduled for completion on March 16<sup>th</sup> of 2004.

### **Measure #2**

#### **Vision Quote**

The city will support its previous commitments to infrastructure.

#### **Measurement**

1. Miles of streets resurfaced
2. Feet of sanitary sewer cleaned
3. Feet of storm drain replaced
4. Feet of wastewater collection lines inspected
5. Feet of sidewalks repaired/constructed
6. Miles of streets cleaned

#### **Results**

1. 28 miles of streets resurfaced
2. 120,000 feet of sanitary sewer cleaned
3. 4,500 feet of storm drain replaced
4. 116,000 feet of wastewater collection lines inspected
5. 49,180 square feet of sidewalks repaired or constructed
6. 29,262 miles of streets cleaned

### **Measure #3**

#### **Vision Quote**

As technology improves over the next twenty years, the city plans on researching and using cost-effective infrastructure that will provide the best possible services to the citizens of Clearwater.

#### **Measurement**

1. List City/County partnerships and technological upgrades

#### **Results**

- 1a. Currently implementing phase 1 of ATMS in conjunction with Pinellas County to improve traffic flow.
- 1b. Approved Glen Oaks Stormwater project, which combines stormwater retention with recreation facilities.
- 1c. Currently constructing a new water treatment plant.
- 1d. Using CCTV systems to inspect wastewater collection lines and log data electronically to update condition assessment.
- 1e. Biosolids Treatment project is cost effectively processing solids from the wastewater treatment process, thus reducing transportation costs.
- 1f. Reclaimed Water Aquifer Storage and Recovery project is storing reclaimed water for dry weather needs and reducing discharge into the Gulf of Mexico
- 1g. Purchased a power screener to eliminate over stocking within the Sherwood transfer yard by separating debris and increasing the amount of material that can be recycled.
- 1h. Installed well points and headers to pump groundwater from work areas four feet or more in depth thus allowing repairs to be done effectively when the water table is high.

### **Quality of Life**

#### **Measure #1**

#### **Vision Quote**

All of our services will be superior in nature and provided at the lowest cost possible to our citizens and visitors.

## Measurement

1. Per capita cost of services for City of Clearwater services as compared to the cost of services to Tampa and St. Petersburg and citizen satisfaction with the level of city services received.

## Results

- 1a. 89.2% of citizens surveyed stated that they were satisfied with the level of city services.
- 1b. Per capita cost of services
  - Clearwater - \$2,254.93
  - Tampa - \$2,175.33
  - St. Petersburg - \$1,960.82

## Measure #2

### Vision Quote

Recreational facilities that meet all residents' needs will also be built.

## Measurement

1. Status of City recreation facilities currently in the planning phase in conjunction with the Parks and Recreation 20-year Master Plan.
2. Status of Library facilities projects

## Results

1.
  - I. Coachman Park - conceptual site plan approved
  - II. CIP Replacements
    - a. Construction on Norton Recreation Complex to begin 12/03
    - b. David Martin Soccer Field - Field will be moved to new facilities as part of the Glen Oaks Stormwater project, site plan approved
    - c. Countryside Community Park - Completed 09/03
    - d. Sid Lickton Park - Will be completed 11/03
  - III. Dog Parks
    - a. South Facility - Completed 02/03 (Crest lake)
    - b. North and Beach Facilities - Completed by Pinellas County
  - IV. Skate Park - Will be completed 12/04 (Norton Complex)
  - V. Develop property west of Eisenhower Elementary - E.C. Moore fields 8 and 9 will be completed in January of 2004.

- VI. Complete city sidewalk system and fund the completion of proposed trail projects, providing pedestrian connections to neighborhoods where possible – Bike and Pedestrian Master Plan will be completed in Spring of 2004.
- VII. Renovate Joe DiMaggio Sports Complex – Finalizing the acquisition of Joe DiMaggio.
- 2a. Completed North Greenwood Library on January 18, 2003 date.
- 2b. The Main Library is scheduled for completion in spring of 2004.

### **Measure #3**

#### **Vision Quote**

It is the intention of the city to uphold our current standards of quality for our residents and visitors, but also improve upon all the reasons why people visit and live in Clearwater.

#### **Measurement**

- 1. Results of question 2 of the 2003 Clearwater Citizens Survey, which rates “Quality of Life in Clearwater”.
- 2. Library Accomplishments.

#### **Results**

- 1. Total average or better – 95.4%
- 2a. Implemented AlleyCat interlibrary loan system, which allows Clearwater residents to request materials online from libraries across west central Florida and have them delivered to their local library.
- 2b. Established READ program, which promotes books, reading, and literacy among elementary school students by involving Clearwater High School students enrolled in the GOALS dropout prevention program and senior volunteers.

## **Human Resources**

### **Measure #1**

#### **Vision Quote**

The city will nurture and cultivate our existing and future workforce.

#### **Measurement**

- 1. List Human Resources initiatives planned or completed

## Results

- 1a. Training needs assessment – This initiative helped to identify training needs/requirements. The focus was to determine what management felt was required to improve efficiency and enhance departments capabilities while at the same time identifying the training wants and desires of our employees. The resulting training plan took all these factors into consideration and created training recommendations that would best address these issues.
- 1b. St. Pete Leadership Development Program and its Expansion - This program was designed and implemented to address the need for supervisory training for mid level managers/supervisors. A partnership with St Petersburg College has resulted in a program that provides a professional certification from the college and in depth training in leadership and supervisory skills. Over 160 City Employees have successfully completed the program so far.

## Measure #2

### Vision Quote

Contribute to the importance of employing and retaining qualified staff for our city.

### Measurement

1. Employment turnover rate for FY 2000-2002
2. List Human Resources initiatives planned or completed

## Results

1. 11% Turnover Rate for FY 2000  
9.6% Turnover Rate for FY 2001  
8.5% Turnover Rate for FY 2002
- 2a. SAMP/CWA Pay and Classification Study – This study established a more accurate system of determining salaries using both comparative data and a computer based pay system. It has created a pay system that ensures City of Clearwater employee are compensated fairly and competitively based on the market.
- 2b. Human Resources Internet Web Site and Electronic job postings and job applications – The enhancements of the Human Resources Web site and ability to view job openings and apply for jobs on-line has permitted us to reach a greater number of qualified applicants while reducing advertising costs.

## Measure #3

### Vision Quote

The City of Clearwater's challenge is to optimize its workforce and organizational capabilities.

**Measurement**

1. Status of PeopleSoft Upgrade
2. List Human Resources initiatives planned or completed

**Results**

1. PeopleSoft Upgrade – The recruit workforce portion of the PeopleSoft upgrade will be completed by January 2004. This upgrade is the first step in improving record keeping and reducing manual administrative tasks. It will allow the staff to become more involved in departmental issues and will increase the ability to provide cost effective Human Resources services to our departments.
- 2a. CWA/Fire/SAMP Performance Measurement Systems – The SAMP (4-6) Performance Measurement System was completed in 2002 and has been in use for almost 12 months. The new CWA Performance System will be completed and implemented in FY 2004. Redesign of the SAMP (1-3) and Fire Performance Measurement Systems will begin in FY 2004.
- 2b. Organization & Employee Assessment Surveys – This program is scheduled to begin in FY 2004
- 2c. FTE Validation – This program is scheduled to begin in FY 2004. FTE Validation will evaluate each FTE position to determine at what level the position should be funded and staffed.

**Measure #4****Vision Quote**

Create a healthy environment for its employees.

**Measurement**

1. List Human Resources initiatives planned or completed.
2. Number of workers compensation claims as compared to last year.

**Results**

1. Wellness program – This program is scheduled for FY 2004. The Wellness program will use incentives to encourage employees to take an active role in staying healthy. This city program is an effort to proactively combat medical claims, employee absences, and rising medical costs.
2. 243 Workers compensation claims in FY 2003  
235 Workers compensation claims in FY 2002

## Measure #5

### Vision Quote

Provide the citizens of Clearwater with a professional and motivated staff to carry out the city's vision and provide the efficient, responsive city services that our citizens demand.

### Measurement

1. Citizen's Survey question #15 – Were you treated courteously if you called any city department or facility in the past year
2. Citizen's Survey question #16 – Were your problems resolved quickly if they called any city department or facility in the past year
3. Percent of calls answered within 30 seconds by the Customer Service department

### Results

1. 94.5% citizens surveyed reported that they had been treated courteously
2. 68.8% citizens surveyed reported that they had their problems resolved quickly
3. 96.65% off all calls to the Customer Service department were answered within 30 seconds in FY03 (does not include September of 2003)