

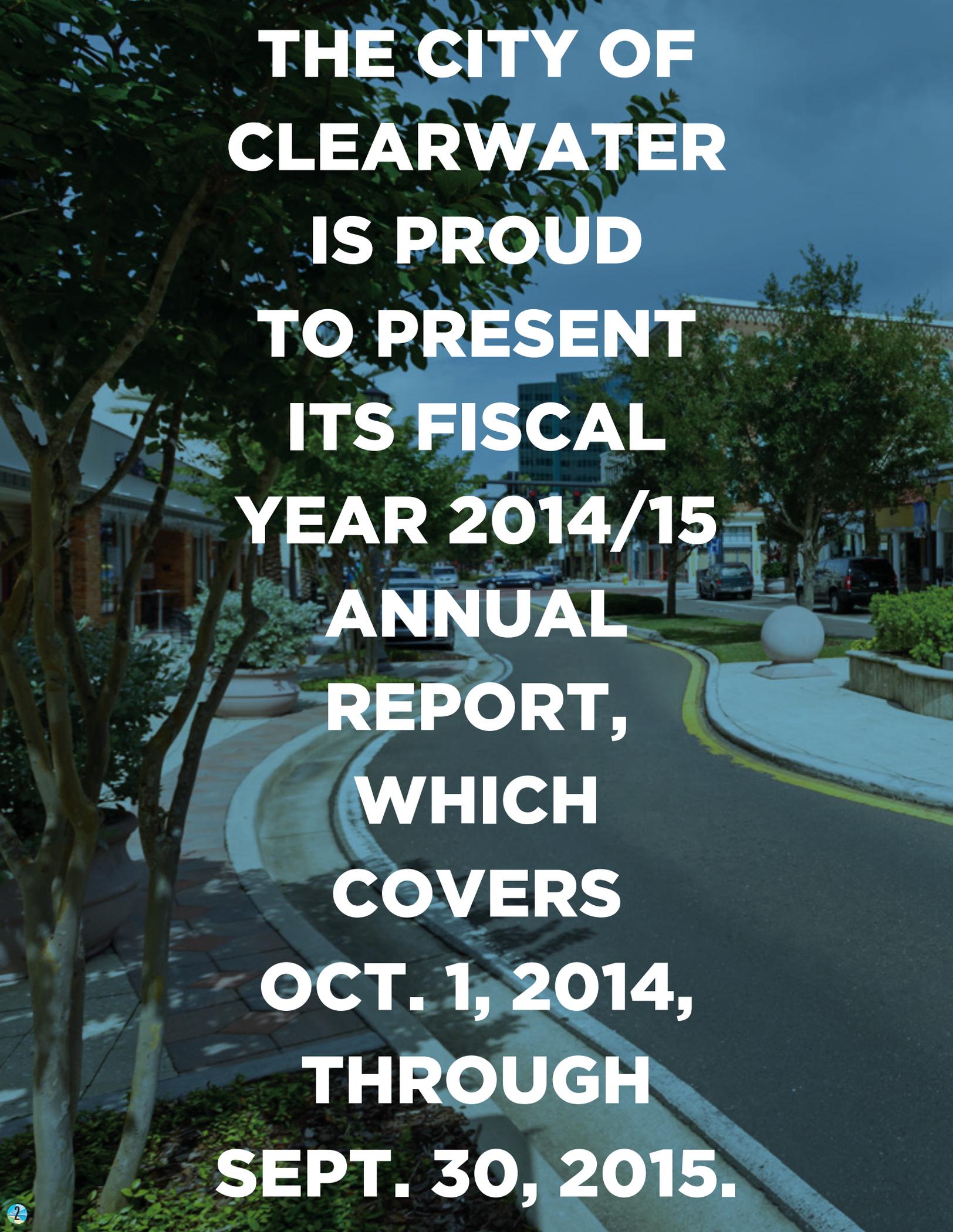
20

19

20

21

**CITY OF  
CLEARWATER  
ANNUAL  
REPORT**



**THE CITY OF  
CLEARWATER  
IS PROUD  
TO PRESENT  
ITS FISCAL  
YEAR 2014/15  
ANNUAL  
REPORT,  
WHICH  
COVERS  
OCT. 1, 2014,  
THROUGH  
SEPT. 30, 2015.**

A woman wearing sunglasses and a backpack is riding a bright green bicycle on a paved city street. In the background, there is a large, multi-story yellow building with white trim and several windows with awnings. The scene is set during the day with some shadows cast on the ground.

**As the city looks toward its bright and beautiful future, Clearwater does so strategically, carefully weighing citizen expectations as well as financial impacts, both positive and negative, on city operations. It will most likely be many years before we see growth in our city that we had in the decades of the '70s and '80s. Although Clearwater property values grew by more than six percent last year, total revenue growth was more in line with the growth of the Consumer Price Index at a little more than two percent.**

**Therefore, the city continues to operate fiscally responsibly, within fairly constrained resources where logic and smart growth, rather than passion for change, prevails.**

# CITY COUNCIL



Mayor  
George N. Cretekos



Councilmember  
Doreen Caudell  
(Seat 2)



Councilmember  
Dr. Bob Cundiff  
(Seat 3)



Councilmember  
Bill Jonson  
(Seat 4)



Councilmember  
Hoyt Hamilton  
(Seat 5)

# CITY MANAGEMENT



City Manager  
Bill Horne



Assistant  
City Manager  
Jill Silverboard

# CITY EMPLOYEES



In Fiscal Year 2014-15, the city of Clearwater was comprised of 1,547 full-time and 100 part-time city employees in 21 city departments. This does not include the hiring of temporary, emergency, seasonal or intern staff.

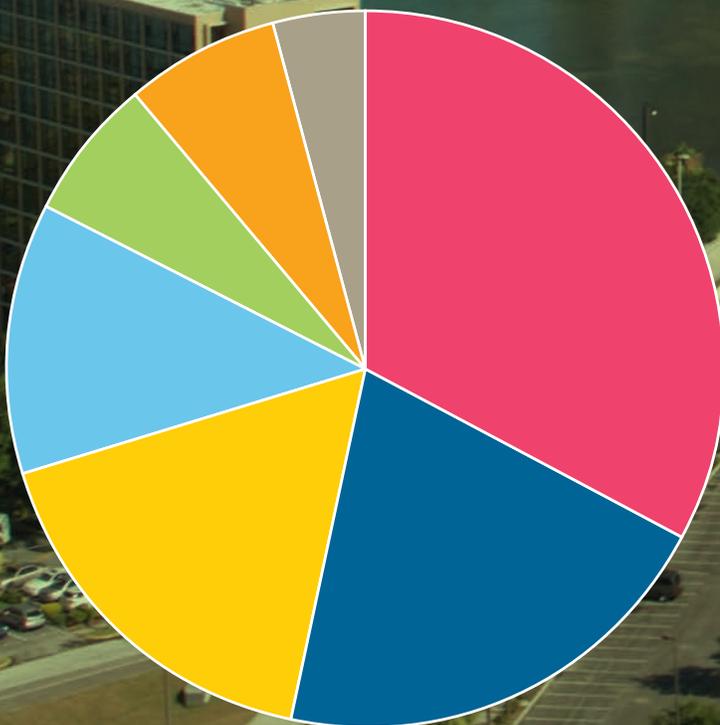
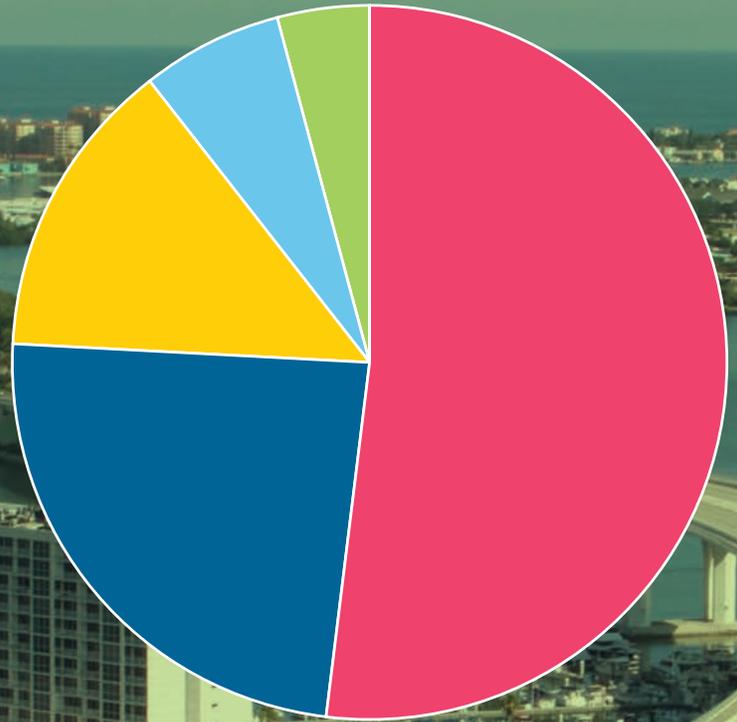
# WHERE THE MONEY GOES



The approved budget for Fiscal Year 2014/15 was a strong budget that provided sustained operations and service levels. The 2014/15 budget was \$391,689,250 for citywide services, an increase of \$16 million across all city operations from the previous year's budget. The General Fund budget reflected expenditures of \$117,008,550, an increase of two percent from the 2013/14 budget of \$114,923,880. The millage rate of 5.155 mills remained the same for the sixth consecutive year.

## FY 2014/15 GENERAL FUND EXPENDITURES OPERATING BUDGET \$117.0 MILLION

|                          |       |
|--------------------------|-------|
| ● Public Safety          | 52%   |
| ● Quality of Life        | 24%   |
| ● Administration/Other   | 13.5% |
| ● Engineering            | 6.5%  |
| ● Planning & Development | 4%    |



## FY 2014/15 GENERAL FUND REVENUES \$117.0 MILLION

|                       |       |
|-----------------------|-------|
| ● Property Tax        | 33%   |
| ● Franchise/Utility   | 20.5% |
| ● Intergovernmental   | 17%   |
| ● Charges for Service | 12%   |
| ● Other Taxes         | 6.5%  |
| ● Transfers In        | 7%    |
| ● Other               | 4%    |

# OUR STRATEGY

In 2013, the City Council updated its strategic direction, providing a new citywide mission and vision along with supporting goals and objectives, based on input from community stakeholders and analysis.

The strategic vision focuses on specific goals to facilitate the development of Clearwater's economy.

“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.”

# OUR VISION

# OUR MISSION

Clearwater's mission is our daily charge. It's what we strive to achieve each and every day.

“The mission for the city is to provide cost effective municipal services and infrastructure, to facilitate development of the economy, and to support a high quality of life and experience.”

Clearwater will facilitate development of the economy and provide cost effective municipal services and infrastructure. It will do so by implementing vital objectives that are central to Clearwater's mission.

Every program or service that the city provides will embody one or more of these objectives:

-  Diversify the Economic Base
-  Increase Economic Opportunity
-  Develop and Promote our Brand
-  Foster Community Engagement
-  Efficiency
-  Quality
-  Financial Responsibility
-  Safety
-  Clearwater Second Century Initiative

Within each listed objective, there are various goals on how each can be accomplished. For the complete version of the city's Strategic Direction, visit [myclearwater.com](http://myclearwater.com).

# OUR STRATEGIC DIRECTION

## DEPARTMENT VISIONING

In 2014, each city department identified its top four strategic directions related to the city's updated Strategic Vision & Mission in order to set specific goals and a future direction for the next two years. This process was called visioning.

  
**CLEARWATER**  
BRIGHT AND BEAUTIFUL • BAY TO BEACH



# OUR TOP 15 SUCCESSES

## CITYWIDE BRANDING CAMPAIGN

The city began the implementation phase of a comprehensive citywide rebranding effort to showcase Clearwater's new identity, including a community branding survey, community presentation in April 2015, program roll-out and implementation. 📌



**CLEARWATER**  
BRIGHT AND BEAUTIFUL · BAY TO BEACH

## CLEARWATER'S CENTENNIAL

Several city departments were instrumental in celebrating Clearwater's centennial milestone with a year-long celebration that invited the community to join in the festivities. The celebration included the unveiling of a 48-foot-tall entryway monument, production of a historical coffee table book, a centennial parade and block party and a Clearwater Threshers baseball game for residents and city employees. 📌



## COLD CASE ARREST AND CONVICTION; ARREST IN DOUBLE-FATAL HIT-AND-RUN

Clearwater Police Department made an arrest for first-degree murder in the cold-case homicide of William Williams, a hotel security guard, from 2006. The police force also obtained a conviction in another cold-case murder from 2008, and officers made an arrest in the double pedestrian hit-and-run fatality that occurred on Memorial Causeway, leaving two tourists dead. 📌

## NEW COUNTRYSIDE LIBRARY

Many departments across the city celebrated the construction and grand opening of the new Countryside Library branch in October 2015. 📌



## COURTNEY CAMPBELL CAUSEWAY TRAIL GRAND OPENING

The city celebrated the grand opening of the Courtney Campbell Causeway Trail that links Tampa to Clearwater. The four-mile stretch makes it feasible for joggers, cyclists, skaters and pedestrians to safely cross from city to city and take in the beautiful view of Old Tampa Bay. 📌



## GRAND OPENING FOR FIRE STATION #45 HEADQUARTERS

Many departments across the city celebrated the construction and grand opening of the new fire station in January 2015. 📌



## LED STREETLIGHT CONVERSION PROJECT

The city was the first municipality in Duke Energy's network to convert all of Clearwater's 11,290 streetlights to LED technology. Clearwater was honored by Duke Energy with a 2014 Power Partner award. 📌



## MAYORS CHALLENGE TO END HOMELESSNESS

The city joined the Mayors Challenge to End Veteran Homelessness, a national campaign created by the U.S. Department of Housing and Urban Development. The goal is to solidify partnerships and secure commitments from mayors across the country to end homelessness among veterans. 📌

## NORTH MARINA MASTER PLAN

The city hosted multiple community meetings to discuss the North Marina Master Plan to determine design plans and implementation strategies for an area that covers 64 acres. The study area is just north of downtown Clearwater and includes the Seminole Boat Launch, the Francis Wilson Playhouse and North Ward Elementary School. 🏠 🗺️



## REVERSE-OSMOSIS WATER TREATMENT PLANT #2

Several city departments celebrated the construction and grand opening of



the city's second reverse-osmosis water treatment plant. The new facility treats brackish (or slightly salty) water using state-of-the-art technology to produce up to 6.25 million gallons per day of additional drinking water for customers. 🍷

## US 19 ZONING STANDARDS

The city currently is developing new zoning standards to make the city's portion of the US 19 corridor more economically vibrant, attractive and safe for people working, living and shopping along US 19. 🏠

## WALL OF HONOR

Several city departments worked together to preserve the Capitol Theatre's "Wall of Honor" and to host a dedication ceremony for it on Veterans Day in 2014. The wall includes a list of 100 Clearwater area citizens who served in the armed forces during World War I. A portion of the wall was preserved at the Capitol Theatre, and other sections are on display at the Main Library. 🗺️



## POW/MIA CHAIR OF HONOR

The city dedicated a Prisoner of War/ Missing in Action Chair of Honor in City Council Chambers. 🗺️



## SUGAR SAND FESTIVAL

The city worked in partnership with Clearwater businesses and various city departments to produce the third annual Sugar Sand Festival on Clearwater Beach. 🗺️



## URBAN LAND INSTITUTE STUDY

The city consulted with the Urban Land Institute to provide recommendations and actions the city should implement to improve Clearwater's downtown. A report was provided, and city departments have begun the process of implementing suggested actions to better downtown's future. 🏠

# THESE ARE JUST A HANDFUL OF THE CITY'S MANY ACCOMPLISHMENTS FOR FISCAL YEAR 2014-15.

# DEPARTMENTAL ACCOMPLISHMENTS

## CITY AUDITOR

- Provided Business Tax revenues examination for Fiscal Years 2013 and 2014. The department reviewed more than 500 businesses operating within the city, including new businesses, to determine compliance with city ordinances with respect to (1) various licensing reporting requirements; (2) business registrations; and (3) business tax receipts and tax remittance. The examination yielded noncompliance by many businesses with unspecified potential cost savings to the city.
- Provided internal audits for Fiscal Years 2014 and 2015. The department performed several internal audits of city activities to determine compliance with city policies and procedures. Audits yielded various recommendations with unspecified potential cost savings to the city.
- Provided continuous risk assessments and conducted compliance, financial and operational audits, resulting in informative and advisory recommendations.

## ECONOMIC DEVELOPMENT & HOUSING

- Continued implementation of the Economic Development Strategic Plan that secured commitments for employment expansion and relocation, producing the retention of 412 jobs, the projection of 137 new jobs and approximately \$1.96 million in capital investment. The department completed 362 business visits citywide as part of the Business Retention and Expansion Program.
- Continued implementation of the East Gateway Five-Year Action Program. The department coordinated with Code Compliance to conduct a code sweep that found 573 violations.
- Completed the lease for the East Gateway Community Garden that currently has 59 paid members with 32 boxes planted. 



- Participated in the implementation of the 2015 Homeless Point-In-Time Survey and Count. Volunteers surveyed 3,387 homeless people in Pinellas County and identified 684 homeless people in Clearwater. The department finalized funding commitment letters for six organizations to include performance measures and reports.



- Tourism public relations conducted outreach to 400 journalists and distributed 14 press releases nationally that reached 4,500 targeted media. The print, online and television coverage reached 486 million consumers, accumulating placement value of \$5 million in advertising value and \$12 million in public relations value.
- Processed 13 housing rehabilitation loans totaling \$285,514 and 15 housing down-payment assistance loans totaling \$357,140. The

department processed a loan for one multi-family rental unit project with 75 units, four new single-family home loans, one rental home loan and two acquisition and rehabilitation loans totaling \$939,761.

## ENGINEERING

- Managed design and construction of the Countryside Branch Library.
- Managed construction of the city's Centennial Monument at the entrance to Clearwater along the Courtney Campbell Causeway.



- Entered into partnership with Parkmobile for cellular parking payments and to make it easier to pay for parking in Clearwater.
- Completed construction of Reverse-Osmosis Water Treatment Plant #2.
- Finalized an agreement for construction of a public/private parking garage at Pelican Walk on north Clearwater Beach.



## FINANCE



- Refinanced water and sewer revenue bonds for a total reduction in debt service of \$3.2 million, with a net present value savings of \$2.2 million.
- Actively managed the city's cash pool investment portfolio to earn 0.85 percent in excess of the customized benchmark, resulting in additional investment earnings of approximately \$3.1 million.
- Aggressively managed the E-Pay and P-Card programs to earn a bank rebate of \$167,118 during Fiscal Year 2014/15, a 17 percent increase over the Fiscal Year 2013/14 amount.
- Received the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting for the 36th consecutive year.
- Coordinated comprehensive utility system rate studies for water, sewer and stormwater utilities to help ensure their long-term financial stability.

## FIRE & RESCUE



- Celebrated the grand opening of the new state-of-the-art fire station in January 2015 and moved into the new headquarters building.
- Achieved ISO Class 1 Rating by the Insurance Service Office. This rating measures the safety and efficiency of agencies nationwide and is the top rating a fire department can get. Such a rating can result in lower insurance rates for residents and business owners.
- Placed into service a new fire engine at the Clearwater Beach Fire Station 46.
- Purchased and placed into service a new command bus for special events.
- Graduated recruit class No.16 of six fire medics.



## GAS SYSTEM



- Clearwater Gas System was named the runner-up Large Business of the Year in 2015 by the Tampa Bay Beaches Chamber, citing both excellence in business operations and exemplary community service participation.
- Added 582 new gas customers in an improved economy; grew active gas customers to 21,428 by year-end.
- Achieved net income of \$11.3 million and transferred another \$8.7 million to the city's General Fund, thereby achieving total annual profitability of \$20 million for Fiscal Year 2014/15.
- Achieved total equivalent therm sales of \$24.6 million for Fiscal Year 2014/15, the highest level ever and more than 4.9 percent above the previous year, a remarkable growth rate in a slowly improving economy.



- Solidified partnership agreement with Habitat Homes of Pinellas County to provide natural gas for Habitat homes that are being built in the Clearwater Gas service territory. Also, secured developer agreements for seven new subdivisions in 2015. This includes 3,000 new lots (gas homes) plus the potential to provide gas service to neighboring business districts.
- In retail operations, Clearwater Gas sold \$957,350 in gas appliances, \$1,204,307 in gas installation piping in homes and businesses, \$383,793 in gas service and repair work, and \$369,563 in propane sales. This accomplished \$2.9 million in retail business operations beyond

Clearwater Gas System's core natural gas business.

- Sold more than 290,000 gasoline gallons equivalent at the Natural Gas Fueling Station at 1020 Hercules Ave. and now have more than 90 vehicles regularly filling there.



## HUMAN RESOURCES



- Implemented transition of the city's Employee Health Center to a new management company.
- Reached a new collective bargaining agreement with Fraternal Order of Police supervisors and the International Association of Firefighters unions.
- 1,389 of 1,588 employees eligible for health insurance completed a biometric Personal Health Assessment or equivalent.

## INFORMATION

### TECHNOLOGY



- Implemented Accela program upgrades, including electronic document review and Accela mobile office.
- Launched OpenGov, the city's new online budget portal.
- Launched GeoNexus, the city's field mobility application for asset management.
- Completed citywide phone system upgrade.
- Continued to construct fiber network buildout to the city's new Reverse-Osmosis Water Treatment Plant and the existing Northeast Water Treatment Plant in Countryside.

## LIBRARY

- Celebrated the grand opening of the new Clearwater Countryside Library at Countryside Community Park.



- Opened the Innovation Studio for Business and Technology at the Main Library to support entrepreneurship, small business development and STEM (Science, Technology, Engineering and Math) education.
- Responded to community requests to extend hours at the Clearwater Beach Library.
- Provided technology instruction to 11,592 library patrons.
- Hosted nearly 30,000 visitors at more than 1,000 programs for adults, teens and children across the library system.



## MARINE & AVIATION

- Clearwater Airpark was awarded the 2014 General Aviation Airport of the year, which put the department on the cover of the General Aviation State of Florida Guidebook (of 111 general aviation airports in Florida) and on the cover of the year's Aeronautical Navigation Chart.
- Completed a 600-foot extension on the airpark runway to the north, increasing airpark safety and safety for the local community.
- The Clearwater Community Sailing Center hosted the 2014 RS-X Windsurfing World Championship with three-months notice due to political unrest in Israel, where the event was scheduled to take place. It normally takes a year to organize the event, which was so successful that the city gained three additional world championship regattas for Clearwater for future years.



- Pier 60 made its first year of gross sales of more than \$1 million, providing a profit to the city of more than \$100,000. This was another step in a significant trend improving the overall sales from five years ago when Pier 60 would make less than \$400,000 in gross sales.
- The sailing center received its official designation as a paralympic training facility, procuring more than \$170,000 of Paralympic and Olympic class vessels with additional improvements to follow.

- The Clearwater Harbor Marina completed the year with 98 percent occupancy of its 114 permanent tenant slips. (Twelve slips are held for transient vessels.)
- Clearwater Beach Marina reached 90 percent occupancy of its 78 total recreational permanent tenant boat slips and maintained 100 percent of its 49 commercial tenants. Twenty slips are held for transient vessels.

## OFFICE OF MANAGEMENT & BUDGET

- City Council adopted the 2015/16 Annual Operating and Improvement Budget and maintained the same millage rate of 5.1550 mills for the 2015/16 fiscal year, the same millage rate as the last six fiscal years.
- Received the Distinguished Budget Award for the 2014/15 Annual Operating and Capital Improvement Budget. The city has received this award from the Government Finance Officers Association of the United States and Canada for its annual budget for each of the last 29 years. In order to receive this budget award, the city must publish a budget document that meets program criteria as a policy document, financial plan, operations guide and a communications device.
- Met compliance with the State of Florida's "Truth-in-Millage" process and all city and state compliance budget processes for Fiscal Year 2015/16. This includes the successful implementation of all notices and budget hearing requirements, ensuring the taxpayer awareness of millage and budget proposals. This also assures compliance with the city's code of ordinance regarding budget presentation requirements.

## OFFICIAL RECORDS & LEGISLATIVE SERVICES

- Supported 76 advisory board meetings (including special meetings, workshop and work sessions) in addition to one big Council Meeting.
- Supported 24 City Council work sessions (including special City Council work sessions) and 26 City Council meetings (including

special City Council meetings and Council subcommittee meeting re: transportation).

- Supported 16 Charter Review meetings, 15 Community Redevelopment Agency meetings (including Special CRA meetings), and 11 Pension Trustees meetings.
- Supported 167 Red Light Camera Appeals Hearings.
- Filled 255 public record requests.
- Added more than 20,000 documents to the city's Laserfiche archival system.
- Placed 176 legal advertisements.

## PARKS & RECREATION

- Completed the Joe DiMaggio Press Box and field renovations to host Pinellas County's first Major League Soccer spring training Philadelphia Union and local sports groups, primarily the Clearwater Tornados.
- Expanded the Aging Well Center's SilverSneakers and Prime memberships to more than 3,360 citywide.
- Nearly 4,000 dedicated volunteers contributed 42,155 hours of time to the city's Parks & Recreation Department. The value of the volunteer time for Fiscal Year 2014/15 is \$972,523.00.



- Celebrated the grand opening of the Courtney Campbell Trail in coordination with the Florida Department of Transportation and Pinellas County.
- Sent a delegation to Nagano, Japan, to celebrate the 55th Anniversary of the Sister City Program.
- Partnered with the National Council on Aging and the American Heart Association to host prestigious National Nutrition Program offered at four city sites with more than 200 older participants.



- The flyover bridge at US 19/Gulf-to-Bay Boulevard became the first US 19 bridge in Clearwater to feature a public art component with artistically created walls that feature blue LED lighting highlight.



- Completed waterproofing of the stadium at Bright House Field and installed a new video scoreboard and integration system at the stadium.

## PLANNING & DEVELOPMENT

- Expanded online permitting options in the city's Development Services/Building Division.

- Developing new zoning standards to make the city's portion of the US 19 zoning corridor more economically vibrant, attractive and safe for people working, living and shopping along US 19.
- Developed the North Marina Master Plan. The department hosted multiple community meetings to discuss the North Marina Master Plan to determine design plans and implement strategies for an area that covers 64 acres. The study area is just north of downtown Clearwater and includes the Seminole Boat Launch, the Francis Wilson Playhouse and North Ward Elementary School.
- Enhanced Code Compliance enforcement on short-term rental of properties in Clearwater and Clearwater Beach.

## POLICE

- Made an arrest for first-degree murder in the cold-case homicide of William Williams, a hotel security guard, from 2006. Obtained a conviction in another cold-case murder from 2008.
- Made an arrest in the double pedestrian hit-and-run fatality that occurred on Memorial Causeway and left two tourists dead.
- Conducted de-escalation training for all sworn employees, an emerging best practice to reduce use-of-force encounters and complaints against officers.



- Trained three sets of recruits totaling 23 new officers. These officers represent a diverse group along gender and ethnicity lines that help the agency better reflect the citizens it serves.
- Developed and implemented Burglary Project RID – designed to reduce opportunity, increase awareness and prevention, develop suspects and arrest offenders in home and vehicle burglaries. The project contains a proactive approach to help property owners take steps to avoid becoming victims of these crimes and also realigns departmental resources to better investigate and solve these crimes. The city realized a four percent burglary reduction during 2015.
- Expanded community outreach activities to include two crime-prevention events and the NAACP Law Enforcement Forum. The department also created the Officer Friendly Book Club, where nearly two dozen officers visit local preschools once a month to read to youngsters in an effort to fuel their interest in reading and to build on the department’s positive relationship with the community.



### PUBLIC COMMUNICATIONS

- Launched a new citywide brand and began the implementation phase of a comprehensive rebranding effort to showcase Clearwater’s new identity,

including a community branding survey, community presentation in April 2015, a role within the design/creative team, and program roll-out and implementation.

- Worked with multiple city departments to support the city’s year-long centennial celebration. Communication efforts involved the unveiling of a 48-foot-tall entryway monument, production of a historical coffee table book, a centennial parade and block party, a Clearwater Threshers baseball game for residents and city employees and multiple officially designated centennial events.
- Strengthened and empowered the community through active dialogue and communication with Clearwater residents, businesses and visitors using print publications, website and C-VIEW TV. Publications include “MyClearwater” magazine and “Sunshine Lines” utility bill stuffer. The department also actively engaged with Internet users through various social media networks, such as Facebook, Twitter, Instagram, Pinterest and Flickr.
- Provided live cablecasts and streaming video of City Council meetings, work sessions and board meetings.
- Coordinated the 2015 Neighborhoods Day, the 14th annual Citizens Academy and other programs designed to foster community engagement and develop and promote the city’s brand.



- Worked in partnership with Clearwater businesses and other departments to produce the third annual Sugar Sand Festival on Clearwater Beach.

### PUBLIC UTILITIES

- Completed construction and opened the city’s new Reverse-Osmosis Water Treatment Plant No.2 facility. With this new plant, the percentage of the city’s drinking water that is purchased from Pinellas County has fallen to the lowest level ever – 25 percent at the end of 2015 – and even greater production is expected in 2016.



- Approximately 370 homeowners in unincorporated Pinellas County, contiguous to city properties, elected to annex into Clearwater and to abandon septic tanks in order to connect to the city’s sewer system. The Idlewild/The Mall project provided many benefits: (1) increased water quality to local, impaired water bodies (such as Spring Branch, which flows into Stevenson Creek, then into the Intracoastal Waterway); (2) Clearwater’s new citizens may now enjoy city services; and (3) Clearwater expanded its boundaries, a win-win for residents and the city.
- More than 5.5 billion gallons of wastewater was treated and more than 1.7 billion gallons of reclaimed water was supplied to Clearwater utility customers.

- More than \$50,000 was saved by in-house talent performing utilities infrastructure project work that would have been subcontracted during the normal course of business.
- Clearwater's National Environmental Laboratory Accreditation Conference certified lab upgraded equipment, added new testing capabilities, performed more than 52,000 water and wastewater compliance tests and collected \$25,817 in outside testing fees.
- Due to expansion of the city's first reverse-osmosis water treatment plant facility, the department optimized in-house operator processes at the city's Water Plant No.3.

## SOLID WASTE & GENERAL SERVICES

- Transition to and implementation of once-a-week trash collection service, including route planning, reallocation of resources (vehicles and staff), and public communications (public forums, homeowner association meetings, advertising, residential mailings, etc.).



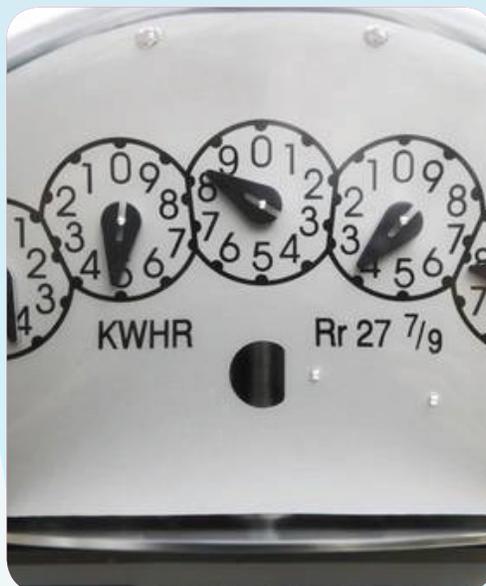
- Selected a vendor to provide recycling incentives for Clearwater's residential customers to encourage additional recycling and waste diversion.
- All garbage and recycling routes were collected on schedule without delay. The department collected approximately 107,900 tons of

solid waste and 9,200 tons of yard waste. Recycling processed and marketed approximately 12,350 tons of recyclables. Of that recycling total, 9,880 tons of recyclables were collected in Clearwater, thus avoiding disposal costs of \$370,500.

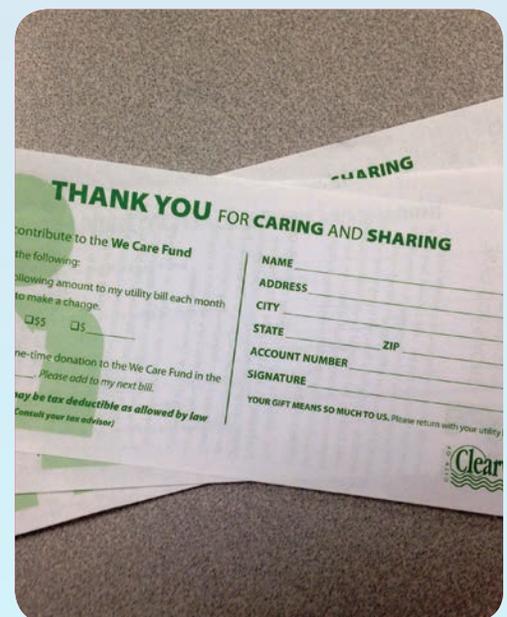
- The Solid Waste complex hosted 12 electronic waste drop-off events that allowed residents to drop off more than 32 tons of hazardous e-waste. Additionally, solid waste staff removed another 100 tons of e-waste from the waste stream while on residential collection routes.
- Streamlined the purchasing process for annual vehicle replacements and initiated a preventative maintenance program for Solid Waste vehicles to preclude fuel and hydraulic fluid spills.
- Completed phases one and two of the P25 Radio System migration.
- Performed renovations and remodels of the city's Municipal Services Building restrooms, Police Department headquarters' evidence offices, Clearwater Gas System's office trailers and the Jolly Trolley building.

## UTILITY CUSTOMER SERVICE

- Issued more than 612,000 utility bills (with more than 99.54 percent billed within three days of scheduled date). The department billed more than \$154 million in revenues and processed more than 583,000 customer payments.



- Performed more than 800,000 water and gas meter readings, with an accuracy rate of 99.94 percent. Utility Customer Service achieved a meter reading error rate of less than one error per 1,000 meters read (0.75/1,000 meters).
- Received more than 110,000 customer telephone calls and answered more than 81 percent of those calls in 30 seconds or less, with less than three percent abandoned call rate (customer hang-ups before calls are answered).
- Continued to provide responsible collection of past due and final billed receivables. The department achieved a bad-debt rate of 0.10 percent (uncollectible write-off as a percentage of total billed revenues).
- Increased participation in a paperless utility billing program, which is free, easy and environmentally friendly. After registering online, customers will be notified by email each month when their bill is ready to view online. Customers can access their bill at anytime and view past bills.
- Joined with utility customers who contribute to the city of Clearwater's We Care Fund. The department coordinated with the Salvation Army to provide 218 customers temporary assistance in paying their city of Clearwater utility bills.



# BY THE NUMBERS

3,753 volunteers contributed 42,155 hours of service to the city's Parks & Recreation department

46 miles of Clearwater waterfront from bay to beach

565,448 number of visitors to Clearwater's special events held in FY 2014/15

987,430 library items that were circulated through five branches

6 number of permanent commissioned public art pieces in the city's Cultural Affairs collection

602,000 utility bills that were issued last year

10 Number of police officers promoted to sergeant or lieutenant in the past year

205 pools, courts, fields, playgrounds, golf courses and miles of trails

246 number of graduates of Clearwater's Citizens Academy program

484 police and fire personnel

27,678 calls for service to Clearwater Fire & Rescue in FY 2014/15

66,000 meters that are read each month by Utility Customer Service meter readers

23 number of new police officers that were hired in the past year

# GET INVOLVED

Taking an active role with the Clearwater community makes you a more responsible citizen and helps shape Clearwater. There are many ways to get involved:

## ATTEND A CITY COUNCIL MEETING

Council meetings are typically held the first and third Thursday of each month at 6 p.m. at City Hall. The public is permitted and encouraged to speak at these meetings.

## WATCH C-VIEW TV

C-View TV is the city's government access cable television station. Watch city meetings live and replayed on Bright House (channel 638), Wow! (channel 15) and Frontier (channel 30).

## BECOME A CITY AMBASSADOR

Join more than 240 Citizens Academy graduates who have learned about the governing process and how to make a positive community impact. This program accepts 20 to 22 resident applicants each year, introducing them to city programs, people and processes. This program is in its 14th year.

## BE INFORMED

Sign up one of Clearwater's many e-mail newsletters at [myclearwater.com](http://myclearwater.com), or check out our copy of "MyClearwater" magazine, which is published three times each year. Free subscriptions to the magazine are available to residents upon request.

## JOIN AN ADVISORY BOARD

A variety of advisory board opportunities are available for those interested in being community leaders. If you wish to serve on a board, call Official Records & Legislative Services at 562-4093.

## VOLUNTEER

Help keep Clearwater a bright and beautiful city by volunteering. You can join your neighborhood association, help clean a neighborhood park, or get involved with a local not-for-profit organization. Volunteers are needed in Parks & Recreation (562-4803), Main Library (562-4970, ext. 5037), Clearwater Police Department (562-4178) and Marine & Aviation (462-6954).

## CONNECT WITH US

Use our mobile app, Clearwater Connect, a non-emergency customer gateway to many city services. Download it from the Apple App Store or get it on Google Play for Android devices, or use the non-mobile version at [myclearwater.com/connect](http://myclearwater.com/connect).

## GET SOCIAL

Visit the city's Official Facebook page ([facebook.com/cityofclearwater](https://facebook.com/cityofclearwater)), the Clearwater Police Department page ([facebook.com/clearwaterpolice](https://facebook.com/clearwaterpolice)), Clearwater Fire & Rescue page ([facebook.com/clwfire](https://facebook.com/clwfire)) and more. Users also can link to city Twitter feeds, Instagram, Pinterest, YouTube, and Flickr pages.

## LEARN MORE ABOUT YOUR GOVERNMENT

Visit the city's website at [myclearwater.com](http://myclearwater.com) to find information you need about the city, its departments and programs.

# CITIZENS GUIDE

|   |                     |   |              |
|---|---------------------|---|--------------|
| Aging Well Center.....                          | 724-3070            | Library (System).....                           | 562-4970     |
| Aging, Office on .....                          | 793-2339, ext. 244  | Mayor's Office/City Council.....                | 562-4050     |
| Animal Services .....                           | 582-2600            | Marina.....                                     | 462-6954     |
| Auto Tags .....                                 | 464-7777            | Neighborhood Services.....                      | 562-4554     |
| Beach Safety/Lifeguards .....                   | 462-6963            | Official Records &<br>Legislative Services..... | 562-4090     |
| Building Permits/<br>Business Tax Receipts..... | 562-4567            | Parking System.....                             | 562-4704     |
| C-VIEW TV .....                                 | 562-4646            | Parking Tickets.....                            | 866-353-7137 |
| City Clerk.....                                 | 562-4090            | Parks & Recreation .....                        | 562-4800     |
| City Manager .....                              | 562-4040            | Pier 60 .....                                   | 462-6466     |
| Clearwater Airpark.....                         | 443-3433            | Pinellas County Information .....               | 464-3000     |
| Code Compliance/<br>Community Response .....    | 562-4720            | Planning & Development .....                    | 562-4579     |
| Consumer Protection<br>(Pinellas County).....   | 464-6200            | Police (Non-emergency) .....                    | 562-4242     |
| Driver Licenses,<br>Florida Division of.....    | 850-617-2000        | Public Communications.....                      | 562-4682     |
| Economic Development.....                       | 562-4220            | Public Utilities.....                           | 562-4960     |
| Emergencies .....                               | 9-1-1               | Sailing Center.....                             | 517-7776     |
| Engineering.....                                | 562-4750            | Social Services Information.....                | 2-1-1        |
| Environmental Concerns.....                     | 562-4742            | Solid Waste<br>(Garbage)/Recycling.....         | 562-4920     |
| Fire & Rescue .....                             | 562-4334            | Traffic & Transit Information.....              | 5-1-1        |
| Gas System<br>Sales .....                       | 562-4980            | Senior Helpline.....                            | 800-861-8111 |
| Service & Repair .....                          | 562-4900, ext. 7419 | Urban Forestry.....                             | 562-4828     |
| Housing.....                                    | 562-4030            | Utilities/Water/<br>Sewer/Reclaimed Water.....  | 562-4960     |
| Human Resources/<br>Employment.....             | 562-4870            | Utility Customer Service .....                  | 562-4600     |
| Human Rights<br>(Pinellas County).....          | 464-4888            | Volunteering .....                              | 562-4803     |
|   |                     | Zoning.....                                     | 562-4604     |

