



**CITY COMMISSION WORK SESSION
CITY OF ST. PETE BEACH
COMMISSION CHAMBERS**

155 Corey Avenue
St. Pete Beach, FL 33706

Tuesday, June 9, 2026
3:00 PM

Call to Order
Pledge of Allegiance
Roll Call

WORK SESSION

1. Presentations -
 - a. **2025-2026 Strategic Planning**
 - b. **Budget Workshop #2: Overview of the landscape, Feedback on the Rankings of CIP, Revenue Strategy Direction, Strategy of Building the FY2027 Budget**
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 cordially invited to attend this meeting.
All agenda material is available for review at City Hall or www.stpetebeach.org.**



2025-2026 STRATEGIC PLANNING

Agenda

Today's session covers six areas, each building on the last

01

The Framework We Built

Pillars & planning structure

02

What We Heard

Commission survey & priorities

03

Where We Are Today

Progress & measurement

04

What Peers Show Us

Benchmarking & SPB maturity

05

What This Means

Org & culture shift

06

Decision Time

Three paths forward

Looking for guidance on the path forward for St. Pete Beach strategic planning.

Strategic Planning Process & Timeline

2024-May
2025

Priority setting work session
Commissioner Survey
Formulation of

June 2025

Commissioner Retreat

July 2025

Commission feedback incorporated into Strategic Initiatives and Goals for Adoption

December
2025

Commission update on projects mapped to strategic roadmap initiatives

January
2026-
May2026

Deploy Survey to new commission members and incorporate feedback into process

Develop strategic project list and build out KPIs and measures to support

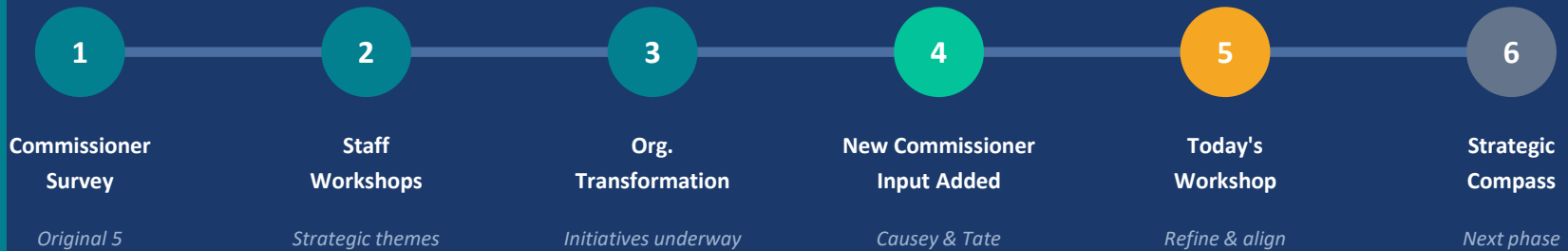
Jun 2026

Strategic alignment workshop and develop path forward for Strategic Planning



Continuing the Process

Strategic Planning with the Current Commission



The goal of this workshop is not to restart the process — it is to refine, align, and advance it together.

The Framework We Built

Strategic pillars, goals, and the planning structure guiding our work



Section 1 of 6

Strategic Planning Framework Overview

- Commission feedback and vision
- Strategic initiative roadmap adopted:
- Draft Objectives

- Pared down strategic project list to those that represent Strategic Pillar Areas well.
- Objectives memorialized
- Aligned budgeted projects to Goals



- Finalizing Measures for KPIs
- Dashboard development
- Calibration of commission, staff toward strategic planning goals

Strategic Pillars

1. Community Prosperity

2. Operational Excellence

3. Resilience, Recovery & Sustainability

4. Economic Growth & Development

5. Reliable Infrastructure

What We Heard

Commission survey findings, collective priorities, and where we align



Section 2 of 6

Full Commission Strategic Planning Summary

Who Responded

Moholland · D4	Rzewnicki · D3
Robinson · D2	Petrila · Mayor
Marriott · D1	Causey · D3 ★ NEW
Tate · Mayor ★ NEW	

Where All Align

- ✓ Core Purpose: Serve residents, protect quality of life
- ✓ Values: Fiscal Responsibility, Resilience, Service Excellence, Community Engagement
- ✓ Infrastructure & Recovery are the top collective priorities
- ✓ Proactive, resident-first governance and community character

Collective Priority Ranking (longer bar = stronger priority)

1. Reliable Infrastructure

2. Recovery, Resiliency & Sustainability

3. Operational Excellence

4. Community Prosperity

5. Economic Dev. & Smart Growth

New Voices Added

Commissioner Causey

Voter-centric governance · Safety-first decision hierarchy · Customer service & permitting reform · Voter education as long-term strategy

Mayor Tate

Historic character as explicit value · Operational excellence first · Community polling tools · External benchmarking with peer cities

What the Survey Tells Us — and What We Navigate Together

The Foundation Already Exists

The commission agrees on the city's core purpose and responsibilities

Strong consensus on immediate priorities — infrastructure and recovery lead

Most differences are about pacing, prioritization, and implementation style — not destination

The opportunity ahead is clarifying direction, defining measurable outcomes, and building an execution framework

Where We Are vs. Who We Aspire to Be

These considerations reflect a commission that cares deeply about getting it right.

Preservation



Redevelopment

Immediate Recovery



Long-Term Vision

Community Input



Decision Agility

Fiscal Constraint



Infrastructure Need

The work ahead is less about defining new priorities — and more about clarifying direction, measuring outcomes, and executing together.

What City Leadership Is Working Toward

City Manager & Assistant City Manager — Strategic Planning Goals

Next 24 Months

01

Galvanize Community & Organization

Gain alignment on strategic objectives across both the organization and the community — building a shared sense of direction and ownership.

02

Build a Communication Cadence That Creates Trust

Consistent, meaningful communication that reaches residents in ways that resonate and builds genuine trust in their local government.

Next 3–5 Years

03

Build Lasting Progress Beyond Election Cycles

Embedding strategic priorities into City operations so momentum continues over time.

04

Create a Plan That Stands the Test of Time

Build a strategic plan durable enough to withstand political transitions, leadership changes, and shifting community conditions.

05

A Living Document That Guides and Aligns

The plan becomes the tool used to orient new commissioners and staff — keeping the organization aligned and moving forward.

Staff Voice & Ownership

↗

Staff Must Have a Voice in the Process

Frontline staff understand what works, what doesn't, and what the community actually experiences. Their input shapes a plan grounded in operational reality.

🚩

Committed Staff Deliver the Plan

When staff help build the goals, they own the outcomes. Commitment replaces compliance — and execution follows.

◆

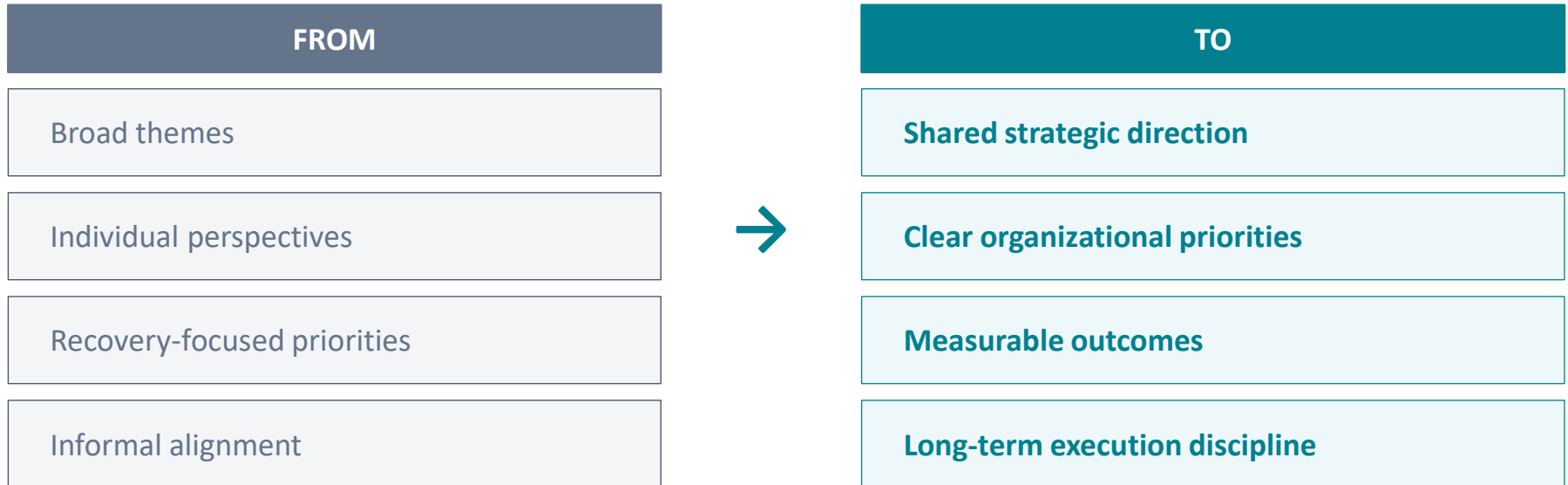
Skin in the Game

Staff who help shape strategic priorities are more likely to champion them, sustain them through leadership changes, and drive results.

Commission sets direction · Leadership executes · Staff delivers · Community owns the outcome

Building the Next Phase of the Strategic Plan

Today's workshop moves the organization forward:



Next Phase Focus: Priority Refinement • Measurable Outcomes • Governance & Accountability • KPI Alignment

The planning process is no longer about identifying what matters. **It is now about collectively deciding what matters most, what success looks like, and how we stay aligned while executing together.**

Where We Are Today

Progress made, transparency goals, and how we measure success



Section 3 of 6



From Vision to Execution

- Strategic projects mapped to strategic goals
- Each strategic project includes key KPI based outcomes
- Project leads and departments identify what success looks like
- We begin tracking progress and learning from results



Goal: Bring more
Transparency to
Project Delivery

- Use project tracking to show how public dollars are supporting strategic priorities
- Developing simple reporting (dashboards, project metrics)
- Strengthen transparency and accountability by providing the Commission and public with easy-to-understand reporting on project progress, performance, and outcomes.
- Build trust by sharing what’s working—and where we’re adjusting

Where we are today: Progress reporting



Strategic Planning Dashboard

CAPITAL PROJECTS DASHBOARD

DRAFT PERMIT DASHBOARD

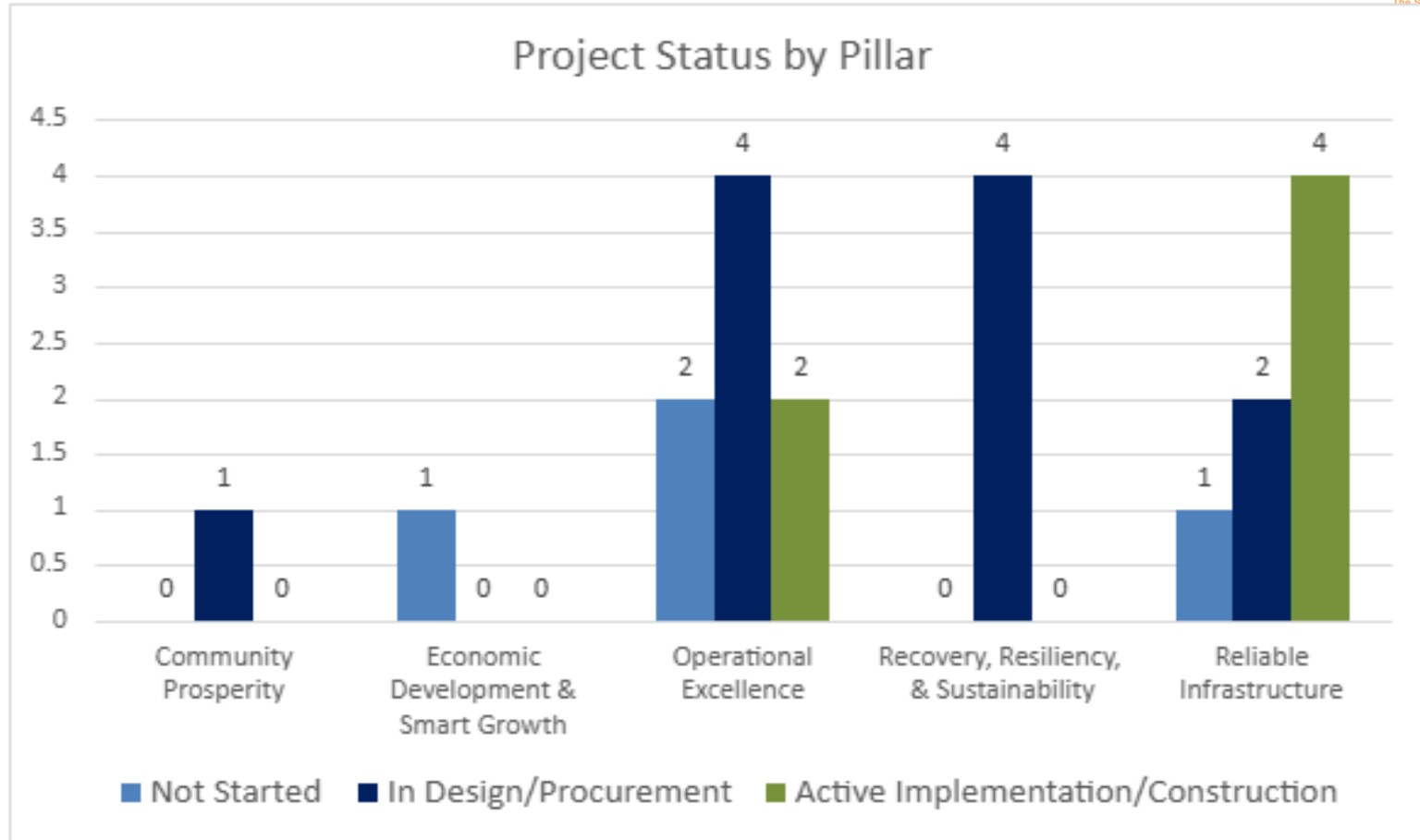
Portfolio Summary

Report Date	6/4/2026
Initiatives on Dashboard	14
Strategic Initiatives	14
	Outside recommended range
Average KPI Progress	44%

Status by Pillar

Pillar	On Track	Needs Attention	Off Track	Set KPIs	Total	Avg KPI Progress
Operational Excellence	3	0	0	0	3	
Recovery / Resiliency / Sustainability	0	0	0	0	0	
Reliable Infrastructure	2	1	0	0	3	46%
Economic Development & Smart Growth	2	0	0	0	2	
Community Prosperity	0	1	0	0	1	80%

Define Measurement of Success



- Commission and City Management aligned
- Two pillars dominate: Recovery, Resiliency, & Sustainability and Reliable Infrastructure
 - **73%** of projects sit in resilience/infrastructure pillars
 - **35 of ~41** design-phase projects fall under these two pillars, signaling a heavy near-term pipeline

What Our Peers Show Us

Benchmarking 19 communities — and where St. Pete Beach stands on the maturity scale



Section 4 of 6

Benchmarking Summary

Community	Tourism Impact	Resilience Challenge	Primary Concern	Strategic Planning & Transparency Notes	Public Dashboard?	Maturity Score
Surf City, NC	Very High	High	Seasonal overload; evacuation constraints	Direct tourism → resilience funding (tax earmarks) Clear, disciplined small-city planning	No	2 / 4
Palm Coast, FL	High	Moderate	Dune and shoreline restoration	2024-2028 SAP live dashboard Best-in-class budget-strategy-KPI integration Strong county integration; quarterly updates	Yes ✓	3 / 4
Cape Coral, FL	Moderate-High	High	Canal surge and drainage strain	Mature KPI culture via Munetrix Highly transparent capital & resilience reporting Strategic Plan through 2030	No	2 / 4
Newport, OR	High	High	Tsunami and coastal hazard exposure	Raftelis-guided long-range plan (Vision 2040) Aligns resilience + economic/tourism outcomes Quarterly cadence; not yet live dashboard	No	1 / 4
Largo, FL	Moderate	Moderate	Indirect tourism-linked infrastructure stress	Vision 2030 + LarGoals dashboard live Solid planning discipline; regional leverage Pinellas TDT funding ecosystem	Yes ✓	2 / 4
Dunedin, FL	High	High	Storm exposure, parking, neighborhood pressure	Quarterly progress reporting culture Scalable right-sized coastal-city planning Dashboard maturing (ESRI/ArcGIS)	No	1 / 4

CROSS-CITY INSIGHTS



Tourism is both a funding engine and stress multiplier



Transparency improves public trust and plan credibility



Small coastal cities need disciplined, right-sized planning



Tourism-funded resilience delivers stronger outcomes



Regional coordination is essential for coastal projects



Dashboard maturity aligns planning with measurable progress

St. Pete Beach — Reporting Maturity: Where We Stand & Where We're Heading

Reporting Dimension	Peer Benchmark (6 shortlisted cities)	SPB — Current State	SPB — Near-Term Target
Public Scorecard / Dashboard	53% of peers have live dashboard Palm Coast ✓ Largo ✓	CIP Dashboard: launched Permit Dashboard: in draft Strategic Project Dashboard: ideation begun	Publish Strategic Project Dashboard Expand Permit Dashboard to commission-facing view
Annual Strategic Report	79% publish annual report All shortlist except Cape Coral	Not yet published as standalone Strategic planning underway	First Annual Strategic Progress Report aligned to pillar/KPI framework
Dept-Level Report-Outs	42% provide dept-level reporting Palm Coast ✓ Cape Coral ✓	Ops Weekly (internal dept report- out)	Formalize Ops Weekly as official dept report-out Align to strategic pillars — publish externally
Public Project Updates	37% have dedicated project pages Surf City ✓ Cape Coral ✓	CIP Project Portfolio Dashboard (launched)	Expand CIP Dashboard with strategic project layer Link to strategic plan pillars for public-facing commission view

Level 0 No reporting	Level 1 ◀ SPB NOW CIP Dashboard	Level 2 Annual report + dept summaries	Level 3 ▶ TARGET Live dashboard + KPIs	Level 4 Real-time + all pillars
← Most shortlisted peers: Level 1-2 Palm Coast, FL: Level 3 (best in class) Cabarrus County / Coral Springs / Miami Beach: Level 4 →				
★ SPB Goal: Commission commitment to strategic dashboard + annual report + KPI framework positions SPB for Level 2-3 within 24 months.				

What This Means for How We Work

The organizational and cultural shift required to deliver on the plan



Section 5 of 6

Culture Shift

- This isn't just a plan—it's how we work.
- Sharpen focus on what matters most
- Develop data-driven decisioning practices
- Clarify roles and priorities across departments
- Encourage collaboration, innovation, and accountability
- Build a culture that delivers results for the community



Decision Time

Three paths forward for St. Pete Beach's strategic planning journey



Section 6 of 6

We Are at a Crossroads

The two year foundation is built. The strategic work is underway. Now the commission must decide how to advance the plan — and how much community voice to build into that process.

OPTION A	OPTION B	OPTION C
<p data-bbox="266 582 490 682">Full External Engagement</p> <p data-bbox="144 761 600 932">Bring in outside experts for a completely new plan with community input</p>	<p data-bbox="896 582 1058 682">Continue In-House</p> <p data-bbox="759 761 1203 932">Refine the existing plan internally — mature KPIs, refine project portfolio</p>	<p data-bbox="1495 582 1669 682">Hybrid Approach</p> <p data-bbox="1329 761 1835 932">Add community voice via external engagement, build on internal momentum</p>
<p data-bbox="266 1035 490 1078">\$62K–\$197K</p>	<p data-bbox="759 1001 1203 1100">Continue to allocate staff capacity as time permits</p>	<p data-bbox="1360 1035 1804 1078">~\$40,605 + Staff capacity</p>

Each path reflects a different answer to one question: Should this be a commission plan — or a community plan?

Option A vs. Option B

Two distinct paths — each with real strengths and real trade-offs

OPTION A · Full External Engagement

OPTION B · Continue In-House

What it is	A new long-term strategic plan built with a neutral third-party facilitator, updated vision/mission, and structured community input via survey and focus groups.	Continue refining the existing plan through internal channels — maturing KPIs, deepening the project portfolio, and building out reporting cadence.
What you gain	Community voice and buy-in. Third-party credibility. Tangible public-facing artifacts. A built-in accountability structure through quarterly implementation workshops.	Preserves momentum already built. No new budget required beyond staff time. Two-year roadmap, KPI maturation, and budget prioritization process continue uninterrupted.
Key risk	A larger investment (ranging from \$62,380 to \$197,000 depending on vendor and scope) — though the facilitator handles the heavy lifting.	Without community input, the plan will always be a commission plan — not a community plan. Creates vulnerability if leadership changes or public pressure builds around growth decisions.
Cost	\$62,380–\$197,000 depending on vendor & scope	Staff time as time allows · No new cost outlay Requires prioritization and commitment in line with other project initiatives

OPTION C

The Hybrid Path

Add community voice and third-party credibility without restarting the internal work already underway.

~\$42605

Phase 1 only

vs. \$62K-\$197K for full scope

What Option C Includes

- 1 Commissioner Priority Workshop**
Facilitated session with Mayor & Commission · \$7,870
- 2 Community Survey**
Up to 100 respondents, data analysis included · \$4,000
- 3 Two Community Focus Groups**
In-person or virtual, full facilitation team · \$15,740
- 4 Strategic Planning — Visioning & Strategies**
In-person or virtual, full facilitation team, (1 session, 40 stakeholders) · \$14,995

What You Get

- ✓ Community Voice — genuine resident input and buy-in the internal process can't produce
- ✓ Third-Party Credibility — neutral facilitation removes bias concerns from priority-setting
- ✓ Tangible Artifacts — specific community-facing deliverables, not just internal planning documents
- ✓ Internal Momentum preserved — the two-year roadmap and KPI work continue uninterrupted

Cost Comparison & What Each Option Delivers

Collaborative Labs SOW — Full Scope Breakdown | Stratex Solutions: Full Engagement
 \$197,000 · Stakeholder Feedback Phase Only \$57,000

Phase	Engagement	Cost	Option
Phase 1	Commissioner Priority Workshop (1 session)	\$7,870	A · C
Phase 1	Community Survey — up to 100 respondents (1 survey)	\$2,000	A · C
Phase 1	Community Focus Groups — in-person or virtual (2 sessions)	\$15,740	A · C
Phase 2	Strategic Planning — Visioning & Strategies (1 session, 40 stakeholders)	\$14,995	A · C
Phase 2	Strategic Planning — Road Map & Action Planning (1 session, 40 stakeholders)	\$7,870	A only
Phase 3	Implementation & Alignment Workshops — quarterly (3 sessions)	\$13,905	A only
Option C — Phase 1 Total (community engagement layer only)		\$40,605	
Option A — Full Scope Total (Collaborative Labs: 9 engagements · Stratex: 6 phases / 9 months)		\$62,380– \$197,000	

Option B requires no net new budget ask— Staff time will continue to be allocated based on ongoing priorities.



Appendix

Strategic Pillar: Operational Excellence

Strategic Plan 2026-2028

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.



OE: Customer Service

Deliver best-in-class customer service and support recovery initiatives and proactive community assistance. Consider a flexible operation to adapt to changing needs and priorities.

OE: Funding & Finance

Identify and pursue short- and long-term sustainable revenue sources that establish funding for operations and capital considerations now and in the future including the pursuit of legislative funding.

OE: Collaboration and Execution

Foster strong collaboration among various departments to ensure cohesive and efficient resource allocation.

OE: Asset Management

Develop maintenance plans, allocate resources, and monitor infrastructure and key operational efficiency to ensure well-maintained assets and operations.

Strategic Pillar: Community Prosperity

Strategic Plan 2026-2028



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.

CP: Neighborhood Identity

Preserve and enhance the small-town feel, atmosphere, and character of the neighborhoods to foster a sense of community and belonging.

CP: Recreation & Wellness

Expand and improve recreational activities to promote health, wellness, and community engagement.

CP: Civic Engagement

Foster a vibrant community life by promoting and supporting a wide range of community activities and events.

CP: Historic Preservation

Preserve and restore historical properties to maintain the cultural heritage and historical integrity of the City.

Strategic Pillar: Reliable Infrastructure

Strategic Plan 2026-2028

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.



RI: Traffic Management

Improve traffic management and enhance road safety. Implement advanced traffic management systems to optimize traffic flow and reduce congestion in collaboration with partner agencies.

RI: Sewer Infrastructure

Upgrade sewer infrastructure, implement preventive maintenance, and adopt infrastructure capital repair and replacement plan to ensure reliable and efficient sewer systems.

RI: Sea Level Resilience 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.

RI: Water & Road Infrastructure

Upgrade and maintain wastewater and stormwater systems to ensure environmental safety and efficiency and invest in road infrastructure improvements to enhance connectivity and resilience.

Strategic Pillar: Recovery, Resiliency, Sustainability

Strategic Plan 2026-2028



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.

RR: Coastal Resiliency

Ensure the preservation and enhancement of beaches to maintain the appeal and support sustainable tourism.

RR: Sustainability & Engagement

Promote eco-friendly practices and green infrastructure projects to enhance environmental sustainability, mitigate climate change, and encourage community participation in sustainability programs and initiatives.

RR: Emergency Preparedness

Enhance emergency response plans and conduct regular training exercises and establish community-based programs to support disaster preparedness and recovery.

RR: Resilient Rebuilding

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.

RR: Resilient Policy

Develop policies and partnerships that facilitate efficient and resilient rebuilding efforts and ensure that rebuilding policies align with long-term sustainability and resilience goals.

Strategic Pillar: Economic Development & Smart Growth

Strategic Plan 2026-2028

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.



- | | |
|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ED: Sustainable Tourism | Encourage sustainable/responsible tourism and residential appeal and development to enhance the city's appeal while preserving its cultural and environmental integrity. |
| ED: Affordable Housing | Ensure the availability of diverse and affordable housing options to support displaced residents and meet the community's needs. |
| ED: Redevelopment Planning | 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. |
| ED: Growth Management | Implement strategies to manage development effectively, preventing overdevelopment and ensuring sustainable growth. |

Dunedin, FL

Type: City (Coastal) | **Size:** 36K | **Resilience Focus:** High | **Update:** Quarterly | **Dashboard:** Maturing

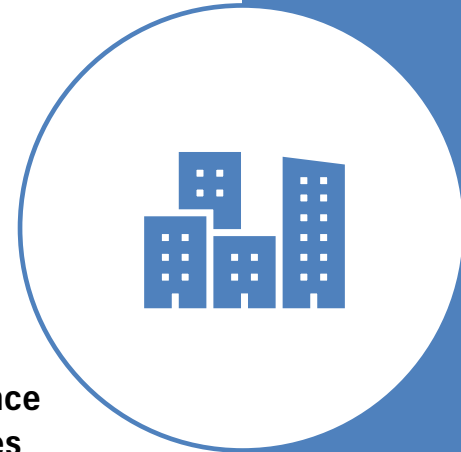
Highlights: Quarterly strategic updates aligned with citizen priorities.

Caveats: Dashboard still maturing.

Alignment: Shows high-frequency reporting cadence in coastal Pinellas.

Reason: Good model for quarterly progress culture.

Projects: Capital and community projects tied to quarterly updates.



Similarities to St. Pete Beach

- ✓ Strong coastal visitor draw (Honeymoon & Caladesi Islands)
- ✓ Similar beach and downtown congestion challenges
- ✓ Active short-term rental and hospitality market
- ✓ Storm/hurricane exposure like SPB

Key Differences / Distinctions

- Smaller tourism scale and fewer resort complexes
- Historic downtown tourism more than high-density lodging
- Engages in **quarterly reporting** of strategic goals (model for transparency)

Tourism-Driven Resilience & Development Themes

SPB Takeaway: Nearly a **one-to-one peer** on size, regional context, and resilience profile. Its balance of **charming small-town identity + heavy visitor load** mirrors SPB's core challenge.

ESRI/ArcGIS;
typical mid-size
ERP

Surf City, NC

Type: Town (Coastal) | **Size:** 5K | **Resilience Focus:** High | **Update:** Annual
| **Dashboard:** None

Highlights: Plan covers beach/dune health, infrastructure, storm readiness. Uses CivicPlus to host public web. Small, tourism-heavy barrier-island town that explicitly channels tourism/levy revenue to beach/dune resilience.

Caveats: Annual narrative reporting; no live dashboard.

Alignment: Barrier-island city linking capital projects to resilience.

Reason: Shows small town treating resilience as core strategy

Projects: Infrastructure, shoreline, and utility projects embedded in plan.



Similarities to St. Pete Beach Key Differences / Distinctions

- | | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> ✓ Barrier-island coastal town with seasonal tourism surges ✓ Faces hurricane exposure, beach maintenance needs, and short-term rental regulation challenges ✓ Tourism heavily influences property tax base and infrastructure investments | <ul style="list-style-type: none"> • Much smaller local government; fewer year-round services • Uses explicit tax earmarks for beach nourishment—SPB’s TDT is county-managed • Lower development density; fewer multi-story resorts |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Tourism-Driven Resilience & Development Themes

SPB Takeaway: Model of small-scale governance with **direct tourism → resilience funding link**. Strong community buy-in around coastal protection; SPB could study their earmark model.

City Of Newport, OR

Type: City (Coastal) | **Size:** 10K | **Resilience Focus:** High | **Update:** Quarterly | **Dashboard:** Not yet live

[Council Goals](#)

[Strategic Plan](#)

Highlights: Strategic Plan aligns with Vision 2040, emphasizing Resilient Infrastructure and Well-Resourced Services.

Hazards: tsunami risk, sea-level rise, erosion

Tourism economy overlaps with port & marine science sectors

Challenges: limited land, seasonal infrastructure load

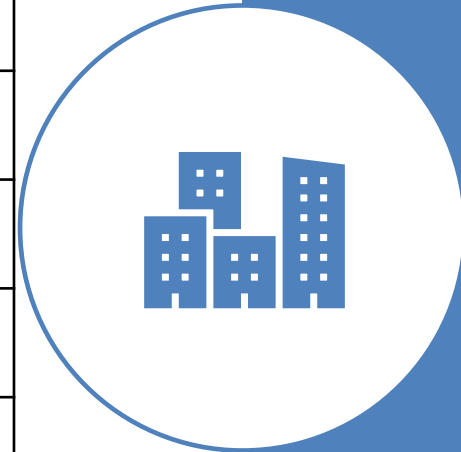
Takeaway: formal resilience planning (Raftelis-guided) links tourism & adaptation

Caveats: Quarterly reporting not yet live dashboard.

Alignment: Small coastal city model with integrated resilience planning.

Why: Peer in size and vulnerability; strong resilience-driven strategy.

Projects: Infrastructure and utility projects tied to strategic outcome areas.



Similarities to St. Pete Beach

Key Differences / Distinctions

Tourism-Driven Resilience & Development Themes

✓ Small coastal city heavily reliant on **tourism and fishing economy**

✓ Faces **tsunami, sea-level rise**, and coastal infrastructure vulnerability

✓ Limited land area with heavy seasonal demand

• Pacific coast climate & hazard profile (tsunami planning, cold-water tourism)

• Uses Oregon's **Room Tax Fund**—restricted to tourism uses, not resilience

• State-mandated 70% tourism fund rule limits flexibility

SPB Takeaway: Illustrates tension when **state policy restricts use of tourism revenue**—SPB benefits from Pinellas

County TDT flexibility funding

renourishment.

Small-city ERP + GIS



Largo, FL

Type: City | Size: 85K | Resilience Focus: Moderate | Update: Annual | Dashboard: LarGoals ✓

Highlights: Vision 2030 links initiatives and KPIs. LarGoals dashboard shows measurable progress.

SPB Takeaway: Offers insight into how an inland city within a tourism county aligns planning priorities without overreliance on tourism revenue. Highlights regional interdependence.

Caveats: Larger staff capacity.

Alignment: Strong local reference for plan → KPI → dashboard → accountability.

Reason: Moderately sized city embedded in a “tourism heavy” region manages strategic planning. Pinellas cities already doing dashboard reporting and tying budget to strategy.

Projects: Initiatives and capital projects mapped to Vision 2030 pillars.



Similarities to St. Pete Beach

Key Differences / Distinctions

Tourism-Driven Resilience & Development Themes

- ✓ Part of same **Pinellas County tourism economy** (shares TDT funding stream)
- ✓ Similar exposure to regional visitor flows, hurricane recovery costs

- Not a direct beach destination; tourism effects are indirect
- More suburban / regional economic mix
- Strategic planning not centered on hospitality metrics

SPB Takeaway: Offers insight into how an **inland city within a tourism county** aligns planning priorities without overreliance on tourism revenue. Highlights **regional interdependence**—SPB can leverage same funding ecosystem.

Commercial dashboard + ERP + GIS, Euna openbook



Cape Coral, FL

Type: City (Coastal) | Size: 220K | Resilience Focus: High | Update: Quarterly
| Dashboard: Munetrix (dept-level)

Highlights: Strategic Plan for the City of Cape Coral has been developed with input from the community, City employees, and the Cape Coral City Council. This Plan sets the course for the City to achieve a specific set of priorities, goals and objectives by 2030.

Canal-based tourism: boating, eco-visitors

A strong benchmark for understanding how growth, tourism, and coastal hazards intersect at scale.

Resilience: Focus moderate-High (given growth, infrastructure, water/canal risk). Resilience risks include hurricanes, sea level rise, and canal flooding.

Caveats: Quarterly or multi-year (Plan covers through 2030).

Alignment: Extra large coastal city model with integrated resilience planning

Why: Useful as a larger-scale benchmark showing how a city dealing with rapid growth and coastal risk frameworks its strategic plan.

Projects: Infrastructure and utility projects and other capital project updates shared online quarterly.

[Strategic Plan](#)
[Department Progress Report](#)

[Open Data Portal](#)

[Open Government Portal](#)



Similarities to St. Pete Beach

- ✓ Coastal tourism base (boating, waterfront access) contributes to economic vitality
- ✓ Faces **storm surge/flood risks** and canal maintenance similar to SPB floodplain management

Key Differences / Distinctions

- Much larger land area and canal system (infrastructure maintenance on a massive scale)
- Tourism more diversified—retirees and eco-tourism vs. beach recreation

Tourism-Driven Resilience & Development Themes

SPB Takeaway: Shows how larger cities use data transparency (KPIs) to tie tourism and capital project funding; SPB can emulate scaled-down KPI reporting for accountability.

Tyler Tech
EnerGOV, Data & Insight
Munetrix metrics and benchmarking system



City of Palm Coast, FL

Type: City | Size: 90K | Resilience Focus: Moderate | Update: Quarterly | Dashboard: SAP Live ✓ BEST IN CLASS

Strategic Plan

2024 Annual Department Progress Report

KPI Dashboard

Highlights: 5-year Strategic Action Plan dashboard integrates economy, infrastructure, and resilience

Focus: inland stormwater & dune restoration

Lesson: regionalized resilience planning across city–county boundary

Tourism is a major economic driver which supports local jobs/income and funds local infrastructure

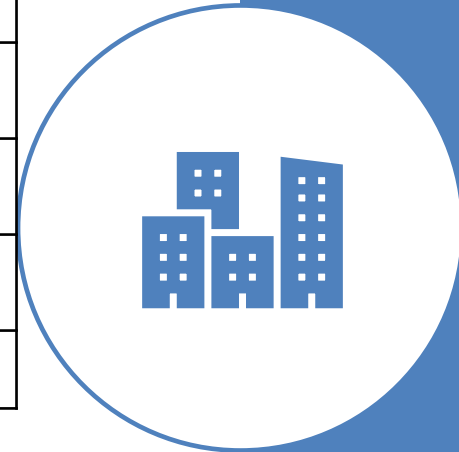
SAP Priorities dashboard ties budgets to goals.

Alignment: Budget-strategy-dashboard integration model

Caveats: Larger inland city; may need scaling for smaller municipalities.

Reason: Best-in-class transparency linking funding to plan and KPIs.

Projects: All funded initiatives tied to strategic pillars



Similarities to St. Pete Beach Key Differences / Distinctions

✓ Heavy visitor inflow via regional tourism branding (“Palm Coast & Flagler Beaches”)

✓ Uses tourism data and dashboards to track economic performance and fund infrastructure

- City is inland—tourism impacts distributed across the county
- Resilience work emphasizes **stormwater, inland flooding**, not barrier-island surge
- Larger administrative capacity, strong integration with county TDT programs

Tourism-Driven Resilience & Development Themes

SPB Takeaway: Demonstrates **regionalized resilience funding** model where TDT underwrites parks, dunes, and evacuation networks—good model for county–city coordination SPB relies on.

Tyler Tech backend; ArcGIS web publishing

CITY OF ST. PETE BEACH

Budget Workshop #2



FY 2027 | May 2026

Agenda



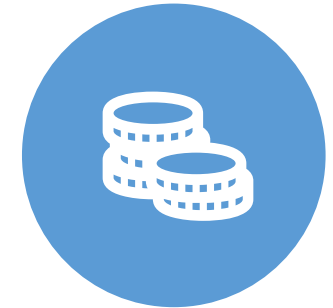
**OVERVIEW OF THE
PROPERTY TAX
LANDSCAPE**



**FEEDBACK ON THE
RANKINGS OF CIP**



**REVENUE
STRATEGY
DIRECTION**



**STRATEGY OF
BUILDING THE
FY2027 BUDGET**

CITY OF ST. PETE BEACH

Property Tax Reform Impact Briefing

CS/HJR 1F — What It Means for St. Pete Beach

Commission Workshop | June 2026 | Information Briefing

What the Legislature Passed

CS/HJR 1F — “Save Our Homes from Excessive Property Taxes” — passed both chambers June 2, 2026 (Senate 30–9, House 75–26). Goes to voters in November; needs 60% to pass; takes effect Jan 1, 2027.

Homestead exemption Increases

\$50K today → \$150K in 2027 → \$250K in 2028, on non-school levies only.

School taxes protected

The exemption does NOT apply to school district levies (added in committee).

Assessment cap tightened

Non-homestead annual increase cap drops from 10% to 5% beginning 2027.

New-residents wait

Residents established after Jan 1, 2027 wait until year 5 for the exemption.

Two Ways It Impacts the City

1

Exemption increase shrinks the tax base

- More of each homesteaded home is exempt from city taxes.
- Less revenue at the same millage rate.
- Effects approximately 39% of parcels that are homesteaded.

2

Stricter Rules to Implement Millage Increases

- Companion bill resets the majority-vote ceiling to the rolled-back rate. (Available July 1 from the Property Appraisers)
- Raising the rate above rolled-back needs a super-majority vote of the Commission (4 of 5) or referendum.

Estimated Revenue Impact on St. Pete Beach

City of St. Pete Beach official estimates. Levy & % shown against the current \$15.2M.

\$15.2M
Current city property tax levy

-\$1.1M
Revenue reduction in 2027 (-7.2%)

-\$1.6M
Revenue reduction in 2028 (-10.6%)

Scenario	Exemption	Source	City Levy	Revenue Reduction	% Reduction
Current (baseline)	\$50,000	—	\$15,222,499	—	—
2027	\$150,000	Pinellas Property Tax Impacts	\$14,122,499	\$1,100,000	7.2%
2028	\$250,000	Pinellas Property Tax Impacts	\$13,602,499	\$1,620,000	10.6%

Why the reduction is approximately 11%: St. Pete Beach is a beach tourist economy — about 61% of taxable value is non-homestead (hotels, vacation rentals, second homes) and properties keep paying in full. The exemption touches only approximately 39% homesteaded base.

New Re-development = Estimated New Revenue for St. Pete Beach

Estimated NEW annual property tax to the City from approved redevelopment projects 20 year forecast, approved, until built out we do not realize the revenue.

\$2.88 MILLION

ESTIMATED NEW annual ad valorem revenue

from \$207M → \$1.14 BILLION

in combined taxable value across 5 projects — 5.5x growth on these sites alone

PROJECT (per Commission agendas)	WHAT'S APPROVED	CURRENT TAX	NEW TAX / YR
TradeWinds (active Litigation development on hold) <i>5500 Gulf Blvd</i>	Request approval for a four-phase temporary lodging redevelopment, to be constructed over an estimated 20-year period, consisting of 1,596 total units (63.18 units/acre), including 629 net new units, along with expanded meeting, retail/restaurant, and office space. The project includes new lodging buildings, amenities, outdoor recreation areas, and structured parking	\$187K	\$1.81M
Sirata (active Litigation development on hold) <i>5300 Gulf Blvd</i>	A 290-unit, 10-story hotel (115'6", up to 127'6" with rooftop features) on the north portion, and A 130-unit, 8-story hotel (88'6", up to 100'6" with rooftop features) on the south portion, both measured from Base Flood Elevation. The project includes ancillary structures, results in 646 total units (74.94 units/acre), and exceeds the 50-foot height limit (LDC Sec. 35.3(b)(1)). Also requested is approval for a rooftop dining and drinking venue with outdoor music (LDC Sec. 35.4(b)). Keeping 226 current sirata units in the middle for overall of 646.	\$401K	\$572K
Corey Landing <i>10 Corey Ave (waterfront)</i>	133 luxury condos, 11K sf retail, park	\$29K	\$437K
Miramar Resort <i>4200 Gulf Blvd</i>	Add 30 keys; new rooftop restaurant	\$14K	\$44K
Blind Pass Marina <i>9555 Blind Pass Rd</i>	Redev — new docks, restaurant	\$8K	\$17K
TOTAL — ESTIMATED annual new property tax to St. Pete Beach		\$639K	\$2.88M

MAX-DENSITY 100-UNIT HOTEL

What ONE new hotel could mean to the City

Mid-Scale brand <i>(e.g., Hampton-style) per year</i>	\$93K
Upscale full-service <i>(e.g., Marriott/Hilton) per year</i>	\$139K
Luxury brand <i>(e.g., JW Marriott-style) per year</i>	\$185K

Estimates based on Commission-approved plans and PCPAO comparable per-key values. Values phase in as projects are constructed (TradeWinds: 2025–2043 buildout; Sirata: hotels under design; Corey Landing approved Oct 2025; Miramar approved Jan 2025; Blind Pass Marina initial approval 2026). Tourist Development (bed) tax is collected by Pinellas County, not the City.

HOW IT WORKS:

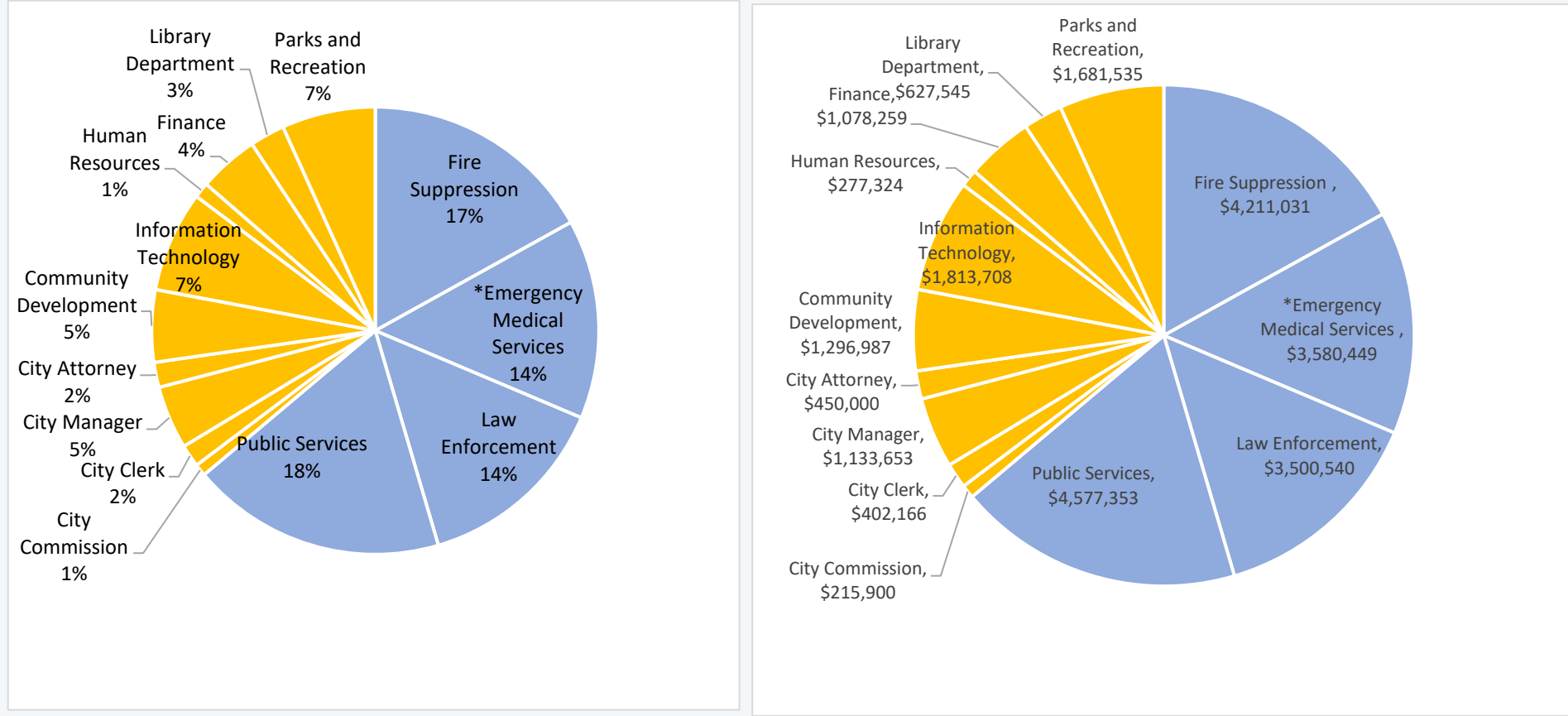
Every \$1 million in new taxable value = \$3,091 / year to the City • No tax-rate increase — the SAME millage on MORE value funds resiliency, public safety, and storm recovery.

Property Tax Revenue Uses

If the amendment passes, ad valorem revenue may be used only for these purposes (Art. VII, s.9):

- Public safety**
 Law enforcement, fire, EMS
- Natural resources**
 Conservation, flood-control measures
- Education & schools**
 Funding for public schools
- Bonds & debt service**
 Local bonds; existing obligations
- Infrastructure**
 Roads, bridges, stormwater control
- Employee retirement**
 Local-government pension obligations

2026 Budget:



37% unknown if allowable
 63% allowable

*Permitted use, BUT funded by Pinellas County EMS reimbursement through the EMS Tax

What This Means for Budget-Building

■ The gap

Approximately \$1.1M in 2027 growing to Approximately \$1.6M by 2028 — roughly 7% to 11% of the property tax levy.

■ Higher Approval Threshold required to pass increases

The millage now requires a super-majority vote by the Commission (4 of 5) above the rolled-back rate*

■ Quality of life and administrative services may require different revenue sources

As total property tax dollars fall and the restrictions of property tax uses are realized, the funding for library, resident services, and administration must come from another source. (e.g. parking revenue and cost allocations)

■ Budget Balancing Strategies: expenditure reductions, fees, assessments, increase in millage

Ongoing operating cost reductions, increase in fees to right size enterprise funds and eliminate property tax subsidy for all enterprise fund, increase millage/ city is well below the 5 mill cap at 3.09 mills, reduce capital project funding, explore other revenue options

*(the millage rate that would generate the same property tax revenue as the prior year, using the new year's taxable values — excluding new construction, additions, and improvements.)

Capital Improvement Program



Feedback on the Rankings of CIP

A quantifiable framework for evaluating capital projects

How to Read These Rankings

1

Not a perfect science

The rankings are not perfect. They will never capture every nuance of a project. What they do provide is a consistent, quantifiable way to evaluate and compare projects side by side.

2

Commission feedback needed

These scores are a starting point, not a final decision. Staff needs Commission feedback on the rankings to make sure they reflect the City's priorities.

3

Low rank ≠ not needed

Some projects rank low against the criteria but still must be funded — regulatory mandates, safety, and basic operations don't always score high, yet remain essential.

10 Scoring Categories:

Health & Safety 15 pts	Regulatory / Mandate 15 pts	Asset Condition & Risk 12 pts	Community Prosperity 10 pts	Recovery & Resiliency 12 pts
Economic & Smart Growth 10 pts	Lifecycle & O&M 5 pts	Funding Leverage 5 pts	Project Readiness 5 pts	Bundling / Coordination 11 pts

Projects are scored 0–100 across ten weighted criteria

Highest Ranked Projects

CIP Score 60 and above

Top-scoring projects against the evaluation criteria — strongest case for near-term funding.

25 projects

Highest Ranked Projects (all funds) (1/3)

Rank	Project Name	Fund	Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
1	Wastewater Pump Station 1 Rehabilitation	Wastewater	80	\$6,250,000	\$4,157,023	\$1,000,000	–	\$1,000,000	\$5,157,023	FDEO	Pump Station #1 Reconstruction	\$2,000,000	Current
2	Wastewater Collection System Improvements	Wastewater	78.2	\$1,391,462	\$508,171	\$883,292	\$616,708	\$1,500,000	\$4,508,171	–	–	–	–
3	Fire Station 22 Replacement	Capital	76.6	\$7,000,000	\$138,419	\$6,861,581	–	\$6,861,581	\$9,500,000	State Appropriations	–	\$6,500,000	Current
3	Wastewater System Cleaning & Inspection	Wastewater	76.6	\$2,508,538	\$1,981,494	\$527,044	–	\$527,044	\$4,008,538	–	–	–	–
5	Wastewater Pump & Lift Station Rehabilitations	Wastewater	75.2	\$3,160,000	\$1,571,288	\$1,446,802	\$153,198	\$1,600,000	\$3,171,288	FDEM: FMA	Lift Stations 4, 7, and 10 Mitigation a...	\$2,370,000	Submitted
6	Stormwater System Cleaning & Inspection	Stormwater	73.6	\$1,835,425	\$1,485,425	\$350,000	–	\$350,000	\$3,585,425	–	–	–	–
7	Stormwater System Improvements	Stormwater	72.6	–	–	–	\$500,000	\$500,000	\$500,000	–	–	–	–
8	Wastewater Pump & Lift Station Pumps Overhaul	Wastewater	69.2	\$50,000	\$40,572	\$9,428	\$40,572	\$50,000	\$290,572	–	–	–	–
9	Facility Elevators Rehabilitation	Capital	68.8	\$324,242	\$324,242	–	–	–	\$374,242	–	–	–	–
10	Facility Building Repairs	Capital	66.4	\$2,100,000	\$1,554,559	\$50,000	–	\$50,000	\$1,604,559	–	–	–	–

Highest Ranked Projects (all funds) (2/3)

Rank	Project Name	Fund	CIP Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
10	Facility Roof Replacements	Capital	66.4	\$2,200,000	\$465,558	–	–	–	\$465,558	–	–	–	–
12	36th Avenue Seawall Replacement	Capital	64.8	\$715,950	\$715,950	–	–	–	\$715,950	–	–	–	–
13	Don CeSar Outfall Improvements Phase 2	Stormwater	64.4	\$214,576	\$15,998	–	–	–	\$15,998	FDEP: Resilient Flori...	Don CeSar Resilient Stormwater Outfall ...	\$625,000	Current
13	Shoreline Protection Improvements	Capital	64.4	\$1,545,000	\$663,882	\$881,118	\$187,250	\$1,068,368	\$3,602,250	FDEP: Resilient Flori...	–	\$625,000	Current
14	Gulf Way Rehabilitation	Capital	62.8	\$3,000,000	\$320,000	\$2,680,000	\$1,320,000	\$4,000,000	\$4,320,000	FDEM: FMA	Gulf Way Rehabilitation	\$2,250,000	Submitted
15	Reclaimed Water Lateral Service Pipe Replacements	Reclaimed Water	62.6	\$500,000	\$500,000	–	\$500,000	\$500,000	\$3,500,000	–	–	–	–
16	Pass-a-Grille Way Seawall Replacement	Capital	62.4	\$4,000,000	\$374,792	\$3,625,208	–	\$3,625,208	\$8,000,000	FDEM: FMA	Pass-a-Grille Way Seawall Replacement	\$6,000,000	Submitted
17	Wastewater Supervisory Control & Data Acquisition Conversion	Wastewater	62.2	\$200,000	–	\$200,000	\$150,000	\$350,000	\$350,000	–	–	–	–

Highest Ranked Projects (all funds) (3/3)

Rank	Project Name	Fund	Score	FY26 Budget Revised (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
18	Facility Emergency Backup Power Generation	Resiliency	61	\$650,000	\$113,808	\$536,192	\$113,808	\$650,000	\$2,413,808	FDEM: HMGP	–	\$1,293,750	Submitted
19	Lido Neighborhood/45th Avenue Stormwater Pump Stations	Resiliency	60.4	–	–	–	–	\$100,000	\$100,000	FDEM: HMGP	Lido Neighborhood/45th Ave Stormwater P...	\$143,250	Submitted
19	Update to Vulnerability Assessment and Adaptation Plan	Resiliency	60.4	–	–	–	–	\$300,000	–	FDEP: Resilient Flori...	Shoreline Master Plan & Vulnerability A...	\$300,000	Submitted
21	Wastewater Force Main 1 Replacement	Wastewater	60.2	\$569,924	\$418,247	\$151,677	\$201,295	\$352,972	\$19,121,219	–	–	–	–

Moderate Ranked Projects

CIP Score 45 – 59.9

Mid-tier projects.

41 projects

Moderate Ranked Projects (all funds) (1/5)

Rank	Project Name	Fund	CIP Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
22	Watershed Management Master Plan	Stormwater	59.6	\$125,000	\$90,428	\$34,573	\$210,427	\$245,000	\$335,428	FDEM: HMGP Flood Cont...	-	\$125,000	Submitted
23	Boca Ciega Drive Reconstruction	Capital	59.2	\$2,675,000	\$24,900	\$2,650,100	2,349,900	\$5,000,000	\$8,675,000	FDOT	Boca Ciega Drive Rehabilitation	\$1,500,000	Current
23	Roadway Rehabilitation	Capital	59.2	\$532,387	\$532,387	-	\$1,500,000	\$1,500,000	\$9,532,387	-	-	-	-
23	Wastewater Force Main 17 Replacement	Wastewater	59.2	\$500,000	\$83,431	\$416,569	\$483,431	\$900,000	\$983,431	-	-	-	-
23	Wastewater Force Main 6 Replacement	Wastewater	59.2	\$400,000	\$66,744	\$333,256	\$366,744	\$700,000	\$766,744	-	-	-	-
27	Don CeSar & Boca Ciega Area Resiliency Adaptation	Resiliency	58.6	\$800,000	\$799,191	\$809	\$3,000,000	\$3,000,000	\$72,544,191	FDEM: HMGP	Don CeSar & Boca Ciega Area Resiliency ...	\$600,000	Submitted
28	Bunker Gear Replacement	General	58.2	\$50,000	-	-	\$31,000	\$31,000	\$124,000	-	-	-	-
28	IT Innovation	Capital	58.2	\$20,000	-	-	-	-	\$20,000	-	-	-	-
28	Mobile Data Terminal Replacement	General	58.2	-	-	-	-	\$10,000	\$30,000	-	-	-	-

Moderate Ranked Projects (all funds) (2/5)

Rank	Project Name	Fund	Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
31	Fisherman's Park & Sunset Park Rehabilitation	Capital	57.8	–	–	–	\$1,500,000	\$1,500,000	\$1,500,000	–	–	–	–
32	Northeast Region Resiliency Adaptation	Resiliency	57.6	–	–	–	–	–	\$24,000,000	–	–	–	–
32	Northwest Region Resiliency Adaptation	Resiliency	57.6	–	–	–	–	–	\$21,870,500	–	–	–	–
32	Pass-a-Grille & Vina Del Mar Resiliency Adaptation	Resiliency	57.6	–	–	–	–	–	\$7,050,000	–	–	–	–
35	Wastewater Transmission System Improvements	Wastewater	57.2	\$150,000	\$69,508	\$80,492	\$19,508	\$100,000	\$269,508	–	–	–	–
37	Community Center Seawall Replacement	Capital	54.8	\$3,250,000	\$409,661	\$2,840,339	\$409,661	\$3,250,000	\$3,659,661	FDEM: HMGP / FDEP: Re...	–	\$863,071	Current
38	Public Services Building Improvements	Capital	54.4	\$1,050,000	\$510,552	\$539,448	–	\$539,448	\$1,050,000	FDEM: HLMP	Building and Doorway Storm Hardening an...	\$250,000	Submitted
39	Blind Pass South Jetty Improvements	Capital	54.2	–	–	–	–	–	\$2,790,000	–	–	–	–
40	Gulf Winds Drive Reconstruction	Capital	52.4	–	–	–	–	–	\$6,000,000	–	–	–	–

Moderate Ranked Projects (all funds) (3/5)

Rank	Project Name	Fund	Score	FY26 Revised Budget(\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
40	Wastewater Model Capacity Report Update	Wastewater	52.4	\$80,076	\$80,076	-	-	-	\$180,076	-	-	-	-
42	Reclaimed Water Pig Port Installation	Reclaimed Water	51.8	\$200,000	\$25,000	\$175,000	-	\$175,000	\$200,000	-	-	-	-
43	Reclaimed Water Pipe Pigging	Reclaimed Water	51.6	-	-	-	-	-	\$500,000	-	-	-	-
44	Belle Vista Baffle Structures	Stormwater	49.6	\$400,000	\$195,945	\$192,000	-	\$192,000	\$387,945	-	-	-	-
44	Don CeSar Baffle Structures	Stormwater	49.6	\$1,000,000	\$511,363	\$488,637	\$13,363	\$502,000	\$1,013,363	-	-	-	-
44	Pass-a-Grille Way Tide Check Valve Replacements	Stormwater	49.6	\$508,280	\$166,645	\$160,000	-	\$160,000	\$326,645	-	-	-	-
47	Bridges Rehabilitation	Capital	48.6	\$200,000	\$25,000	\$25,000	\$175,000	-	\$1,225,000	-	-	-	-
47	Facility HVAC System Improvements	Capital	48.6	-	-	-	\$1,000,000	\$1,000,000	1,000,000	-	-	-	-
49	Belle Vista Mini Park Improvements	Capital	48.4	\$100,000	\$97,867	\$2,133	\$247,867	\$250,000	\$347,867	-	-	-	-
49	Right-of-Way Median Improvements	Capital	48.4	\$185,000	\$24,757	\$160,243	\$24,757	\$185,000	\$559,757	FDOT: Beautification ...	TBD: retention pond, median	-	Future

Moderate Ranked Projects (4/5)

Rank	Project Name	Fund	Score	FY26 Revised Budget(\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
51	Don CeSar Boat Ramp Replacement	Capital	48	\$200,000	–	\$200,000	–	\$200,000	\$2,200,000	FFWCC: Boating Improv ...	Don CeSar Boat Ramp Phase I	\$150,000	Submitted/Fut ...
52	Right-of-Way Signage & Pavement Markings Asset Management	Capital	47.4	–	–	–	\$50,000	\$50,000	\$50,000	–	–	–	–
53	Wastewater Pump & Lift Station Assessment	Wastewater	47.2	–	–	–	–	–	–	–	–	–	–
54	80th Avenue Living Shoreline	Resiliency	47	\$325,000	\$130,375	\$194,625	\$5,375	\$200,000	\$330,375	NFWF: National Coasta ...	–	–	Future
55	Public Services Operations Yard Expansion	Capital	46.2	\$325,000	\$113,253	\$211,747	\$38,353	\$250,000	\$363,253	–	–	–	–
56	Merry Pier Bait Shack Repair	Capital	46	–	–	–	\$104,999	\$104,999	–	–	–	–	–
57	City Hall Interior Improvements	Capital	45.6	–	–	–	\$65,000	\$65,000	\$365,000	–	–	–	–
57	Stormwater Drainage Manual	Stormwater	45.6	–	–	–	\$75,000	\$75,000	\$75,000	–	–	–	–

Moderate Ranked Projects (all funds) (5/5)

Rank	Project Name	Fund	Score	FY26 Revised Budget(\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
59	Fishing Piers Rehabilitation	Capital	45	\$825,000	\$203,543	\$300,000	-	\$300,000	\$503,543	-	-	-	-

Lowest Ranked Projects

CIP Score below 45

Lower scores do NOT mean unnecessary — several of these still require funding.

25 projects

Lowest Ranked Projects (1/3)

Rank	Project Name	Fund	Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY32 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
—	Gulf Boulevard Utility Undergrounding UNFUNDED	Capital	0	\$5,312,220	\$3,885,125	—	—	—	\$3,885,125	Pinellas County	Undergrounding	\$7,986,445	Current
60	Wastewater Service Laterals Smoke Testing	Wastewater	44.8	—	—	—	—	—	\$150,000	—	—	—	—
61	Playground Equipment Improvements	Capital	44.2	—	—	—	—	—	\$500,000	—	—	—	—
61	Vina Del Mar Bridge Lighting Replacements	Capital	44.2	\$85,000	\$19,815	\$65,000	\$19,815	\$85,000	\$104,815	—	—	—	—
63	Wastewater Force Mains Assessment	Wastewater	44	—	—	—	—	—	\$100,000	—	—	—	—
64	Egan Park Site Improvements	Capital	43.6	\$113,000	\$101,066	—	—	—	\$301,066	—	—	—	—
64	Wastewater Asset Management Updates	Wastewater	43.6	\$250,000	\$61,376	\$25,000	—	\$25,000	\$386,376	—	—	—	—
66	Dune and Beach Restoration	Capital	43.2	—	—	—	—	—	\$50,000	FDEP: Resilient Flori...	TBD: coastal resilience / beach restora...	—	Future
67	Public Restroom Improvements	Capital	42.8	\$100,000	\$100,000	—	—	—	\$1,100,000	—	—	—	—

Lowest Ranked Projects (2/3)

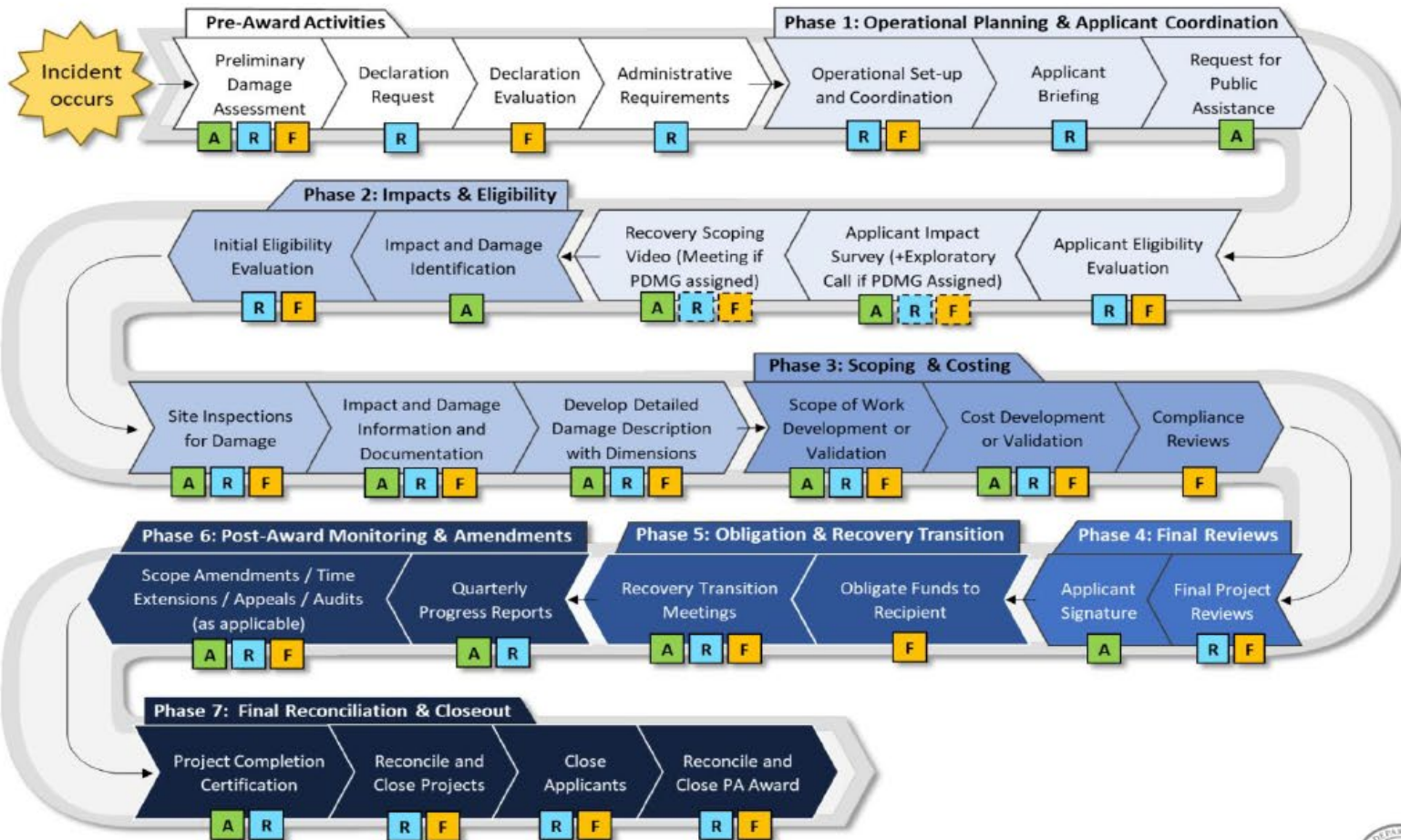
Rank	Project Name	Fund	CIP Score	FY26 Revised (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year FY26-FY27 Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
68	Shuffleboard Clubhouse Replacement	Capital	42.6	-	-	-	\$170,000	\$170,000	\$170,000	-	-	-	-
69	MACH Alert System	General	42	-	-	-	-	-	-	-	-	-	-
70	Corey Avenue Monument Signs	Capital	41.6	-	-	-	-	-	-	-	-	-	-
71	Horan Park Docks	Capital	41.2	-	-	-	-	-	\$550,000	-	-	-	-
72	Facility LED Lighting Conversions	Capital	41	-	-	-	-	-	-	-	-	-	-
73	Foot Shower & Drainage Improvements	Capital	40.8	-	-	-	-	-	\$50,000	-	-	-	-
74	LPR System for Parking Enforcement	Parking	40.4	-	-	\$300,000	-	\$300,000	\$300,000	-	-	-	-
75	Dune Walkover Replacements	Capital	40	\$709,000	\$483,400	-	-	-	\$533,400	-	-	-	-
76	City-wide Camera and Security System	Capital	33.8	\$100,000	-	-	\$100,000	\$100,000	\$100,000	-	-	-	-

Lowest Ranked Projects (3/3)

Rank	Project Name	Fund	Score	FY26 Revised Budget (\$)	FY26 Est. EOY Actuals (\$)	FY26-27 Reapprop. (\$)	FY27 New Approp. (\$)	FY27 Reapprop. + New (\$)	7-Year Fy26-Fy32Total (\$)	Grant Agency	Grant Description	Grant Amount (\$)	Grant Type
78	Disaster Recovery and Infrastructure Resilience	Capital	27.2	\$30,000	\$925	-	\$15,000	\$15,000	\$15,925	-	-	-	-
79	New AV Solution City Hall	Capital	21	\$175,000	\$175,000	-	-	-	\$190,000	-	-	-	-
80	Fire Station 23 Painting	Capital	19.8	-	-	-	-	-	\$25,000	-	-	-	-
81	Permitting Process Redesign and Optimization	Capital	15	-	-	\$300,000	-	-	\$300,000	-	-	-	-
	Physical Materials for Circulation	General	0	\$45,000	\$16,380	-	\$40,000	\$45,000	\$191,380	-	-	-	-

FEMA Public Assistance National Workflow PROGRAM DELIVERY PROCESS STEPS

Pre-Award Activities Phase 1 Phase 2 Phase 3 Phase 4 Phase 5 Phase 6 Phase 7



Key:

Applicant	Recipient	FEMA
A	R	F

Outstanding Public Assistance Funding

FEMA PA Status — Hurricanes Helene (4828DR) & Milton (4834DR)

\$5.93M

Outstanding federal share
(across 17 pending projects)

\$9.10M

Federal share already obligated
(52 projects)

\$10.56M

Total active project net cost
(both events combined)

86 Projects

4828DR-FL — Hurricane Helene

Declared 9/28/2024 • 74 projects total • 60 active

Obligated: \$6.88M

Outstanding: \$4.47M

OUTSTANDING BY PROCESS STEP (12 pending)

Process Step	#	Federal Share
Pending Closeout Completion (debris removal)	1	\$3,853,850
Pending EHP Review	4	\$206,434
Pending PDMG Scope & Cost Routing	2	\$192,447
Pending PDMG Application Review	4	\$129,166
Pending Initial Project Development	1	\$85,236

4834DR-FL — Hurricane Milton

Declared 10/2024 • 12 projects total • 9 active

Obligated: \$2.22M

Outstanding: \$1.46M

OUTSTANDING BY PROCESS STEP (5 pending)

Process Step	#	Federal Share
Pending PDMG Project Review (EPM)	1	\$765,097
Pending FEMA 406 HMP Completion	3	\$682,791
Pending Recipient Final Review	1	\$10,465

Finance & Budget Review Committee — Recommendations

Workshop #2 (May 29, 2026).

Capital Improvement Plan

- Show the FULL ranked project list for review — not grouped by funding bucket.
- Prioritize by community need first, then find funding; weight less by funding already identified — priority should drive fees/assessments to fund a bond.
- Split actionable resiliency projects into other funds; keep only "plans" in the Resiliency fund. Research why/when the Resiliency fund was created — explain at Workshop #3.
- Stormwater: "funded" status relies on a General Fund transfer — recommend only projects backed by stormwater revenue.
- Resurfacing: account for homes under reconstruction (e.g., 58th Ave). DRMO: CM + Col. Greiger meet on excess-government generators/equipment. Escalate Chaney funding timing.
- Show multi-year funding commitment once a project starts (e.g., Don CeSar); an assessment would bind project funding. CCTV summary = "selling story" for rate increases.
- Staffing: plan increases if projects/grants land; use limited-duration employees and internships
- Report Raftelis fee-study cost; send follow-up email with fee-study presentation dates.

Operating Fees

- Provide Appendix A — the proposed operating fee schedule.
- Show Parks & Rec fee benchmarking vs. other gyms and cities.
- Increase the pool rate for non-residents; set separate resident vs. non-resident rates across the board.
- Address concerns with the data used for the fee analysis (FY20 COVID and FY25 hurricane data).
- Discuss Parks & Rec board feedback at the next workshop.
- Add a permit & inspection fee to rent a house every other year.

Where We Need the Commission

- **Validate the Rankings** Confirm the rankings reflect Council priorities.
- **Direct the trade-offs** Tell us where to fund below the score line — and what to defer.
- **Confirm must-fund items** Identify mandated, safety, and operational projects that fund regardless of rank.

The ranking gives us a defensible, quantifiable starting point — not the final decision.

CITY OF ST. PETE BEACH

Revenue Strategy Direction

Commission Workshop | June 2026 | Information Briefing

Revenue Strategy Direction Needed

Finance Budget Review Committee Recommendation

✓ INVESTIGATE FURTHER

Fire Assessment Fee
\$2.0M–\$3.0M / year
Recurring (restricted to fire)

Parking Fee Study / Optimization
~\$2.0M / year
Recurring (enterprise)

Resiliency Fee (\$7/ERU)
~\$0.84M / year
Recurring (restricted)

Enterprise Fund Fee Adjustments
\$5.5M / 5 yr (combined)
Recurring (enterprise)

Grants (awarded & active)
\$5.573M
One-time / restricted

! LOWER PRIORITY

Resident Services Fees
~\$66.7K / year
Recurring (program revenue)

Parking-Based Street Repair Assessment
TBD
Recurring (restricted, light investment)

CRA (TIF)
TBD
Restricted; depends on base growth

P3 (Public-Private Partnerships)
TBD — deal-specific
Limited near-term fit

Philanthropy / Foundation / Round-up / Naming
Unknown
Unpredictable

Bonds / Capital Tools
Not revenue (financing)
Proceeds repaid by revenue

✗ DO NOT PURSUE

Road Tolls
TBD — high variability
>5 years; multiple legal hurdles

Bed Tax Utilization
\$5.6M (2025)
No local control (State/County)

PACE Funding
No revenue to City
Not allowed in Pinellas County

Commission direction will guide which strategies staff prioritizes for implementation development.

CITY OF ST. PETE BEACH

Strategy of Building the FY2027 Budget

Commission Workshop | June 2026 | Information Briefing



THE OPERATING BUDGET

A living, breathing document

The budget is our plan, not a promise carved in stone.

It reflects the best assumptions we have today — and several of those assumptions are still moving. As conditions change, we revisit, re-forecast, and pivot.

Adopt → Monitor → Amend → Re-adopt

What we know — and what we don't

Key variables that could move as we continue to build the budget



Property Tax Reform

Nov. 3, 2026 ballot amendment (HJR 1F). Homestead exemption rises \$50K → \$150K (2027) → \$250K (2028); non-school only. Needs 60% to pass. Could materially shrink our taxable value and ad valorem base.



CPI / Inflation

Escalation on contracts, fuel, and COLA assumptions hinge on a CPI figure we cannot yet pin down. A swing of a point or two cascades across the whole expenditure side.



Property & Casualty / Work Comp

P&C and Workers' Comp renewals are not yet in. Florida's hard market means premiums could land well above the placeholder we budgeted.



Health Insurance

Group health renewal rates are still outstanding. Plan design and claims experience drive a number we won't confirm until late in the cycle.

Bottom line: *We develop with the best information available, then amend as these unknowns resolve.*

Current Operating Cost Assumption Summary – FY 2027

Duke Energy
(Electricity)

3%–5%

Net annual increase
(fuel offsets base rate)

Fleet Fuel
(Gasoline)

~\$4.15–4.28

Per gallon (Tampa, May 2026)
Budget at \$4.00–\$4.25/gal

Fleet Fuel
(Diesel)

~\$5.37

Per gallon statewide
Budget at \$5.00–\$5.50/gal

Construction
Escalation

4%–6%

Annual Tampa Bay market
+8% tariff scenario

Tariff Premium
(Metal Scopes)

+6%

Materials cost vs. 2024
(C&W April 2026)

Local CPI
(Tampa Area)

2.1%

12-mo trailing Mar 2026
Below national avg (2.4%)

P&C Insurance
(Municipal)

5%–8%

FY 2027 budget increase
Re-bid recommended

Workers' Comp
(Florida)

–6.9%

Rate decrease eff. Jan 2026
9th consecutive year

Personnel
(Salary + Health Ins.)

3–5% + 6–8%

COLA/merit + health ins.
FRS contribution TBD

Operating Budget Build & Budget Process Best Practices

1 FTE's FY27

CONTEXT

- FY26 personnel costs: ~\$13.9M (General Fund)
- Storm recovery has driven heavy reliance on contractual services (~\$800K building/permitting)
- Each new FTE: ~\$90K–\$120K fully loaded (recurring)
- GFOA: build baseline from full position cost first

CITY MANAGER DIRECTION

- Hold FTE count flat- no increase in service delivery
- Add only mission-critical positions (specify areas)
- Convert key contractals to FTEs where cost-savings
- Authorize broader staffing study before FY27 build

2 Building the Operating Budget

CONTEXT

- 5-yr forecast assumes 3.30% CPI on operating expense
- FY26 operating expense: ~\$39.2M; grows to ~\$44.6M by FY30
- Ad valorem at risk
- Ending balance turns negative in FY27 Enterprise Funds Only without action

CITY MANAGER DIRECTION

- Modest CPI-based growth (~3.3%) — status quo
- Flat / zero growth — defer non-essential
- Targeted growth tied to strategic plan goals only
- Two scenarios (base + reduced) for legislative risk

3 GFOA Best Practices

STAFF RECOMMENDED ADDITIONS

- Formal fund balance / reserve policy
- Structurally balanced budget policy (no reserves for ongoing ops in enterprise funds)
- Long-term financial forecast (5–10 yr) adopted annually
- Fees & charges policy with cost-recovery targets

CITY MANAGER DIRECTION

- Adopt all four as FY27 policy package
- Phase in — prioritize reserve & balanced operating and maintenance budgets first
- Bring policies for individual adoption

Next Steps

01

Commission Direction on Priority Tiers & Fund Deficits

May–June 2026

02

Rate Studies — Stormwater, Wastewater & Reclaimed

June–September 2026

03

Summer Grant Applications

June–August 2026

04

FY 2027 Budget Finalization Now Tracking with Property Taxes

July–September 2026

05

Model Revenue

Q3/Q4 2026

06

Workshop #3 — Ad Valorem Tax Analysis & Preliminary Budget Book

July 2026