Thriving from Bay to Beach: Clearwater's Strategic Plan

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- Started with the city in 2018
- Promoted to city manager in 2023
- BSAS Business/Human Resources - University of South Florida
- MBA Human Resources - Florida Atlantic University
- “2019 People First Honoree” - Tampa Bay Business Journal.

CITY OF CLEARWATER
STRATEGIC PLAN

VISION

A community that thrives from Bay to Beach.

MISSION

Clearwater is committed to quality, sustainable, cost-effective municipal services that foster and sustain a healthy residential and economic environment.

HIGH PERFORMING GOVERNMENT

Deliver Effective and Efficient Services by Optimizing City Assets and Resources

OBJECTIVES

1.1 Provide evidence-based measurement tools to continually guide municipal performance and promote accountable governance.

1.2 Maintain public infrastructure, mobility systems, natural lands, environmental resources, and historic features through systematic management efforts.

1.3 Adopt responsive levels of service for public facilities and amenities, and identify resources required to sustain that level of service.

1.4 Foster safe and healthy communities in Clearwater through first-class public safety and emergency response services.

1.5 Embrace a culture of innovation that drives continuous improvement and successfully serves all our customers.

ECONOMIC & HOUSING OPPORTUNITY

Foster a Prosperous and Enduring Economy That Promotes Opportunity for All

OBJECTIVES

2.1 Strengthen public-private initiatives that attract, develop, and retain diversified business sectors.

2.2 Cultivate a business climate that welcomes entrepreneurship, inspires local investment, supports Eco-friendly enterprises, and encourages high-quality job growth.

2.3 Promote Clearwater as a premier destination for entertainment, cultural experiences, tourism, and national sporting events.

2.4 Support equitable housing programs that promote household stability and reduce the incidence of homelessness within Clearwater.

2.5 Facilitate partnerships with educational and research institutions to strengthen workforce development opportunities.

COMMUNITY WELL-BEING

Ensure Exceptional Communities and Neighborhoods Where Everyone Can Thrive

OBJECTIVES

3.1 Support neighborhood identity through services and programs that empower community pride and belonging.

3.2 Preserve community livability through responsible development standards, proactive code compliance, and targeted revitalization.

3.3 Promote marketing and outreach strategies that encourage stakeholder engagement, enhance community education, and build public trust.

3.4 Inspire citizen participation through civic engagement and volunteerism to build strong, inclusive, and engaged communities.

ENVIRONMENTAL STEWARDSHIP

Implement Proactive Solutions and Emerging Technologies for a Sustainable and Resilient Community

OBJECTIVES

4.1 Support proactive climate resiliency strategies based in science to protect natural and built environments from impacts associated with sea level rise.

4.2 Adopt renewable resource usage and waste reduction practices to ensure a vibrant City for current and future generations.

4.3 Protect the conservation of urban forests and public green spaces to promote biodiversity and reduce our carbon footprint.

4.4 Develop accessible and active transportation networks that enhance pedestrian safety and reduce citywide greenhouse gas emissions.

SUPERIOR PUBLIC SERVICE

Promote a Diverse and Talented Workforce Through Competitive Opportunity, Employee Wellness, and Rewarding Career Growth

OBJECTIVES

5.1 Attract and retain top-quality personnel through the maintenance of a competitive compensation program.

5.2 Encourage professional development through employee educational opportunities, skills-based training, and leadership succession planning.

5.3 Generate organizational success through collaborative engagement and inclusive decision-making to create shared value outcomes.

5.4 Enhance employee health and productivity through a holistic approach to workplace wellness and benefit resources.

2024
A QUICK RECAP

What We're Facing in 2025

- Continuing to rebuild
- Budgetary constraints
- Rising costs for infrastructure and city services
- Balancing growth with community expectations

How We're Addressing It

- Prioritizing essential services to minimize budget growth
- Exploring new revenue streams
- Partnering with private organizations to fund initiatives
- Utilizing innovative technology
- Maintaining existing things

WHAT DOES THAT MEAN FOR ME?

PROPOSED CHANGES

General Fund

General Fund: funded mainly through property taxes, fees, and state revenue, and it supports day-to-day operations that keep the city running.

Operational Cost Savings

- Cutting back on professional services, uniforms, office supplies and equipment based on forecasted underutilization.
- Reduction in advertising and marketing budget.

Technology & Digital Transition

- Ending production of MyClearwater Magazine.
- Reducing printing and mailing costs by shifting services online.

General Fund

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Facility & Service Changes

- Closing underutilized facilities like Lawn Bowls & Shuffleboard Clubs
- Eliminating the Neighborhoods Day Sustainability Grant
- Reducing The Long Center's operating costs post-renovation.

REDUCTION OF

-$944,695

Personnel Budget - General Fund

General Fund: funded mainly through property taxes, fees, and state revenue, and it supports day-to-day operations that keep the city running.

REDUCTION OF

-$808,857

Modified Library Hours

- Elimination of 7.5 Full-Time Equivalent (FTE) positions.

City Clerk

- One full-time position was eliminated by reclassifying other roles

Police

- 3.25 (FTE) Reduction with responsibilities consolidated into other positions

Capital Improvement Projects

Capital Improvement Projects (CIPs) are large-scale, long-term investments in public infrastructure, facilities, and assets.

City Living Shorelines

- Reduced to design work only, with plans to pursue grants.

Fire & Emergency Vehicles

- Police command bus replacement eliminated; funds shifted toward fire boat replacement.

REDUCTION OF

-$5,702,090

Capital Improvement Projects

Capital Improvement Projects (CIPs) are large-scale, long-term investments in public infrastructure, facilities, and assets.

Moccasin Lake Stormwater Repairs

- Potential transfer to stormwater fund.

Greenprint Implementation

- Using remaining project balance and not providing new funding.

REDUCTION OF

-$5,702,090

Capital Improvement Projects

Capital Improvement Projects (CIPs) are large-scale, long-term investments in public infrastructure, facilities, and assets.

Lift Stations

- Using existing funds for near-term projects.

Public Works Complex

- Reduced project scope.

REDUCTION OF

-$5,702,090

Capital Improvement Projects

Capital Improvement Projects (CIPs) are large-scale, long-term investments in public infrastructure, facilities, and assets.

Ft. Harrison Streetscape

- Project scope reduced; future reductions expected.

Countryside Pickleball Courts

- Project eliminated.

Capital Improvement Projects

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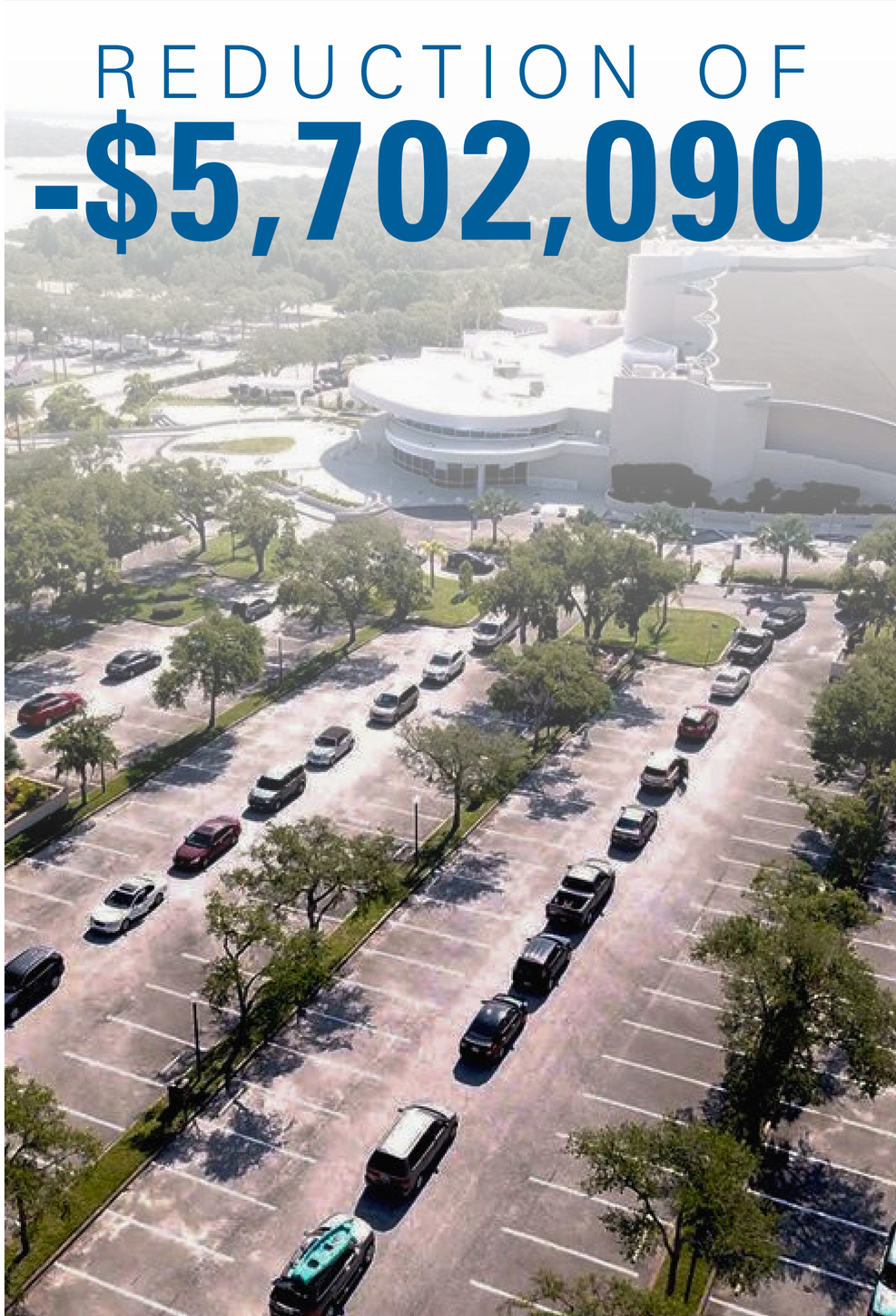
REDUCTION OF

-$5,702,090



Reduction in Community & Event Funding:

- Decreased funding for community events.
- Reduced annual contributions to Ruth Eckerd Hall and Keep Pinellas Beautiful.
- Lowered cash funding for high-impact events like Clearwater Jazz Holiday.

STRATEGIC PLANNING WORK SESSION

FEBRUARY 25

9 a.m.

Morningside Recreation Center, 2400 Harn Blvd.

CLEARWATER TOWN HALL

FEBRUARY 25

5:30 p.m.

Clearwater East Community Library, 2465 Drew St.

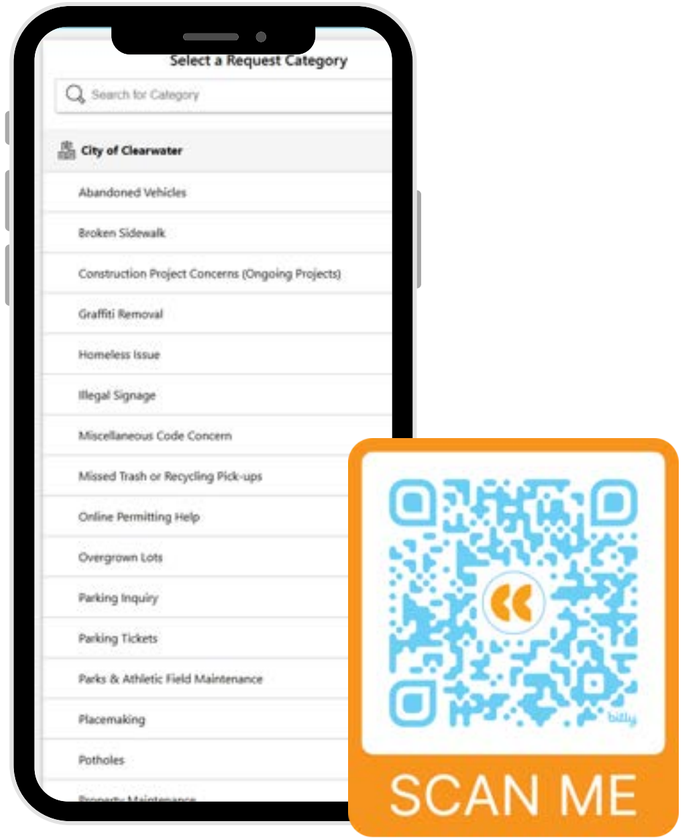
Updates

- The Long Center Pool Closure - Feb. 18
- Artificial Turf - Council Discussion in March
- McKay Park Renovations
- Neighborhoods Day - March 22
- Storm permit fee waiver ends in March
- Portion of Pier 60 (Est. March)
- North Greenwood Container Village Program

CONTACT US

For issues regarding potholes, park light outages, trees, etc., use Clearwater Connect.

MyClearwater.com/ClearwaterConnect



For community-wide issues, Citizens Academy, Neighborhoods Day, and unresolved issues.

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