



**CITY COMMISSION WORKSHOP
CITY OF ST. PETE BEACH
COMMISSION CHAMBERS**

155 Corey Avenue
St. Pete Beach, FL 33706

Wednesday, June 18, 2025
4:30 PM – 7:30 PM

Call to Order
Pledge of Allegiance
Roll Call

STRATEGIC PLANNING WORKSHOP

1. Presentations -
 - a. **Strategic Planning Retreat**
2. Adjournment -

AMERICANS WITH DISABILITIES ACT (ADA): In accordance with the Americans with Disabilities Act and Florida Statutes, if any person with a disability defined by the ADA needs special accommodation to participate in this proceeding, then not later than two business days prior to the proceeding, he or she should contact City Hall at (727) 367-2735.

**The public is invited to attend this meeting, however, public comments will not be accepted.
All agenda material is available for review at City Hall or www.stpetebeach.org.**



2025 Strategic Planning Retreat



Strategic Planning Agenda Overview



Welcome and Warm-Up Activities Celebrations of Successes and Recognitions



Context Setting Why Strategic Planning Matters



From Past to Present Evolution of Planning



Commissioner Feedback Survey



Introduction of Strategic Framework Exercise and Outcome Strategic Objectives- Linked to Crosswalk



Consensus on Strategic Roadmap

1. Welcome & Warm-Up

1. Ice Breaker activity to foster engagement and set the tone
2. Recognitions and recent success stories



Icebreaker: Headlines from the Future

- Prompt: Imagine it's the year 2030 and your municipality is being featured on the front page of a major local or national news outlet. What's the headline, and what did we do right to earn it?
- Give each participant 1 minute to write their 'headline.'
- Go around the room and have each person share their headline and a one-sentence explanation.
- Capture the headlines on a whiteboard or flip chart.



City Manager's Office



- Parking study initiated with Dixon Resources Unlimited



- Operational and Enterprise fee study initiated with Raftelis Financial Consultants



- Hurricane after action including the Recovery Task Force



- Continued improvement on several city ordinances (beach, noise, sign)

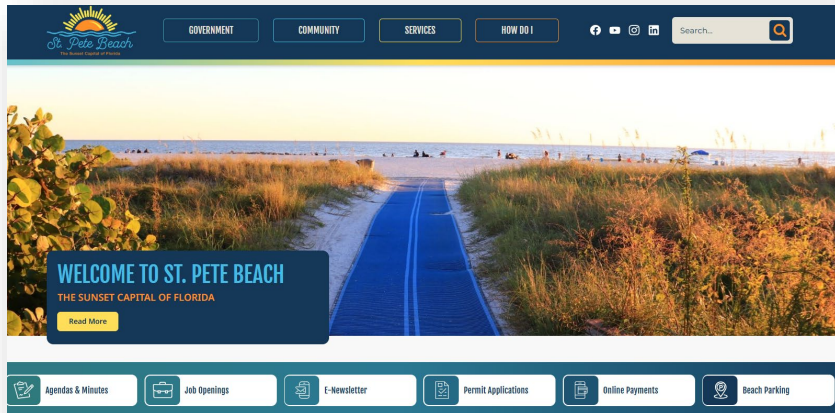
City Clerk's Office

- Facilitated, noticed, attended and took public comment at 117 City and community meetings, workshops, and executive sessions in the last year; ensured compliance with notices, minutes, ordinances, proclamations, resolutions.
- Worked across departments for Commission and Board agenda creation; advertised, facilitated and attended 30 bid openings in the last year.
- Customer Service: completed 361 public record requests from residents, attorneys, employees, governments, and the general public last year in an average of 3.2 days each.
- Established the Recovery Task Force with the residents; facilitated and attended the required meetings, resulting in recommendations for future disasters.



Communications

Phase I Website Rebranding*Operation



Improve public facing brand consistency and ease of access to vital city information

**Completed at no additional cost to the city*

New Direct Mail Newsletter



Expand channels for public communications and enhanced engagement

PIO comms during fire incident



Manage media relations and public information during community emergencies

Community Development

Processed over 4,900 permit applications since 10/1/24 while continuously evaluating and modifying policies and operations to better serve the community.

Facilitated over 40 Local Historic Designations since November 2024 and restored the Historic Plaque Program.



Developed a program where community volunteers are available at City Hall from 9 am – 1pm to assist residents with navigating the permitting process.



Fire Department

Newly implemented Light Marine Unit and EMS Captain position, fully funded by Pinellas County, reduces local costs and supports strategic goal of long-term fiscal sustainability through enhanced EMS response and external funding.

The Fire Department Open House promotes community engagement through interactive demos, safety education, and family-friendly activities supporting the city's goal of vibrant, connected neighborhoods.

The Fire Department's Hurricane Expo and stakeholder meeting with the FDEM Region 6 representative support the city's goal to enhance emergency response and disaster preparedness. These efforts help update response plans, engage the community, and provide vital resources to empower residents before, during, and after storms.



Library



Foster neighborhood associations and community groups to strengthen social ties.

- 185 members in Friends of the Library group
- 20 members in Novel Idea Book Club
- Regular open houses with Mayor and Commissioners



Plan and host regular community events such as festivals, markets, and cultural celebrations.

- Local Author Showcase
- Sea, Sand & Sound local musician outdoor concert series

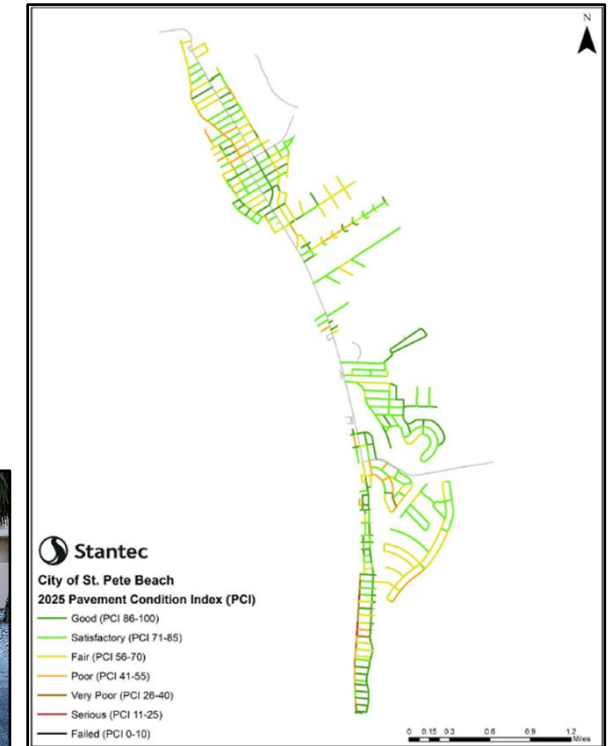


Create a variety of recreational programs and activities for different age groups and interests.

- Inclusive Art Hour with Creative Clay
- Topics in American History lecture series
- Feature films
- Children's story times and craft programs

Public Services

- Received \$2 million in state funding to support wastewater pump station 1 improvements.
- Received over \$130,000 in state funding for the Don CeSar boat ramp feasibility study.
- Secured \$625,000 state grant for Don CeSar stormwater outfall structure improvements.
- Applied for over \$2 million in state grants to improve backup power and stormwater systems.
- Requested \$15 million in state funding to replace aging wastewater pipelines.
- Proposed storm-resistant materials for City facility repairs to help protect against future damage and increase longevity.
- Designing improvements to protect critical wastewater stations from flooding.
- Completed a road condition survey to help prioritize future street improvements.
- Began construction to upgrade wastewater pump station 1 for a more modern and reliable system.



Recreation and Aquatics



Enhanced use of community resources through shared infrastructure – utilize the Community Center for all classes and activities



Spring Fest at Horan Park – creating a welcoming space for residents to connect, celebrate, and participate in fun, inclusive activities



Spring Concert Series at Horan Park- enhancing quality of life by bringing residents together to enjoy live music

Technology

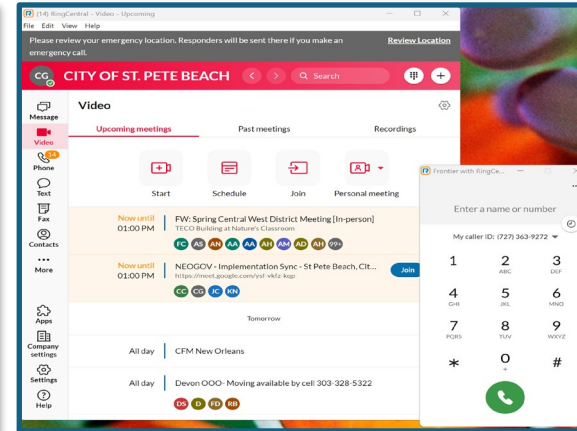
Restoration and Recovery



🔧 Successfully brought temporary facilities for Fire, Public Works, Recreation, and Community Services back online following storm impacts—ensuring continuity of essential services.

👥 Onboarded 61 staff, contractors, and volunteers from Sept to April, allowing teams to mobilize to meet significant demand.

Deployed Digital Services



Mobile Printing

☎️ Deployed Cloud-based RingCentral Phone System

📊 Expanded communication channels, enabled smart routing, and maintained uninterrupted services for emergency operations.

🖨️ Deployed mobile printing and began implementation of advanced SDE tools to enhance field operations and data access

Finance

1. Modernizing Financial Infrastructure

- Implementing a new Enterprise Resource Planning (ERP) system to enhance operational efficiency, increase financial transparency, and position the City to pursue the GFOA Distinguished Budget Presentation Award.

2. Strengthening Organizational Capacity

- Successfully filled critical leadership roles, including the Finance Director and Assistant Finance Director, ensuring continuity and strategic oversight of financial operations.

3. Advancing Budget Excellence

- Initiated development of the FY2026 Budget using GFOA Best Practices, aligning with national standards for clarity, accountability, and performance.

4. Aligning Resources with Community Priorities

- Launched a Budgeting for Outcomes framework to better connect financial investments with service delivery and community impact.

5. Enhancing Public Engagement

- Introduced a series of Budget Workshops to foster transparency and encourage community participation throughout the budget process.

6. Reviewing Cost Structures

- Initiated a Fee Study through a professional services contract to ensure equitable and data-driven cost recovery across City services.



Human Resources (HR)

NEOGOV – HR Implementation

- Introduced NeoGov, a public-sector 'Applicant Tracking System (ATS)' platform.
- This move revolutionized our HR recruitment processes, aligning them with modern standards and significantly enhances efficiency for both applicants & internal customers.
- Job Descriptions, Job Postings, Competitive Hiring Processes, Compliance and Selection Processes = all automated!
- Internal workflows streamlined across the entire organization.

(A) HR High-Volume Staffing Support & Organizational Restructuring

- 26 New Employees
- 14 Promotions from Within
- 8 Staff in 'Acting Leadership Role Assignments', enhancing leadership capacity

(B) HR 'Limited Duration Temporary Employee' (LDTE) Staffing Model

- Developed & implemented a flexible staffing model to swiftly address fluctuating organizational needs, such as pre- and post- emergency scenarios.
- 7 employees hired under this model, ensuring continued operational success during critical periods.



2. Context Setting

- Why Strategic Planning Matters
- Reminder: Vision and Mission remain unchanged

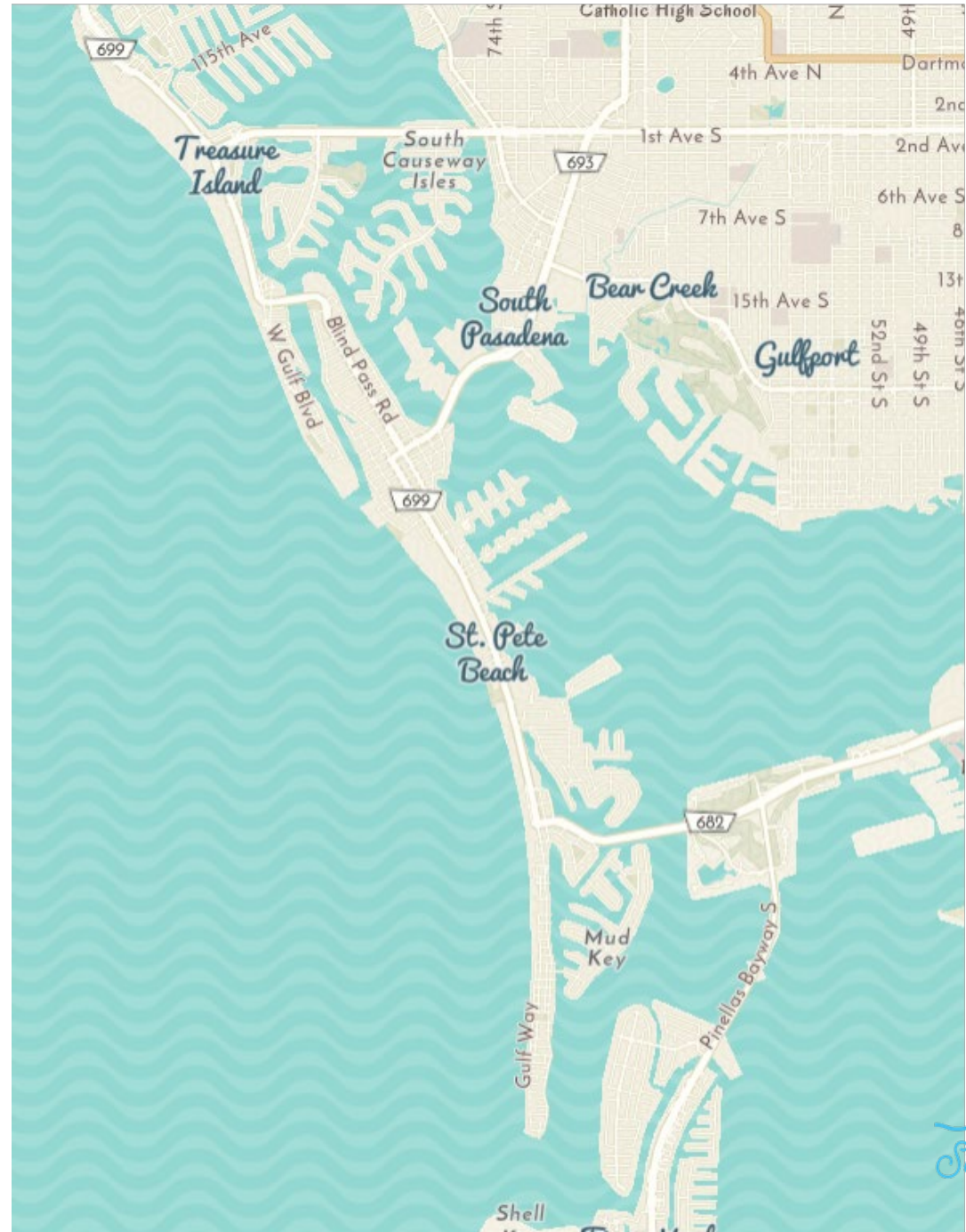


Strategic Planning Process & Timeline

December 2024	Priority setting work session
December 2024- May 2025	Staff Collation and Formation of Strategic Initiatives and Goals
May 2025	Commissioner Survey for input into Strategic Initiatives
June 2025	Commissioner Retreat
July 2025	Staff to incorporate Feedback changes from the Retreat for Strategic Initiatives and Goals for Adoption
July 2025	Incorporation into Budget
December 2025	Staff to return to Commission with Objectives and Strategies

Strategic Planning

- Why strategic planning matters
 - Building a strategic plan is really a community roadmap
- At the core we must remain agile but also prepared as we have seen we've been forced to continually pivot while also being expected to be prepared for these types of situations
- If we fail to get appropriate level of community engagement, build buy-in within middle management, fully embrace strategic planning as a top priority – execution will suffer.
- Find ways to reward and protect those who take reasonable risks and achieve less than optimal results



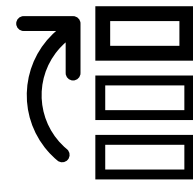
“The Why” Priorities Ranked Highest

Basic infrastructure is foundational to all other services

Storm recovery remains urgent and complex

Prosperity and redevelopment must align with community

values
Excellence in city operations empowers all departments



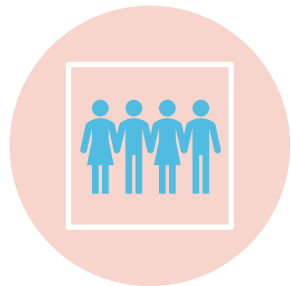
3–5 Year Success Outcomes



Sustainable, resilient systems and infrastructure



Trusted and responsive city services



Preserved community character with compatible growth



Public trust and participation in governance

How We Succeed



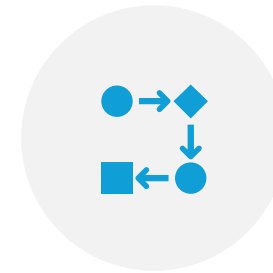
- CLEAR PRIORITIES AND
OUTCOME METRICS



- REGULAR STRATEGIC
CHECK-INS AND
ADJUSTMENTS

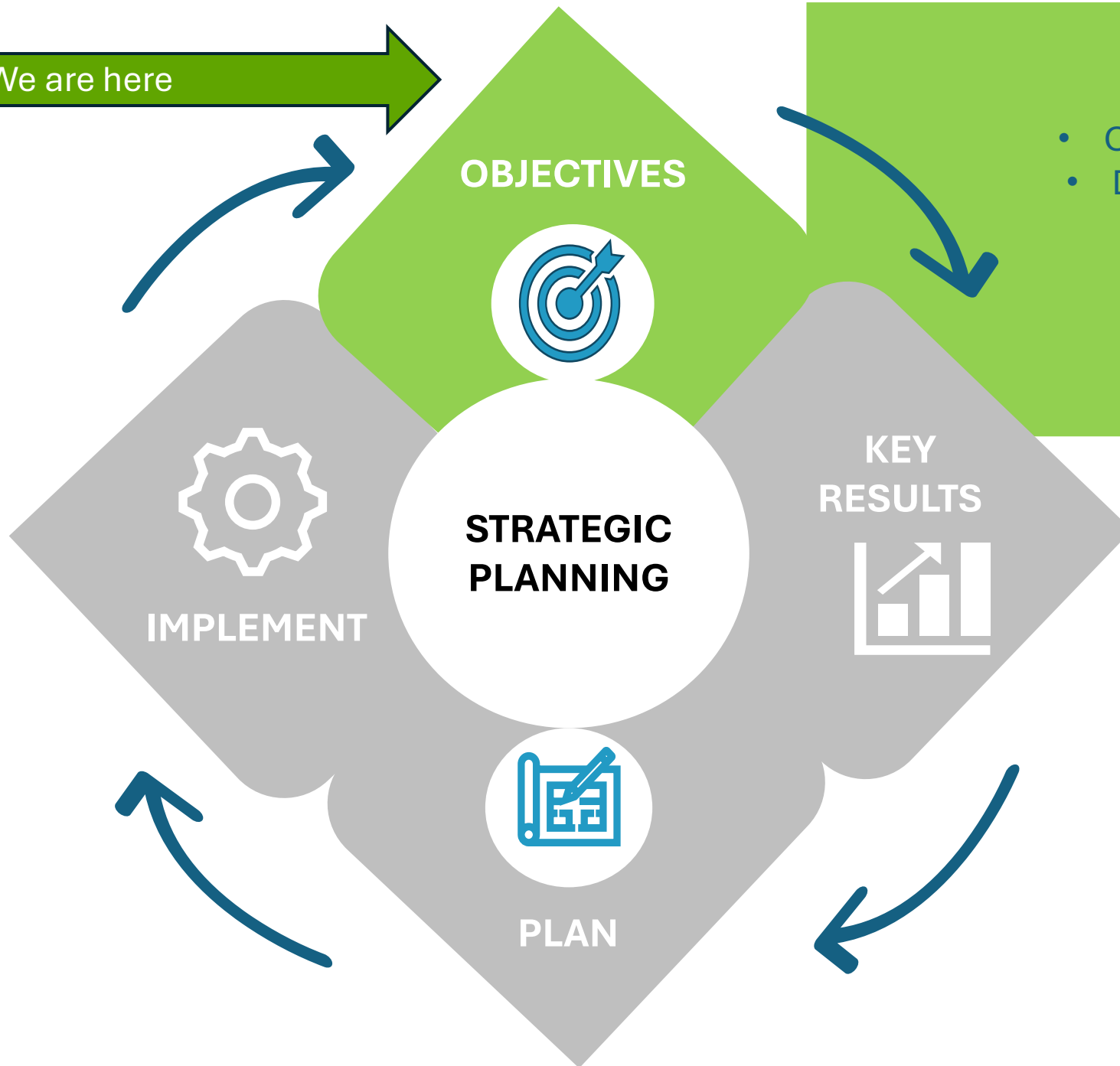


- EMPOWERED LEADERSHIP
AND TEAMS



- RESIDENT FEEDBACK
LOOPS AND PARTICIPATORY
PLANNING

We are here



- Commission feedback and vision
- Department feedback and buy in
 - Objectives being developed

Strategic Planning

Plan

- Mission and Vision
- Regulatory Mandates
- North Star
- SWOT Feedback
- Commission Focus Areas

A. Where we are

B. Where do we want to be

- Mission and mandates
- Structure and Systems
 - Communications
- Programs and Services
 - People and Skills
 - Budget
 - Support

Execute

- Programs and Services
- People and Skills
- Budget
- Support

C. How to get there

- Mission and mandates
- Structure and Systems
 - Communications



At its core...

Remaking the strategic-planning process is not about creating the optimal meeting schedule, metrics, or mission statements. It is about building a system that allows agency and department heads to determine priorities, put adequate resources behind those priorities, and then hold people accountable for results. It is about solving real problems. When they achieve this, government leaders find that they are fighting the right battles and delivering lasting value for their citizens.

Mission and Vision

Why we
EXIST

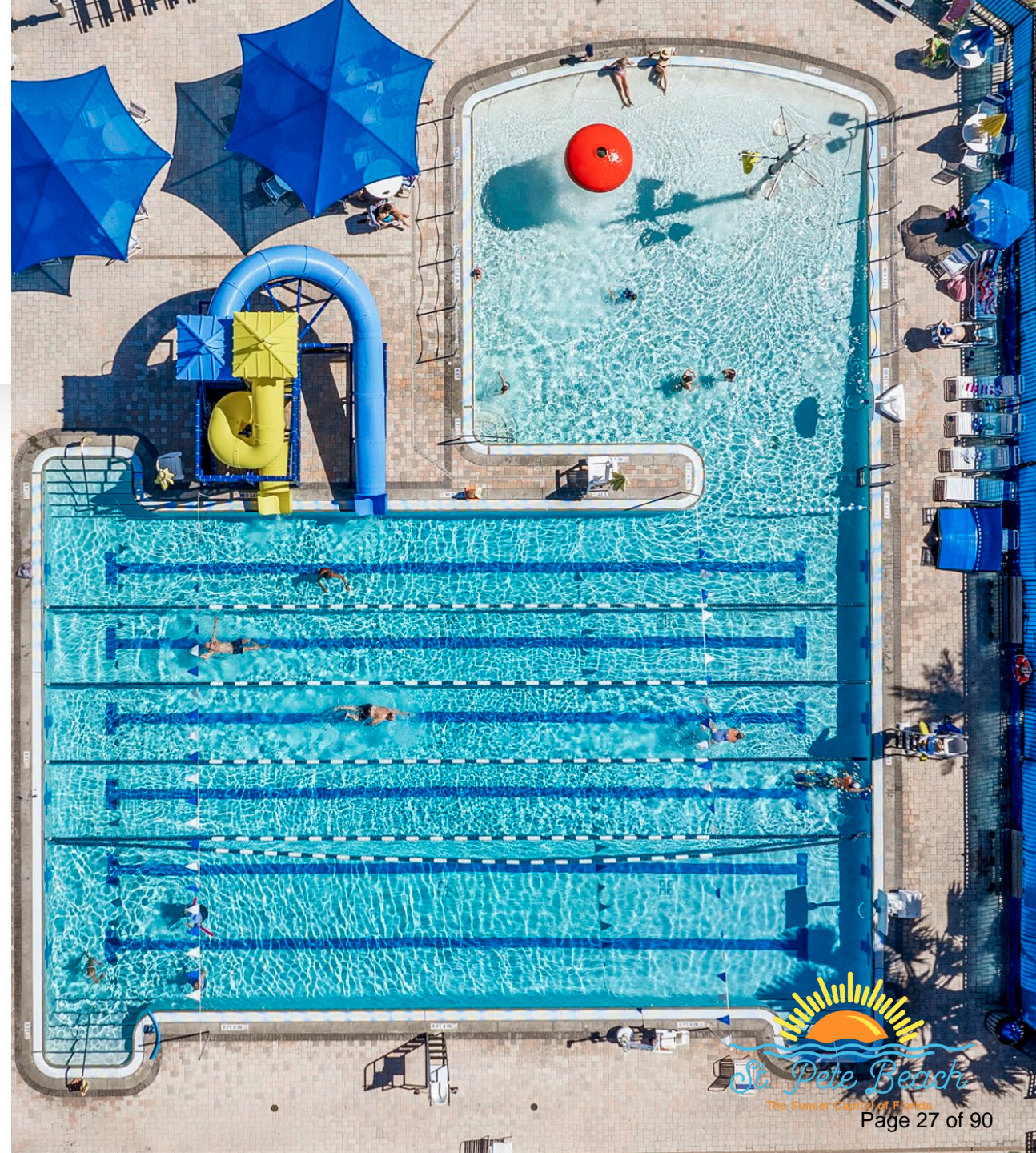
Mission: The City of St. Pete Beach is committed to ensuring an optimal quality of life for its community by protecting our beaches and family-friendly environment while being respectful of our history.

What we
aspire to
BE

Vision: The City of St. Pete Beach strives to maintain our distinct sense of community values that fosters an environment of innovation, resiliency, sustainability and inspiration.

3. From Past to Present: Strategy Evolution

- Transition from the former strategic plan to current priorities
- Visual map showing how past priorities and recent feedback inform the new focus areas





Former Task List:



Operational Goals FY 22

Executive

- Gulf Blvd Phase I & II
- Determine State Funding priorities **(Completed)**
- Federal Funding Priorities **(Completed)**
- Increase Opportunities to communicate with the public. Quarterly District meeting and bi-annual HOA Presidents meetings **(Completed)**
- Duke Energy Franchise **(Completed)**
- Pursue grant funding opportunities. To include Sunset Way complete streets (\$550K), Community Center Living Shoreline (\$1.5 million)
- Removal of consent decree
- Minimize pension fund liabilities...Move new CWA employees out of pension system
- Develop policy for fund balance based on risk analysis

Finance and Administration

- Establish impact fees for parks, (none for library and fire)
- Sewer rate study
- Develop Internship and volunteer programs
- Pursue transportation \$1.5 million funding from State
- Enterprise Resource Planning system
- Audit of code related fees
- IT penetration assessment
- CWA Union negotiations
- Reclaim water commercial rates
- Waste Connections and litter service

Priority Work Session- December 2024



- Mayor Petril
- Commissioner Marriott
- Commissioner Robinson
- Commissioner Rzewnicki
- Commissioner Moholland

Priority Work Session - December 7th, 2024

Economic Development

- Tourism and Development
- Diverse and affordable housing/(70th – 76th lower priced displaced)
- Long-range planning
- Redevelopment of aging properties
- Too Much/Unmanaged development

Internal Operations

- Staffing/to support recovery/move to pro-active help ●●
- Fiscal/\$ into city (ex: opportunities 2 reimbursement)/grant software/fee study ●●●●●
- Various department focus

Resiliency

- Beaches and maintenance of top-rated destination
- Historical property preservation
- Wastewater and road infrastructure ●●
- Greener/Eco-friendly
- Sea Level rise and sea wall infrastructure
- Disaster preparedness
- Climate change impacts
- Build back better ●



4. Commissioner Feedback

- Review themes from Commission and Staff strategic input
- Identify aligned priorities and shared values
- Highlight key areas where consensus is unclear
- Use insights to guide next steps in strategic planning



Why We Exist – Our Core Purpose

To facilitate the health, welfare, safety and quality of life

Organize and manage services for the public good

To do what residents can't do individually

Common Themes

Serve residents, businesses, and visitors with essential services

Maintain infrastructure, safety, and public well-being

Govern responsively and preserve quality of life

Strong consensus on public service and infrastructure as government's central role

STRATEGIC PLANNING WORKSHOP INSIGHTS



Aspirational Vision for a Welcoming, Vibrant City

“We are striving to become a vibrant, inclusive, and resilient city— a place where all people feel safe, connected, and empowered to thrive.”

Betty Rzewnicki



Community Values Anchored in Engagement

“Our residents should come first, and we should be guided by the principle of what our residents want.”

Adrian Petrila



Focus on Reliable Services and Infrastructure

“Funding to rebuild our infrastructure, building a more resilient community, and smart, responsible redevelopment that protects and preserves our community and values.”

Lisa Robinson

Strategic Insights

S

STRENGTHS

- Strong staff culture
- Resident-oriented commission

W

WEAKNESSES

- Legacy processes
- Silos, resource strain
- Risk aversion

O

OPPORTUNITIES

- Federal/state infrastructure grants
- Civic engagement

T

THREATS

- Home rule erosion
- Storms, climate change
- Lawsuits, rising costs

SWOT Summary

Strategic Planning Summary

Common Purpose

“To Facilitate the health, welfare, safety, and quality of life.”

“To Serve the people who live, work, and visit the community.”

Shared Values



Fiscal Responsibility



Environmental Stewardship

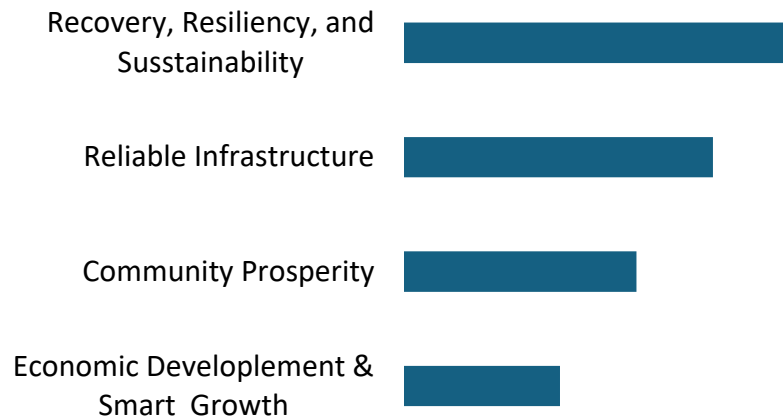


Resilience



Community Engagement





Aligned Strategic Priorities



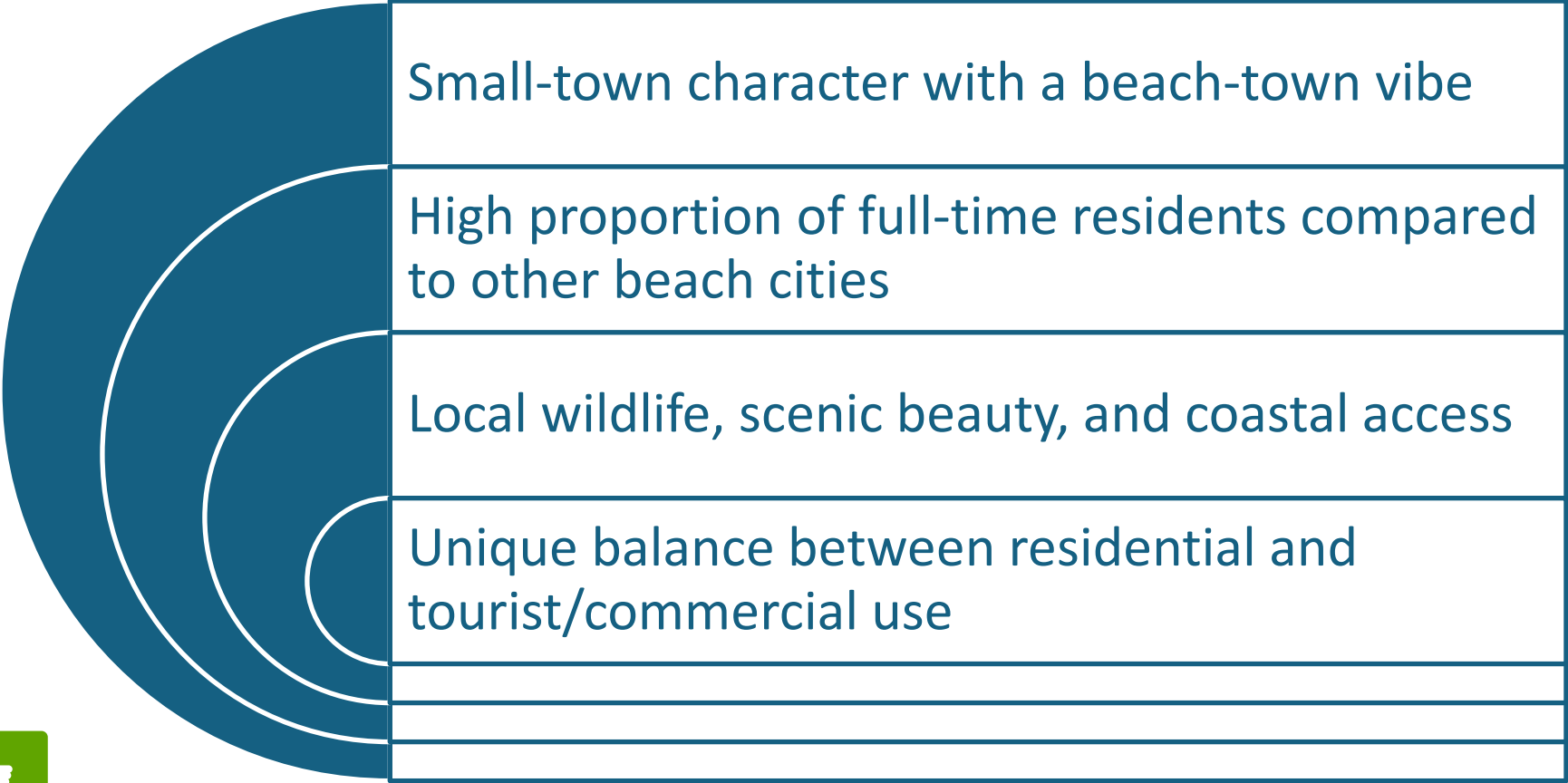
Key Differences

- Community identity versus revitalization
- Level of organizational transparency
- Prioritizing funding for infrastructure

Priority Alignment: In Practice

Focus Area	Plans in action	Commission Direction
<p>Strategic Planning and priorities</p>	<ul style="list-style-type: none"> Ongoing workshops with commission to inform Strategic Compass Several budget workshops for all facets of budgeting to include prioritization. Internal Deep Dive with every department reviewing every spend and its purpose 	<ul style="list-style-type: none">  Alignment of team goals with organizational vision Shifting paradigm: Proactive versus Reactive leadership  Intentional prioritization and transparency Fiscal responsibility Focus on high-impact initiatives
<p>City-wide Operational Transformation</p>	<ul style="list-style-type: none"> Working Genius program High performing team development Redevelopment Commission Agenda Processes Agenda Tracker/Planning/Transparency Recovery task force – Community engagement and input Community Meetings Parking/other 	<ul style="list-style-type: none">  Deep Level of transparency Enhanced Communication and Collaboration Breaking down department silos Building comradery and accountability through action  Focus groups a core tenant for managing priorities  Gather meaningful input to inform decision making Strengthen trust and Civic Relationships Educate public on planning and design considerations

Community Identity & Uniqueness



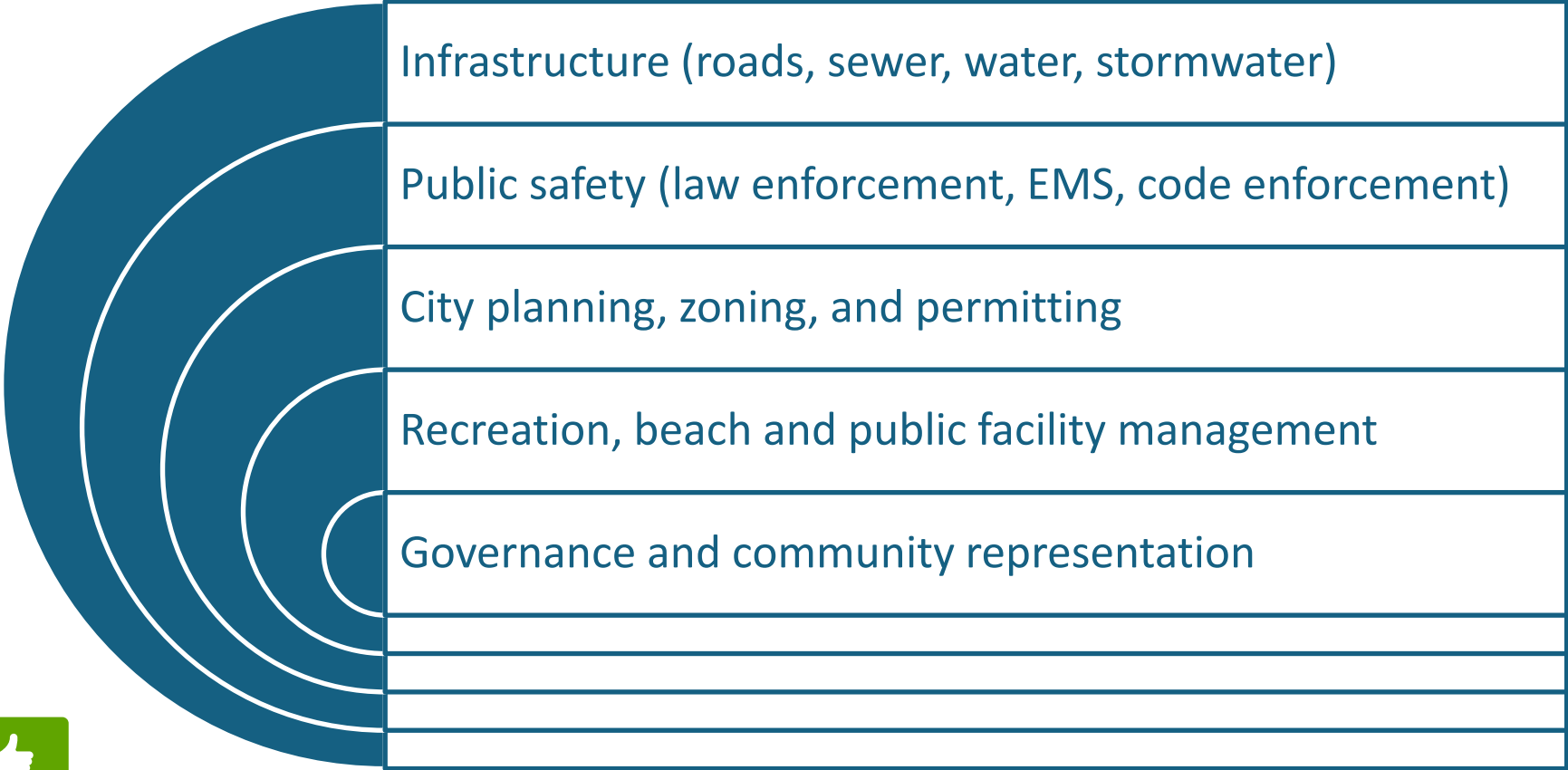
Broad agreement on natural assets and residential character as defining traits

Core Values



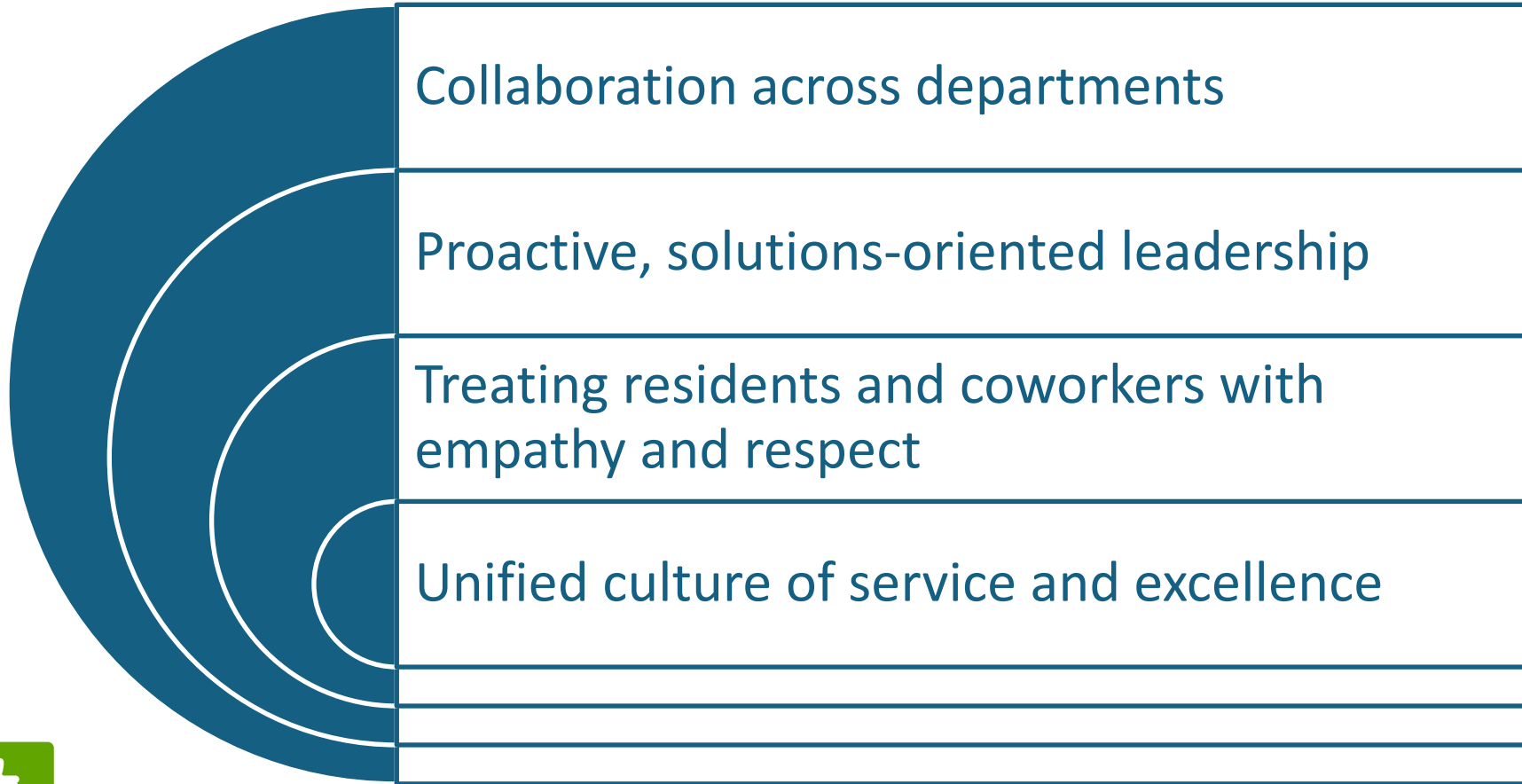
Commission Alignment: Strong alignment on top 5 guiding values

What We Do – Essential Services



Agreement on the range of municipal responsibilities

What 'Great' Looks Like Internally



Agreement on collaborative, values-driven leadership and customer service culture

Immediate Priorities (12–24 Months)



Alignment that recovery and infrastructure dominate highest priorities across responses

Aligning Decisions with Long-Term Vision



Anchor short-term actions to long-term priorities

Use clear criteria to vet decisions

Foster transparency and public engagement



Consensus that strategic discipline is necessary to reduce reactivity and stay mission-aligned



Group Exercises- Improving Alignment

Who do we aspire to be- City Aspirations

- Real conversation and definition setting on what we aspire to be?
- Define smart/sustainable growth
- What new developments are complete in St. Pete Beach in 20 years?

Values In Practice

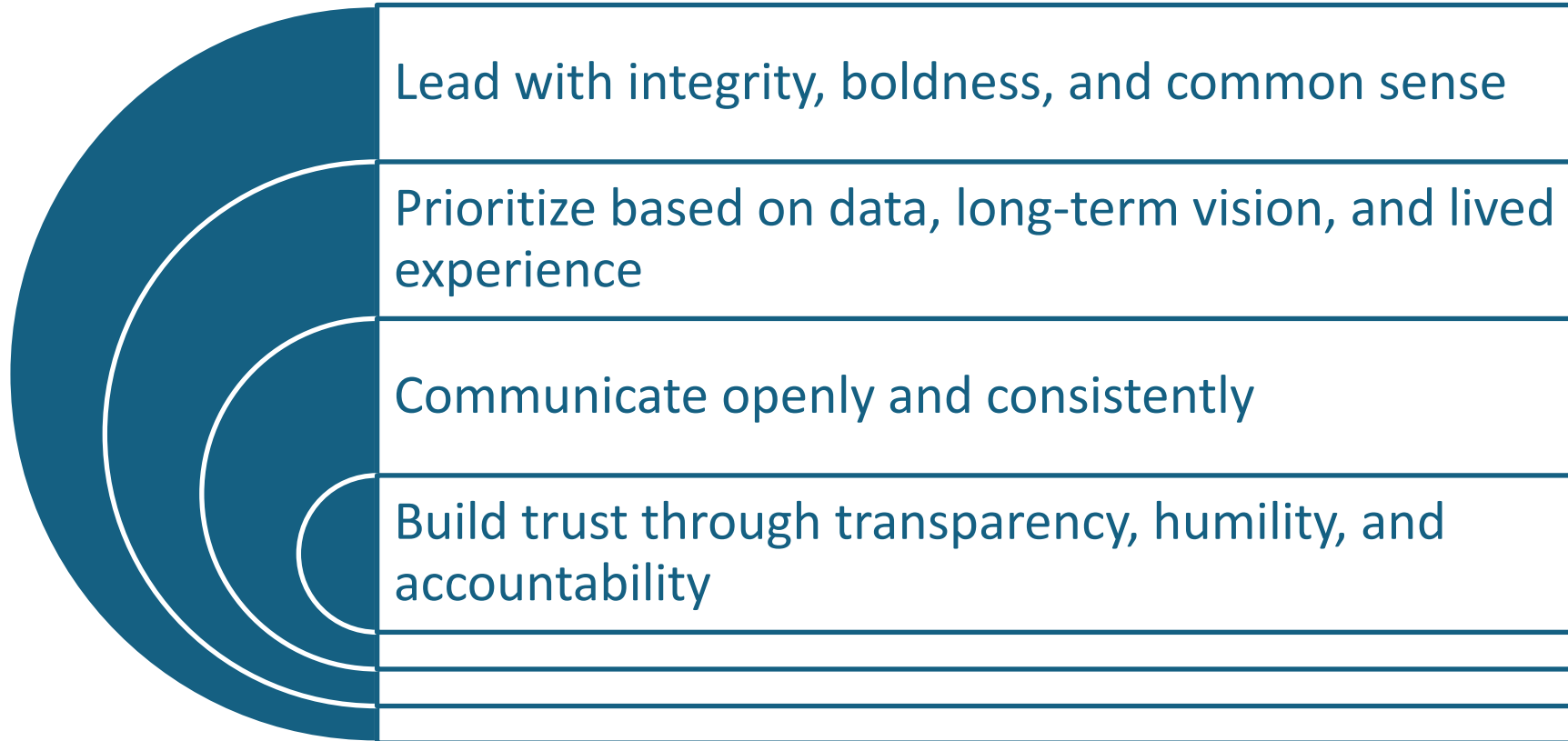
- What attributes does the community observe that demonstrates you are a high performing commission
- What are the commitments we establish with each other for working together?

Who do we aspire to be



Differences on vision for growth vs. preservation; debate on scale and type of redevelopment

Values in practice



Some call for more bold, common-sense decision-making, others emphasize inclusive, empathetic leadership

Who Ensures Strategic Alignment?

Shared responsibility among Commission, City Manager, and departments

Tools: outcome metrics, communication, budgeting, adaptability



Generally we are on the right track however, some concern around consistency of commission engagement and execution discipline



Break

5. Introduction of Strategic Framework Exercise and Outcome

Exercise for **each** of the 5 Key Strategic Initiatives:

- Group discussion: “What keeps you up at night?” and “What does community excellence look like?”
- 3-5 goals per Strategic Initiative is there anything here you want to remove or replace?

Outcome:

- Confirm collective understanding and alignment





Proposed:

*print out will be provided.



2025-2027

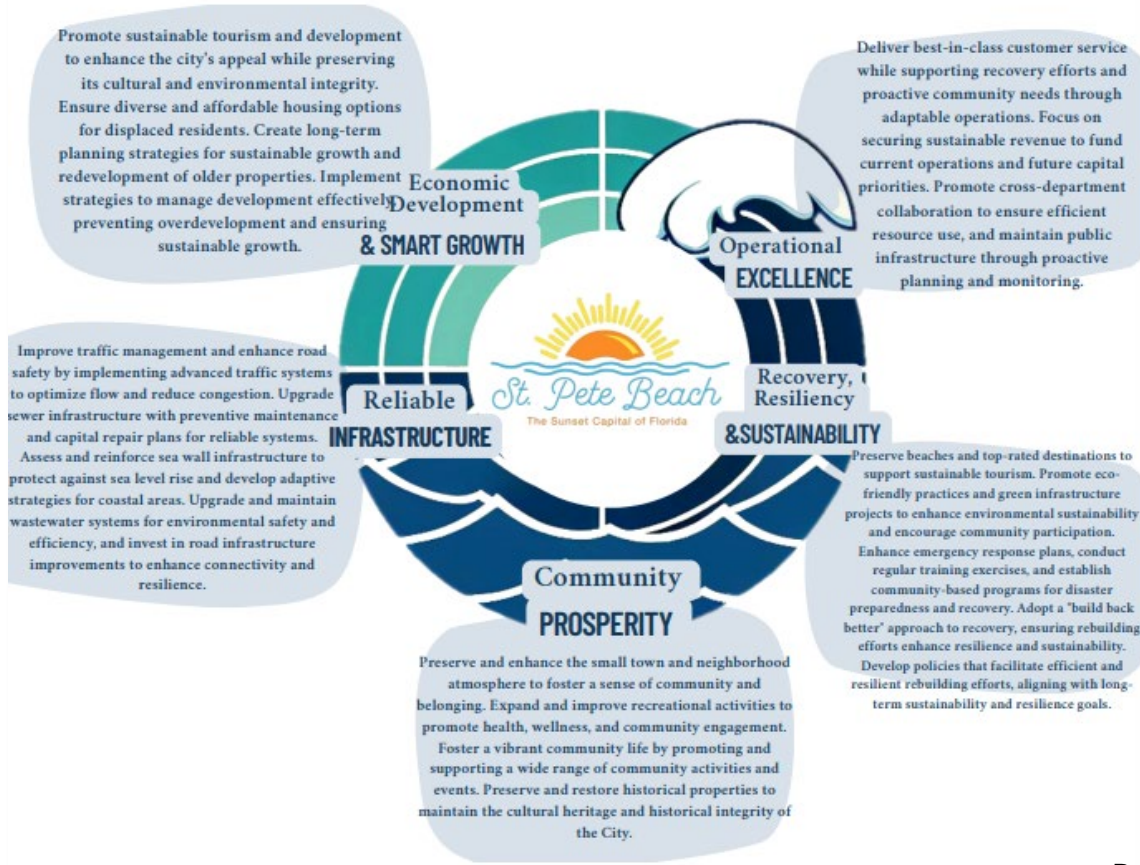
Strategic Roadmap

Why we EXIST

Mission: The City of St. Pete Beach is committed to ensuring an optimal quality of life for its community by protecting our beaches and family-friendly environment while being respectful of our history.








What we aspire to BE

Vision: The City of St. Pete Beach strives to maintain our distinct sense of community values that fosters an environment of innovation, resiliency, sustainability and inspiration.










Formally: Internal Services December 2024 session

	Mayor Petrila Commissioner
	Marriott Commissioner
	Robinson Commissioner
	Rzewnicki Commissioner
	Moholland

- Staffing/to support recovery/move to pro-active help  
- Fiscal/\$ into city (ex: opportunities 2 reimbursement)/grant software/fee study     
- Various department focus

Proposed Strategic Initiative: Operational Excellence

1. Goal: Offer best in class customer service and support recovery initiatives and proactive community assistance consider a flexible operation to adapt to changing needs and priorities.  
2. Goal: Identify and pursue long-term sustainable revenue sources that establish funding for operations and capital     
3. Goal: Foster strong collaboration among various departments to ensure cohesive and efficient resource allocation.
4. Goal: Develop maintenance plans, allocate resources, and monitor infrastructure to ensure well-maintained assets.




Deliver best-in-class customer service while supporting recovery efforts and proactive community needs through adaptable operations. Focus on securing sustainable revenue to fund current operations and future capital priorities. Promote cross-department collaboration to ensure efficient resource use, and maintain public infrastructure through proactive planning and monitoring.

Formally: Resiliency & Recovery combined December 2024 Session

●	Mayor Petrila Commissioner
●	Marriott Commissioner
●	Robinson Commissioner
●	Rzewnicki Commissioner
●	Moholland

- Beaches and maintenance of top-rated destination
- Historical property preservation (moved to Community Prosperity)
- Wastewater and road infrastructure ●● (moved to Reliable Infrastructure)
- Greener/Eco-friendly (combined with climate below)
- Sea Level rise and sea wall infrastructure moved to Infrastructure
- Disaster preparedness
- Climate change impacts (combined with Greener/Eco-friendly)
- Build back better ●
- Ordinances that support rebuilding

Proposed Strategic Initiative: Recovery, Resiliency & Sustainability

1. Goal: Ensure the preservation and enhancement of beaches and other top-rated destinations to maintain their appeal and support sustainable tourism.
2. Goal: Promote eco-friendly practices and green infrastructure projects to enhance environmental sustainability, mitigate climate change and encourage community participation in sustainability programs and initiatives
3. Goal: Enhance emergency response plans and conduct regular training exercises, and establish community-based programs to support disaster preparedness and recovery.
4. Goal: Adopt a "build back better" approach to recovery, ensuring that rebuilding efforts enhance resilience and sustainability and encourage innovative solutions and technologies in reconstruction projects 
5. Goal: Develop policies that facilitate efficient and resilient rebuilding efforts and ensure that rebuilding policies align with long-term sustainability and resilience goals.



Preserve beaches and top-rated destinations to support sustainable tourism. Promote eco-friendly practices and green infrastructure projects to enhance environmental sustainability and encourage community participation. Enhance emergency response plans, conduct regular training exercises, and establish community-based programs for disaster preparedness and recovery. Adopt a "build back better" approach to recovery, ensuring rebuilding efforts enhance resilience and sustainability. Develop policies that facilitate efficient and resilient rebuilding efforts, aligning with long-term sustainability and resilience goals.

Formally: Community & Neighborhoods December 2024 session

	Mayor Petrila Commissioner
	Marriott Commissioner
	Robinson Commissioner
	Rzewnicki Commissioner
	Moholland

- Maintain small town and neighborhood vibe
- Recreational activities
- Desire for community activities

Proposed Strategic Initiative: Community Prosperity



1. Goal: Preserve and enhance the small town and neighborhood atmosphere to foster a sense of community and belonging.
2. Goal: Expand and improve recreational activities to promote health, wellness, and community engagement.
3. Goal: Foster a vibrant community life by promoting and supporting a wide range of community activities and events.
4. Goal: Preserve and restore historical properties to maintain the cultural heritage and historical integrity of the City.



Preserve and enhance the small town and neighborhood atmosphere to foster a sense of community and belonging. Expand and improve recreational activities to promote health, wellness, and community engagement. Foster a vibrant community life by promoting and supporting a wide range of community activities and events. Preserve and restore historical properties to maintain the cultural heritage and historical integrity of the City.

Day two Welcome & Warm-Up

1. Ice Breaker activity to foster engagement and set the tone



Icebreaker: Resiliency Superpower

- Prompt: If you could give our city one superpower to boost our resiliency—whether it's to better withstand storms, recover faster from emergencies, or support vulnerable populations—what would it be and why?
- Ask each person to share their chosen superpower and a brief explanation (30–60 seconds per person).
- Encourage creative and even lighthearted answers.



Formally: Transportation & Infrastructure

December 2024 session

●	Mayor Petrila Commissioner
●	Marriott Commissioner
●	Robinson Commissioner
●	Rzewnicki Commissioner
●	Moholland

Transportation

- Traffic/Safety
- Parking accessibility and availability
- Transit growth and connectivity

Infrastructure

- Sewer ●●
- Basis 101 of maintaining
- Public Works staff support to expand needed support ●

Proposed Strategic Initiative: Reliable Infrastructure



1. Goal: Improve traffic management and enhance road safety. Implement advanced traffic management systems to optimize traffic flow and reduce congestion.
2. Goal: Upgrade sewer infrastructure, implement preventive maintenance, and adopt infrastructure capital repair and replacement plan to ensure reliable and efficient sewer systems. ●●
3. Assess and reinforce sea wall infrastructure to protect against sea level rise, and develop adaptive strategies to mitigate the impacts of rising sea levels on coastal areas.
4. Goal: Upgrade and maintain wastewater systems to ensure environmental safety and efficiency, and invest in road infrastructure improvements to enhance connectivity and resilience. ●●

Improve traffic management and enhance road safety by implementing advanced traffic systems to optimize flow and reduce congestion. Upgrade sewer infrastructure with preventive maintenance and capital repair plans for reliable systems. Assess and reinforce sea wall infrastructure to protect against sea level rise and develop adaptive strategies for coastal areas. Upgrade and maintain wastewater systems for environmental safety and efficiency, and invest in road infrastructure improvements to enhance connectivity and resilience.



Formally: Economic Development December 2024 session

●	Mayor Petrilá Commissioner
●	Marriott Commissioner
●	Robinson Commissioner
●	Rzewnicki Commissioner
●	Moholland

- Tourism and Development
- Diverse and affordable housing/(70th – 76th lower priced displaced)
- Long-range planning
- Redevelopment of aging properties
- Too Much/Unmanaged development



Proposed Strategic Initiative: Economic Development & Smart Growth

1. Goal: Promote sustainable tourism and development to enhance the city's appeal while preserving its cultural and environmental integrity.
2. Goal: Ensure the availability of diverse and affordable housing options to support displaced residents and meet the community's needs.
3. Goal: Create and execute long-term planning strategies to support sustainable growth and development within the city. Facilitate the redevelopment of older properties to enhance neighborhoods and improve the living conditions for residents.
4. Goal: Implement strategies to manage development effectively, preventing overdevelopment and ensuring sustainable growth.

Promote sustainable tourism and development to enhance the city's appeal while preserving its cultural and environmental integrity. Ensure diverse and affordable housing options for displaced residents. Create long-term planning strategies for sustainable growth and redevelopment of older properties. Implement strategies to manage development effectively, preventing overdevelopment and ensuring sustainable growth.



Strategic Planning Process & Timeline:

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December 2025	Staff to return to Commission with Objectives and Strategies

6. Closeout & Consensus

- Reaffirm alignment and next steps for refining goals and building project plans



Email	Name	What District do you represent? (for public records purposes)
jmoholland@stpetebeach.org	Joe Moholland	4
brzewnicki@stpetebeach.org	Betty Rzewnicki	District 3

lrobinson@stpetebeach.org

Lisa Robinson

District 2

apetrila@stpetebeach.org

Adrian Petrila

mayor

kmarriott@stpetebeach.org

Karen Marriott

District 1

Why does our city government exist? What is our core purpose?

What do we do? What essential services or functions define our work?

To facilitate the health, welfare, safety and quality of life for its residents, businesses and visitors and to do so in the most fiscally responsible fashion as feasible.

Manage and Supervise the implementation of city policies, projects and day to day operations.

Our government exists to serve the people who live, work, and visit the community. At its core, the purpose of a city government is to organize, manage, and provide essential services that individuals and private organizations cannot efficiently handle alone.

- 1. Public Services and Infrastructure**
Maintain roads, sidewalks, public transportation, water systems, sewage, and waste collection. Ensure public safety through police, fire, and emergency medical services. Operate parks, libraries, recreation centers, and other community amenities.
 - 2. Local Governance and Representation**
Make decisions that reflect the values, priorities, and needs of residents. Provide a forum, commission meetings and boards, where citizens can voice concerns and participate in local decision-making.
 - 3. Regulation and Planning**
Enforce zoning laws, building codes, and public health standards. Plan for growth, housing, environmental protection, and economic development.
 - 4. Stewardship of Public Resources**
Manage budgets, collect taxes, and allocate funds responsibly. Ensure transparency, accountability, and long-term sustainability.
 - 5. Fostering Community Well-being**
Promote equity, inclusivity, and access to opportunity. Support education, cultural activities, public health, and community partnerships.
- Our government exists to build and maintain a safe, livable, and thriving community for everyone.

To provide essential services, maintain order, improve the quality of life for the residents and provide democratic representation. Our core purpose is to ensure the well-being and prosperity of our city.

We are responsible for providing essential services such as infrastructure, utilities, public safety & community facilities, maintaining order and safety through law enforcement, zoning & building codes, develop plans for future growth within the realms of capacity and community needs, attract businesses to promote job growth, address the needs and concerns of residents, provide for citizen participation in local decision making and create ordinances that enhance safety and preserves and protects the resident's quality of daily life.

to serve the needs of the community, to do the things we could not do individually, e.g. infrastructure, roads, water, EMS, etc.

we are elected to represent the residents of our town, to help make decisions and take action on items that our community would like to see enacted

To manage the infrastructure that affects resident's health and safety (sewer, water, stormwater, roads), to manage public facilities (including the beach), and to assist residents in following the Florida building code.

See above

Who are we striving to become as a city and organization?

What do we want to be known for by residents, businesses, and visitors?

I'm not sure there's any consensus on this within the community or the commission.

Once again I don't believe there's consensus on this within the outlined groups.

We are striving to become a vibrant, inclusive, and resilient city—a place where all people feel safe, connected, and empowered to thrive. We envision a city that:

Welcomes diversity and innovates while preserving its character and heritage.

Leads sustainably, with forward-thinking solutions to challenges like housing, climate change, and transportation.

Fosters community pride, civic engagement, and collaboration.

Delivers a high quality of life, where families, businesses, and future generations can grow and succeed.

We want to be known as a city that:

For Residents:

Listens and delivers—a city where voices are heard, and services meet real needs.

Feels like home—safe, welcoming, and full of opportunity for people of all backgrounds.

Supports quality of life—with strong neighborhoods, parks, and public spaces.

For Businesses:

Is open for innovation—a city that supports entrepreneurs, small businesses, and sustainable growth.

Makes it easy to do business—with responsive services, modern infrastructure, and a can-do attitude.

Builds partnerships—where the public and private sectors work together to create value.

For Visitors:

Is memorable and welcoming—with vibrant culture, unique local experiences, and friendly people. Offers something for everyone—whether it's dining, events, nature, or history.

Makes it easy to come back—with accessibility, hospitality, and a strong sense of place.

In Summary:

We want to be known as a forward-thinking, inclusive, and community-driven city—one that delivers real value to everyone who lives, works, and spends time here.

A city that values and preserves its resident's quality of life, provides outstanding services within its organization and as a built-out city promotes reasonable, responsible redevelopment to attract quality over quantity that is a partner with the city and its residents.

A quaint, family friendly beach community that balances the needs and desires of its residents with realistic growth and revitalization of its businesses.

a body that serves its community, that enhances the lives of those who live here

as a resident friendly town, that protects the quality of life of those that live here, as a city that protects the character and charm of community

A city that is welcoming, functional, friendly, and finds innovative solutions to problems. Business owners and residence all feel like part of the same community. An organization that is professional, helpful, and competent.

As a beautiful, friendly place with diverse housing, vacation lodging, dining, and shopping options. Small town, family-friendly vibe with competent and efficient city government.

What makes our community unique—and how do we preserve or enhance that uniqueness?

What are the 3–5 core values that should guide all city decisions?
(Multiple Choice)

Barrier Island/beach with the easiest access from the interstate on the west coast of Florida.

Fiscal Responsibility; Environmental Stewardship; Accountability;

Our community is unique because of the people, place, and spirit that define us:
We're a community of neighbors who care - united in purpose.
Our residents are engaged, creative, and committed to making this a better place for all.
We are shaped by our geography, history, and culture—whether that's our natural landscapes, historic districts, local traditions, or neighborhood character.
We have a strong civic pride and a can-do attitude.
We're big enough to have momentum, but small enough to stay personal.
We commit to:
Protecting what matters—from historic landmarks to cultural heritage and natural resources.
Planning thoughtfully—so growth doesn't erase identity, but strengthens it.
Centering community voices—especially those historically left out.
Supporting local—businesses, artists, and organizations that give our city its flavor.
Investing in place—making public spaces more vibrant, welcoming, and reflective of who we are.

Innovation;Resilience;Environmental Stewardship;Community Engagement;Service Excellence

Our small town feel, beautiful beaches, sunsets, water views, natural wildlife (dolphins, manatees, sea turtles, black skimmers, etc) and preservation of our history.

Fiscal Responsibility;Resilience;Environmental Stewardship;Community Engagement;Innovation

To preserve our uniqueness we must first value and prioritize the same within our organization starting from management throughout all departments (planning, code, law enforcement, etc). It should be a mindset.

To enhance our uniqueness, we must enforce and create protections and constantly, continuously re-evaluate our comprehensive plan to ensure its alignment with our needs and environmental changes.

we are one of the few florida beach towns that still have a high percentage of residents, vs. many other towns where residents have left in favor of short-term renters and tourists

Fiscal Responsibility;Community Engagement;representing the will of our residents

Our mix of commercial (both tourist- and resident-focused) and residential areas makes us unique amongst the beach communities. We have to keep striving to find and maintain that balance so we don't become a tourist/vacation rental-focused place OR a residential area that can't support the diversity of businesses that we have.

Fiscal Responsibility;Service Excellence;Resilience;Innovation

How should these values show up in how we lead, prioritize, and communicate?

Use more common sense.....see #9

In How We Lead

Lead by example — Our leaders should model integrity, empathy, transparency, and accountability.

Empower others — We share leadership by listening deeply, building trust, and including diverse voices in decision-making.

Stay people-focused — Every policy, plan, and program start with the real needs and hopes of our community.

In How We Prioritize

Align with core values — We prioritize what reflects our commitments to equity, sustainability, safety, innovation, and belonging.

Use data and empathy — We make decisions informed by both evidence and the lived experiences of our residents.

Think long-term — We invest in solutions that build resilience and benefit future generations, not just immediate wins.

In How We Communicate

Be clear and honest — We communicate openly, explain our decisions, and own our mistakes.

Listen as much as we speak — Community engagement isn't a checkbox—it's a mindset of continual dialogue.

Reflect our values in tone and action — Whether in a town hall, email, or public statement, our values should be visible in how we show up.

In Summary:

City values should be lived values. They guide how we lead with integrity, prioritize with purpose, and communicate with humility and respect. When we do this consistently, we build trust and momentum together.

VALUES - Prioritize INNOVATIVE & RESILIENT procedures, products and designs that have had success in other communities. Be BUDGET CONSCIENCE in purchasing and mindful of waste and unnecessary build outs. Lead with our community (RESIDENTS & ENVIRONMENT) first and foremost.

our residents should come first, and we should be guided by the principle of what our residents want, how are the decisions we make in the best interest of our residents

By staying focused on what is important and being willing to not chase every shiny new idea to the detriment of the big goals.

How do we behave as an organization when we are at our best?

Be willing to be decisive and bold.....but smart. Do what you know needs to be done rather than just talk about it.

When we are at our best, we act with clarity, courage, compassion, and collaboration. Our behavior reflects both our mission and our values—not just in what we do, but in how we do it.

We Put People First

We listen to our residents and each other with respect and empathy.

We treat everyone—regardless of title, background, or circumstance—with dignity.

We design services that are equitable, accessible, and responsive to real needs.

We Are Transparent and Accountable

We are honest about what we know, what we're working on, and where we've fallen short.

We follow through on commitments and own our responsibilities.

We share information openly, so people understand not just what we're doing, but why.

We Are Proactive and Solution-Oriented

We don't wait for problems to grow—we address them early with creativity and urgency.

We focus on progress over perfection, learning and adapting as we go.

We think long-term, even when under short-term pressure.

We Work Together Across Boundaries

We break down silos and collaborate across departments, sectors, and communities.

We share credit, welcome diverse perspectives, and celebrate collective wins.

We support one another—because we succeed together or not at all.

We Lead with Integrity and Purpose

We act in service of the public good, not personal or political gain.

We make values-based decisions, even when they are hard.

We show up with humility, curiosity, and a commitment to continuous improvement.

In Summary:

At our best, we act like a team that the community can trust—driven by purpose, grounded in values, and focused on service. This is the culture we strive to embody every

BEHAVIOR - TRANSPARENT in dealings, ACCOUNTABLE for actions/decisions and provide SERVICE EXCELLENCE in all duties.

we treat our residents as we would want to be treated if we were in their shoes

As a well-functioning team that provides the services the community needs with excellence and helpfulness.

What behaviors or practices must we model consistently as leaders?

Be genuine.

Leadership behavior sets the tone for your entire organization. When leaders model the right practices consistently, it reinforces culture, builds trust, and drives performance.

1. Lead with Integrity

Tell the truth, even when it's hard. Make decisions that align with our values, not just what's easiest or most popular. Admit mistakes and take accountability.

2. Listen Actively and Empathetically

Seek out and genuinely consider diverse perspectives—especially from those impacted by our decisions. Create space for open dialogue and difficult conversations. Ask more questions than we answer.

3. Communicate with Clarity and Purpose

Share information transparently—early, often, and in plain language. Explain not just what we're doing, but why. Be visible and approachable, especially during times of change or challenge.

4. Make People a Priority

Treat staff and residents with respect, fairness, and compassion. Recognize and develop talent; coach, don't just command. Model work-life balance and well-being.

5. Act Strategically and Decisively

Align daily actions with long-term goals and community priorities. Use data and lived experience to inform decisions.

Move forward with purpose—avoiding both delay and recklessness.

6. Embrace Collaboration Over Control

Break down silos and invite partnership. Share credit and celebrate team success. Trust others to lead and empower them to act.

7. Stay Curious and Committed to Growth

Be open to feedback—even uncomfortable feedback. Learn continuously, from residents, peers, and outcomes. Model adaptability, creativity, and a growth mindset.

In Summary:

As leaders, our influence is measured by what we model, not just what we say. Consistent, values-driven behavior is the foundation of a trustworthy, effective, and resilient city organization.

Be a problem solver, strive for excellence and protect our community (residents & environment).

patience, care, empathy

The attitude that we are all on the same team fighting the problem (whatever that may be at any given time).

What is the most important thing we must focus on right now (next 12–24 months)?

Rank the following re-titled strategic initiatives from the Priority Work Session 12/7/2024 (1 being the most important 5 being the least important)

Water/sewer. Revenue production outside the tired old raise the mill rate thinking that's been utilized for years in this city.

Recovery, Resiliency, & Sustainability (Resiliency & Recovery-combined) ;Operational Excellence (Internal Operations);Reliable Infrastructure (Transportation & Infrastructure-combined);Economic Development and Smart Growth (Economic Development) ;Community Prosperity (Community & Neighborhoods)

Emergency planning, resiliency planning (especially infrastructure), Grant writing (especially what is currently available for mitigation)

Recovery, Resiliency, & Sustainability (Resiliency & Recovery-combined) ;Reliable Infrastructure (Transportation & Infrastructure-combined);Economic Development and Smart Growth (Economic Development) ;Community Prosperity (Community & Neighborhoods) ;Operational Excellence (Internal Operations)

Funding to rebuild our infrastructure Recovery, Resiliency, & Sustainability (Resiliency & Recovery-combined) ;Reliable Infrastructure (Transportation & Infrastructure-combined);Community Prosperity (Community & Neighborhoods) ;Operational Excellence (Internal Operations);Economic Development and Smart Growth (Economic Development)

recovery, infrastructure, finances Recovery, Resiliency, & Sustainability (Resiliency & Recovery-combined) ;Reliable Infrastructure (Transportation & Infrastructure-combined);Community Prosperity (Community & Neighborhoods) ;Economic Development and Smart Growth (Economic Development) ;Operational Excellence (Internal Operations)

Making sure we have an infrastructure plan for maintenance and upgrades that prevents failures and have a solid funding plan. Reliable Infrastructure (Transportation & Infrastructure-combined);Operational Excellence (Internal Operations);Recovery, Resiliency, & Sustainability (Resiliency & Recovery-combined) ;Economic Development and Smart Growth (Economic Development) ;Community Prosperity (Community & Neighborhoods)

Based on your ranking why did you decide to rank the strategic priorities as your highest ranking in the prior question?

Seems obvious to me.

We need to act strategically and decisively, strategy provides focus, and decisiveness creates momentum.

We have been doing to many studies without active resiliency and sustainability plans in action:

1. Leadership Without Strategy Is Just Activity

Decisions feel inconsistent or short-sighted. Staff and residents lose clarity on what matters most. Every action should align with long-term community goals. Resources are invested where they make the most impact. The organization avoids “firefighting” and stays proactive.

2. Decisiveness Builds Trust and Momentum

When leaders act decisively: Teams gain clarity and direction. Stakeholders see progress. Even when there’s disagreement, people respect a transparent, informed decision.

3. We need a Unifying Anchor

Balance short-term service delivery with long-term vision. Connect cross-departmental efforts around shared goals. Set the tone for accountability and discipline across the organization.

When we lead with strategy and act with purpose, they not only model clarity and courage—they invite the entire organization to do the same.

- 1 - We are still recovering and will be doing so for the next couple years
- 2 - We must have the basic 101 of infrastructure to be a viable community
- 3 & 4 - Are a combo & reliant upon each other
- 5 - We are being hand tied with State mandates to be able to control our destiny, so we must focus on the basics first.

Operational excellence does not fit in these categories; it is how we do the things we do, and we should be doing them at an excellent level

Infrastructure is the core job of the city - none of the rest of it matters if we don't have reliable power, water, sewer, and roads. Operational excellence drives everything else. If the city departments are all working well and providing excellent service the other items on the list will be easier to achieve.

What long-term outcomes should define our success over the next 3–5 years?

How will we succeed in achieving these outcomes?

Improved infrastructure, continued improvements in delivery of city services.

Figure out funding and remain focused on city staff leadership which in recent months has greatly improved.

Sustainable and Resilient Environment

Outcome: The city is actively addressing climate change and building resilience in its infrastructure, operations, and natural systems.

Measures might include green mission truly being a mission, resilient infrastructure investments, and access to green space or tree canopy coverage.

Economic Opportunity and Mobility

Outcome: Local business growth and improved/safe transportation.

Trusted and Effective Government

Outcome: The city consistently delivers high-quality, transparent, and responsive services—and earns the trust of its residents.

Measures might include resident trust or satisfaction surveys and service delivery speed and quality.

Smart Growth and Livable Places

Outcome: The city grows in a way that protects its character, increases housing options, supports transportation choices, and builds great public spaces.

In Summary:

Our 3–5 year success should be defined not just by outputs (projects completed) but by outcomes—clear, measurable improvements in the lives of your residents.

1. Lead with Purpose and Clarity

2. Build Strong Partnerships

3. Focus on Equity in Everything

4. Measure What Matters

5. Empower People and Teams

6. Foster a Culture of Transparency and Trust

Funding to rebuild our infrastructure, building a more resilient community and smart, responsible redevelopment that protects and preserves our community and values.

By having credible, competent, innovative personnel that are dedicated to our community and we remain unified in our goals & policies

we come up with a plan and a means to pay for our infrastructure needs

that's what we're here to brainstorm

Full recovery from the last storms and being better prepared for future storms. Full recovery looks like damaged house repaired or rebuilt because we have an incredibly efficient building department that doesn't slow things down, commercial buildings that have been repaired to be more resilient and are occupied with thriving businesses. The city being in a position to be more proactive with land acquisition for public spaces, economic development, and innovative solutions to problems.

By focusing on the above priority list

Who is responsible for maintaining strategic alignment, and what must be done to stay on track?

What should drive our business and policy decisions?

City Manager. Also city commission, however many commissioners over the years have been either unwilling or unqualified to be decisive in their role.

Is it good for the city. It's not the city's responsibility to ensure financial prosperity of businesses.

City Leadership Team (Commission, City Manager, Department Heads)
What Must Be Done to Stay on Track?

1. Establish Clear Goals and Metrics
2. Hold Regular Progress Reviews
3. Foster Open Communication
4. Align Budget and Resources
5. Build Accountability Mechanisms
6. Adapt with Agility

Maintaining strategic alignment is a shared responsibility, anchored by leadership but involving every part of the organization, and requires clear goals, regular review, open communication, and flexible execution. This coordinated effort is essential for sustained progress and impact.

At the highest level, our business and policy decisions should be driven by our city's strategic priorities and core values—which are set and owned by the City Leadership Team (Mayor, City Manager, Department Heads). At the highest level, our business and policy decisions should be driven by our city's strategic priorities and core values—which are set and owned by the City Leadership Team (Commission, City Manager, Department Heads).

City Commission via City Manager and the management of each departments

Providing quality essential services and protecting and preserving the quality of life of the residents.

the commission, it needs to continuously engage with the community and hear from the residents what their priorities are, and then implement that. for too long we have been deaf, ignorant, and even defiant of what our resident have told us their priorities are

the residents, the members of the community

The city manager and the commission need to take responsibility for staying on track.

Our priority list

How do we ensure short-term decisions align with long-term priorities?

How can we remain focused on our longer term strategic compass while being responsive to community needs?

Ideally an engaged city manager with an engaged proactive commission. I'm not optimistic the latter will ever happen so we very much need the city manager to remain focused.

See #18

We ensure alignment by connecting every short-term decision to clear, measurable strategic priorities through consistent criteria, ongoing review, transparent communication, and adaptive planning.

By holding a strong strategic vision as our compass, embedding flexible processes, engaging continuously with our community, and fostering transparent communication, we can be both focused and responsive—turning today's challenges into tomorrow's progress.

Short term decisions should be the foundation of long-term priorities and if not, they should be re-evaluated for their purpose.

Have a clear view of what the community wants by providing multiple platforms for community participation (town halls, workshops, surveys, public comment, etc).

we compare the ST decisions vis a vis the LT priorities to see if they move the LT forward or hinder it

We should be asking this question on every issue to make sure we stay on track.

I don't know - at some point we have to be willing to tell people that everyone can't have everything they want right now.

Strengths: What makes our organization successful? What are our biggest internal advantages?

Weaknesses: What hinders our optimal performance or impact?

Currently I believe most (not all) city leaders are high quality and engaged. Presently I see this as the city's best advantage.

Past city leadership, also out of necessity "reactive" leadership rather than "proactive" as a result of Helene and Milton. With the amount of State intervention in Home Rule I'm not sure we'll ever be able to reach optimal performance.

Our success stems from our people, culture, collaboration, and community focus, our biggest internal advantages that we must nurture and leverage as we grow.

Silos, resource limits, data gaps, resistance to change/risk aversion, and communication hurdles are the first step toward targeted improvements that enhance our impact.

Credible, competent, innovative personnel that are dedicated to our community.

Poor performing departments that do not provide solutions, not adhering to Comprehensive Plan & not adhering to Land Development Code.

we have a resident oriented commission for the first time in a decade, we have competent leadership and staff that prioritizes serving the community

forgetting that we are here to serve the community

We have a lot of great people, and a lot of new talent with new ideas.

Being stuck in "this is how we do things", having an us vs them environment between staff and residents/business owners, funding/budget challenges

Opportunities: What external trends or conditions could give us a strategic edge?

Threats: What external risks or pressures may affect our ability to serve?

Location

Lawsuits. Wealthy businesses and residents use the burdensome regulations forced on us severely impact our ability or willingness to do what's right.

-Federal and State Funding for Infrastructure and Sustainability
New grants and funding streams focused on climate resilience, clean energy, and infrastructure renewal offer resources to advance strategic priorities.
Aligning proposals with these priorities can unlock significant investments.
-Public Interest in Community Engagement and Participatory Governance
Residents increasingly want to be involved in decision-making.
Leveraging this enthusiasm can build stronger partnerships and improve policy outcomes.
Innovative engagement platforms and practices can differentiate our city.

1. Economic Instability and Budget Constraints
2. Rapid Population Growth
3. Climate Change and Environmental Hazards
4. Political Polarization and Public Distrust
Divisions within the community or between elected leaders and residents can hamper consensus-building and effective governance. Public distrust reduces engagement and complicates policy implementation.
5. Technological Disruptions and Cybersecurity Risks
Dependence on digital infrastructure exposes the city to cyberattacks, data breaches, and service interruptions. Rapid tech changes may outpace the city's capacity to adapt or regulate effectively.
6. Regulatory and Legal Changes
Shifts in federal, state, or local laws and regulations can create compliance challenges or unfunded mandates. This can divert resources or force sudden operational changes.

Increased community/resident involvement,

Florida State Legislature taking away home-rule, future storms/events and sea level rise (climate change).

we can move faster and more agile than state and county can to make decisions and implement as necessary in a shorter amount of time

preemption efforts by state and county,

FEMA repayments for things we were going to have to do anyway, rising property values, redevelopment opportunities (both commercial and residential)

Eliminating property tax, natural disasters, economic slowdown/recession