



City of Tarpon Springs, Florida

Board of Commissioners
324 East Pine Street
Post Office Box 5004
Tarpon Springs, Florida 34688-5004
(727) 938-3711
<http://www.ctsfl.us/agenda.htm>

WORK SESSION AGENDA Tuesday, May 3, 2022 City Hall Auditorium 7:00 – 8:30 PM

CALL TO ORDER ROLL CALL

1. Strategic Plan Work Session

BOARD AND STAFF COMMENTS: ADJOURNMENT

Work sessions are intended to provide opportunities for Commissioners to study issues, gather and analyze information and clarify questions. No votes are conducted during work sessions. These sessions are open to the public but are not the appropriate forum for public comment.



Strategic Partners



The John Scott Dailey
Florida Institute of Government at
University of South Florida
&
Collaborative Labs
St. Petersburg College

- Scope of Work—Phase I and Phase 2
- Review Data Collected: Phase 1 Deliverables
 - Commission Strategic Alignment Workshop
 - Senior Leadership Kick-Off Meeting
 - Stakeholder Interviews
 - Citizen Engagement Session Review
- Presentation by Dr. Stephen Neely, USF School of Public Affairs and Dr. John Daly, USF School of Public Affairs
 - Resident Survey
 - Employee Survey
 - Employee Focus Group
- Discussion
 - Community Focus Groups: Draft Emerging Strategic Themes & DRAFT Priorities
- So What?
- Next Steps

Strategic Planning Process: Phase 1

1. Strategic Alignment Workshop – Mayor and Commission (July 2021) ✓
2. Kick-Off and Work Plan Refinement – City Manager and Dept Leadership (August 2021) ✓
3. Citizen Engagement Session (August 2021) ✓
4. Individual/Group Stakeholder Interview (September/October 2021) ✓
5. Surveys: Residents (October 2021) ✓ & Employees (November 2021) ✓
6. Focus Groups: Employees (December 2021) ✓ & Community (January/February 2022) ✓
7. City Commission Workshop: Review info-to-date & next steps (March 2022) ✓

Strategic Planning Process: Phase 2

1. **Newly Elected Official Orientation** (May 3, 2022)
7:00 p.m., City Hall
2. **Commission, City Manager & Executive Forum I** (May 21, 2022)
9:00 a.m. – 3:00 p.m. St. Pete College “Community Room” FA132
3. **City Manager & Executive City Leadership I** (May 26, 2022)
1:00 p.m. – 4:00 p.m., City Hall
4. **Commission, City Manager & Executive Forum II** (June 7, 2022)
6:30 p.m., St. Pete College “Community Room” FA132
5. **City Manager & Executive City Leadership II** (June 17, 2022)
9:00 a.m. – Noon, City Hall
6. **Final Report Internal Review** (July 2022)
7. **Final Report to Commission Workshop** (August 30, 2022)
6:30 p.m. City Hall

Current Successes

- Security
- Service to all those present
- Welfare of the people
- History/Heritage
- Natural Resources
- COVID Response (emergency response)
- Youth Program Revival
- Recreation Facilities
- Diverse parks
- Waterways
- Diverse age groups & ethnic backgrounds
- Full service community (water plant)
- Surplus \$80M (Economic Vitality)
- Balanced Budget
- Services for Seniors
- Historic District/Cultural District
- Sister City Program
- 55% Land/45% Water (Natural Environment)
- Anclote River (Maritime Industries)
- Preservation
- Unique Places (Sponge docks, Downtown, Howard/Anderson/North Anclote Nature Park)
- City-owned Hospital
- Diverse industries
- St. Petersburg College



North Strengths

“Acting” – “Let’s Do It!”

- Plan and Act
- Ready to go & see progress
- Movement
- Action
- Doer
- Make it happen
- No paralysis by analysis
- Real Results

* Top attribute to have as long as the process leading to actions is done



South Strengths

“Caring”

- We all care for the people & serving them
- Asking “Is this good for citizens?”
- We do listen
- Listening is not always agreeing – it’s making decisions for the greater good
- Listen to staff

* The commissioners are all here because they care

Future Successes

- Maintain our rich heritage and culture; preservation of what we have; capture and share our history /More public arts in the city / Protect & enhance what we are proud of with current successes (e.g. youth program, recreational facilities)
- Sea level rise planning to prevent flooding / Prepare for climate change (high temps); tree canopies
- Prosperity from planning efforts that are underway (e.g., smart codes / Implementation of Multi-modal transportation (bikes); Walkability / Parking garage in downtown/sponge docks to support businesses / Plan infrastructure for larger winter population
- Dredging of the Anclote River & plan for future dredgings
- Improve traffic mobility; safety (e.g. lack of bike lanes); partnership with the county

East Strengths

“Speculating”

- Redevelopment
- Smart Growth
- Long Range Planning
- Planning to complete with great success
- Comprehensive Scientific Method
- What are precedent are we setting with each decision
- How are we paying for this?
- Big picture is a must; how do our decisions impact everything else?

West Strengths

“Paying Attention to Detail”

- Make sure it’s done correctly
 - Opportunity Analysis/Research
 - Engineering
 - Deduction
- * Giving direction to Staff provide policy & direction
* Educating and making the best decisions for citizens

Guiding Principles

1. Citizens First
2. Strategic Decision Making
3. Fiscal Responsibility
4. Communication
5. Visionary Leadership
6. Preservation

Top Core Values to Effectively Engage in our Strategic Planning Process

- Citizens First – 56%
- Financial Responsibility – 48%
- Quality of Life: Community Preservation – 48%
- Communication – 36%

What ***Guiding Principles*** will we commit to using every day, in everything we do, as we embark upon the Strategic Planning Journey for Tarpon Springs?

1. **Strategic Decision Making based on past, present & future needs of the community (decision are rooted in establishing priorities; strategic approach; how does establishing priorities go along with strategic planning; goals & objectives/ Structure, justified, education, valid decision-making/Comprehensive planning of the broad community – 27%**
2. **Citizens First (Provide safety, security and welfare for our citizens, quality of services, recreation, quality of life) – 36%**
3. Fiscal Responsibility (Explore state & county funding, grants) – 13%
4. Preservation (Our environment, history, natural resources, sense of community) – 6%
5. Communication (listening and articulating our thoughts, provide policy and direction for staff, moving the city in the right direction) – 12%
6. Visionary Leadership (prepare for the future; proactive/economic and environment sustainability) – 7%

Top Guiding Principles to Effectively Engage in our Strategic Planning Process

- Considerate representation and proper engagement of the community equals respect of individuals with differing opinions/ideas, cultures and next steps – 48%
- Communication is key – interchange between government, businesses, and citizens...need two-way feedback with elected officials and department heads – 48%
- Outlining long-term goals and objectives – 36%
- Visionary leadership and strategic decision making – 36%
- Leadership and Professional Workforce with Credentials and Skills to Realize the plan put in place – 58%
- Making Tarpon a community that is welcoming of new people & visitors. – 46%
- Do research – gather facts and understand what needs are – 42%
- We will include all citizens from every diverse group in the city – 42%
- Building trust and connections – 42%

- ➔ Residents have a positive view of the city. Over 90% of respondents see Tarpon Springs as a good place to live, though quality of life perceptions are somewhat hindered by factors such as traffic congestion and access to public transportation.
- ➔ Residents value the city's small-town atmosphere, unique history and culture, and extensive community amenities.
- ➔ Residents expressed concern over future developments, which could be detrimental to the city's small-town charm. Collectively, residents expressed a desire to see deliberate developments that focus on improving the quality of local amenities while preserving the city's small-town atmosphere.
- ➔ Many residents also expressed a preference for "revitalization" over "development". In particular, the beautification and occupancy of aging properties was emphasized by many respondents.

- ⇒ Citizens currently rely heavily on local media and Facebook to stay informed about city issues. For most residents, email and text alerts are preferred contact methods.
- ⇒ Those who reported contacting a city official/department in the past six months had mixed opinions about the quality of the customer service they received. A strong majority say that contacting the city is easy and that city employees are courteous and professional. However, many indicated that their concerns were not resolved in a timely manner.

- ➔ 215 responses. Fielded between November 5 and 30, 2021 .
- ➔ Employees have a very positive perspective of the city as an employer, with 93% agreeing that it's a good place to work and 94% agreeing that they like their jobs with the city.
- ➔ Most say that the city has a positive work environment (84%) and that they would encourage others to work for the city (89%).
- ➔ Employees report a high level of engagement with the broader goals of the city in serving its residents. 98 % say that their job is important to the mission of the city and that the work they do is valuable. Similarly, 89% say that their individual values are consistent with the values of the city. (These are remarkable levels of goal congruence and employee engagement!)

- ➔ A significant majority (around 90%) report that the city is a fair and equitable place to work regardless of race, gender, and age.
- ➔ A very large majority of employees have positive perspectives on the working conditions within their own departments. 85% or more rate their immediate supervisor positively in all categories.
- ➔ While a majority rate organizational communications positively, there are some potential opportunities for improvement. While 86% say that employees communicate effectively with one another, only 72% say that communication is effective between different departments. Similarly, only 69% say that city decisions are communicated clearly to employees.
- ➔ Employees have positive perceptions of the community they serve, and a notable majority report positive relationships between city employees and residents.

Top Strengths

- **Sense of pride in work performed (tie) – 8 votes**
- **Geographic Size - smaller city size allows for efficient management and customer service. (tie) – 8 votes**
- **The city has an identity – 7 votes**

Top Weaknesses

- **Lack of competitive pay especially in relation to high cost of living in the city – 8 votes**
- **Lack of budget – 7 votes**
- **Aging infrastructure (tie) – 5 votes**
- **Lengthy process for development (tie) – 5 votes**
- **Speed of new hiring process (tie) – 5 votes**
- **Lack of forward thinking ("This is the way we have always done it") (tie) – 5 votes**

Top Opportunities

- **Reevaluation of pay scale in light of current economy - 11 votes**
- **Ability for managers to offer competitive pay to current employees to combat poaching by other organizations - 9 votes**
- **Reduce compression of wages to promote employee satisfaction - 7 votes**

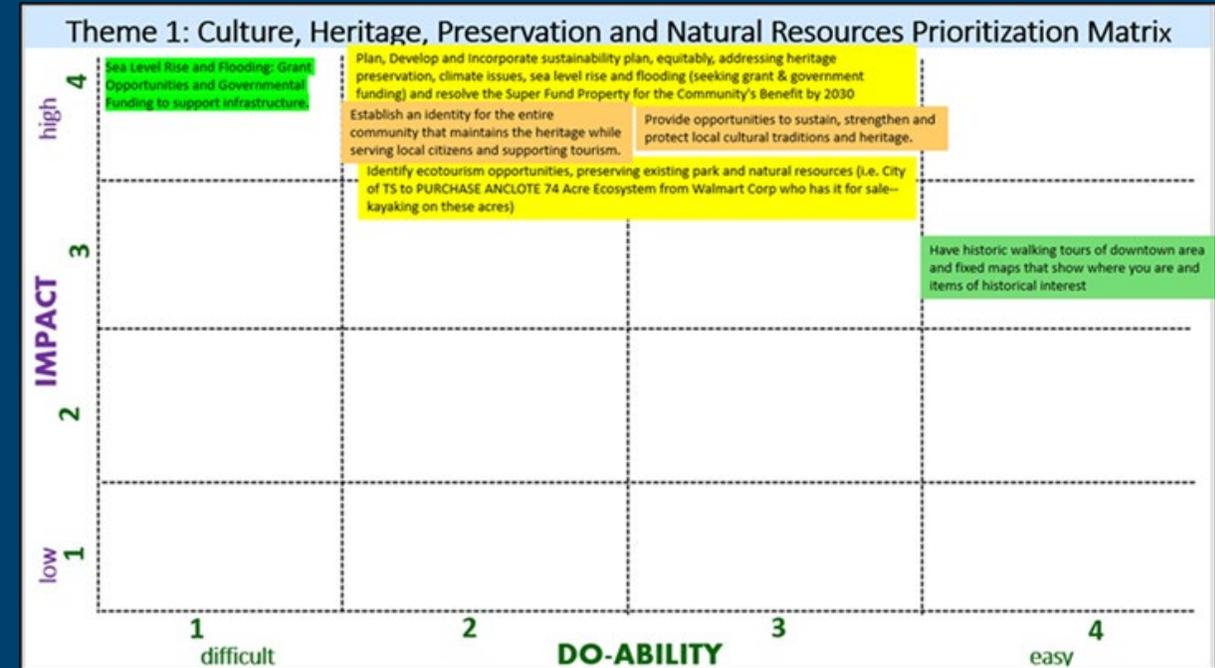
Top Threats

- **Lack of employee retention / Losing experienced staff to other cities due to pay scale of city – 11 votes**
- **Misinformation spread through social media – 9 votes**
- **Cyber security concerns – 8 votes**

1. Culture, Heritage, and Preservation
2. Growth and Development
3. Visionary Leadership
4. Infrastructure
5. Community Engagement/Involvement
6. Quality of Life

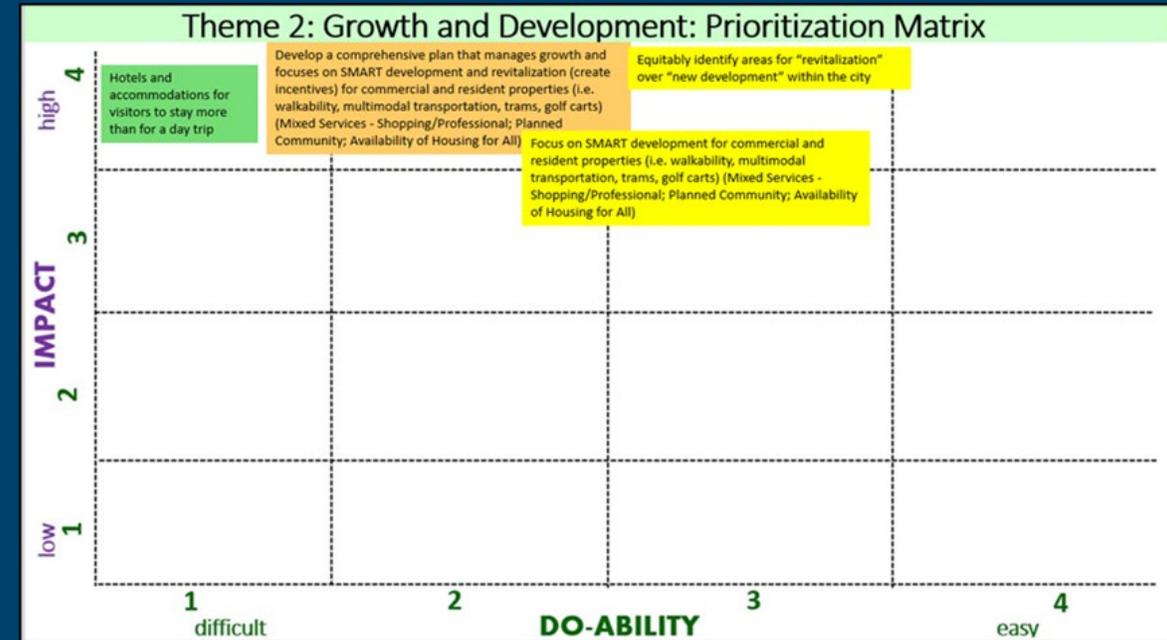
Culture, Heritage and Preservation

- Plan, develop, and incorporate sustainability plan equitably, such as addressing heritage preservation, climate issues, sea level rise and flooding (seeking grant & government funding) and resolve the Super Fund Property for the community's benefit by 2030.
- Identify ecotourism opportunities, preserving existing park and natural resources
- Provide opportunities to sustain, strengthen, and protect local cultural traditions and heritage.
- Sea level rise and flooding: grant opportunities and governmental funding to support infrastructure.
- Have historic walking tours of downtown area and fixed maps that show where you are and items of historical interest
- Establish an identity for the entire community that maintains the heritage while serving local citizens and supporting tourism.



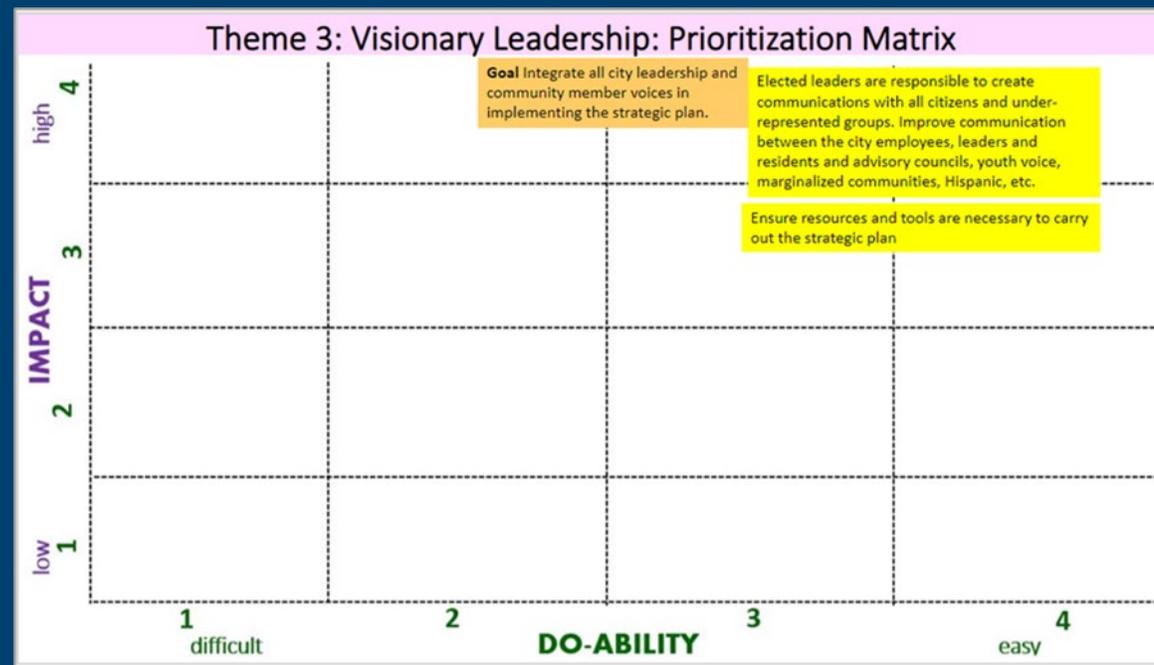
Growth & Development

- Focus on SMART development for commercial and resident properties (i.e., walkability, multimodal transportation, trams, golf carts) (mixed services - shopping/professional; planned community; availability of housing for all)
- Equitably identify areas for “revitalization” over “new development” within the city
- Hotels and accommodations for visitors to stay more than for a day trip
- Develop a comprehensive plan that manages growth and focuses on SMART development and revitalization (create incentives) for commercial and resident properties (i.e., walkability, multimodal transportation, trams, golf carts (mixed services - shopping/professional; planned community; availability of housing for all)



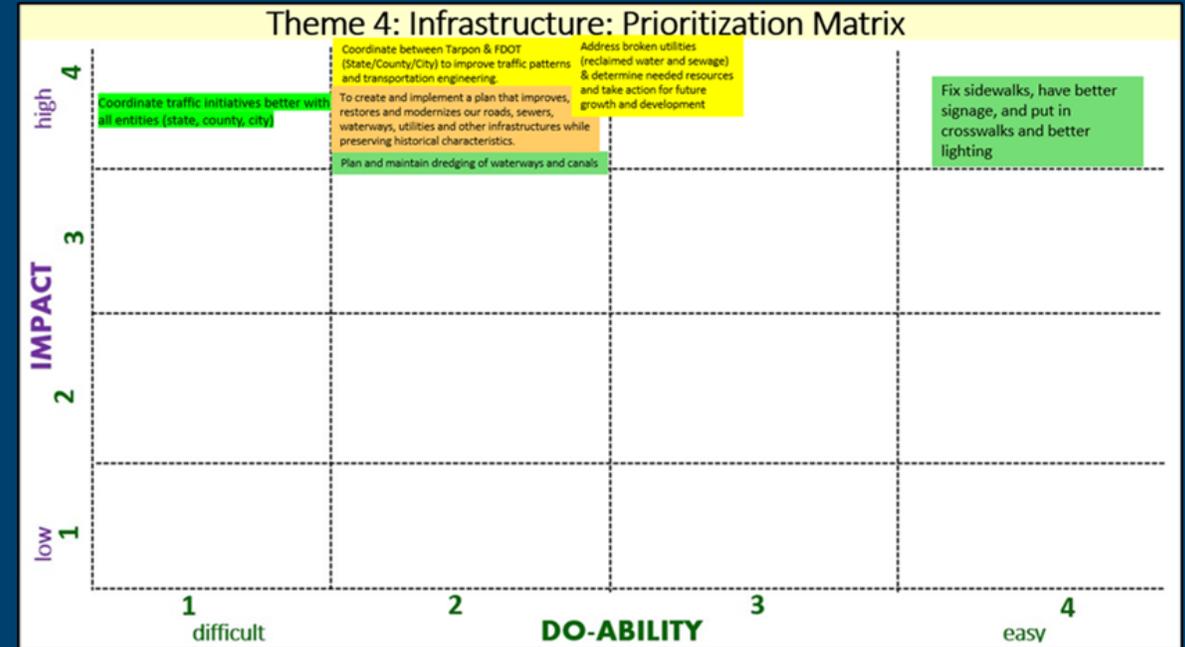
Visionary Leadership

- Elected leaders are responsible to create communications with all citizens and under-represented groups. Improve communication between the city employees, leaders, and residents and advisory councils, youth voice, marginalized communities, Hispanic, etc.
- Ensure resources and tools are necessary to carry out the strategic plan
- Integrate all city leadership and community member voices in implementing the strategic plan



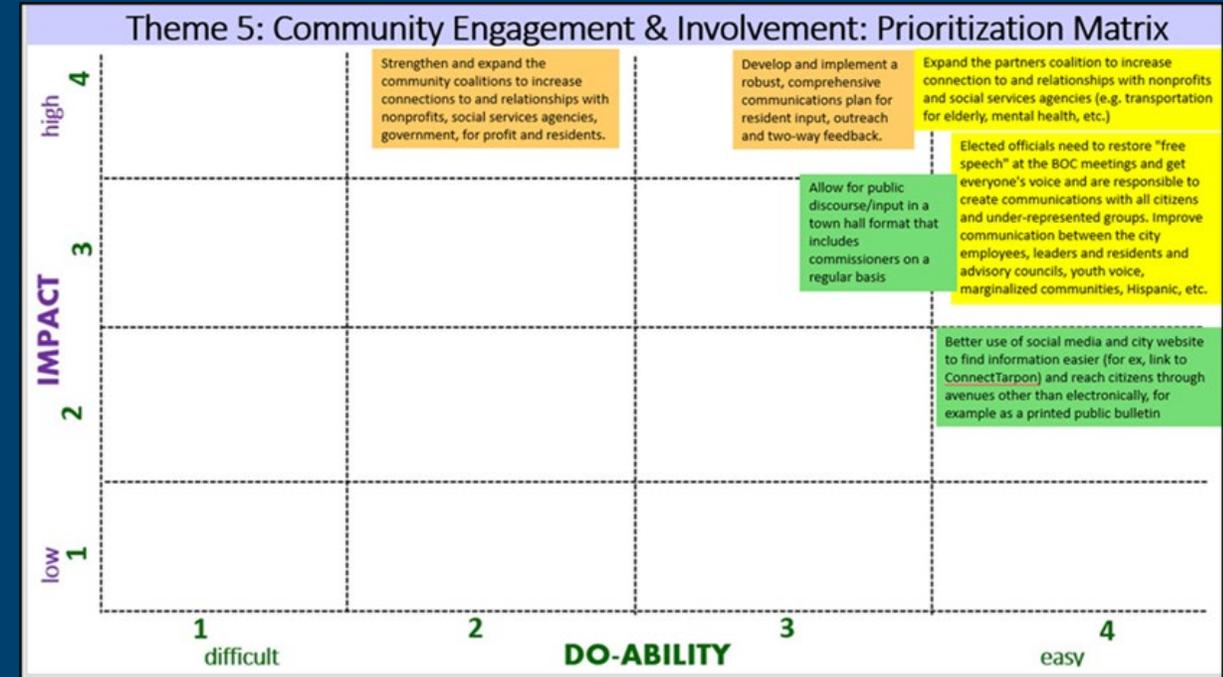
Infrastructure

- Address broken utilities (reclaimed water and sewage) & determine needed resources and take action for future growth and development
- Plan and maintain dredging of waterways and canals
- Coordinate between Tarpon & FDOT (State/County/City) to improve traffic patterns and transportation engineering.
- Fix sidewalks, have better signage, and put in crosswalks and better lighting
- Coordinate traffic initiatives better with all entities (state, county, city)
- Create and implement a plan that improves, restores, and modernizes our roads, sewers, waterways, utilities, and other infrastructures while preserving historical characteristics.



Community Engagement & Involvement

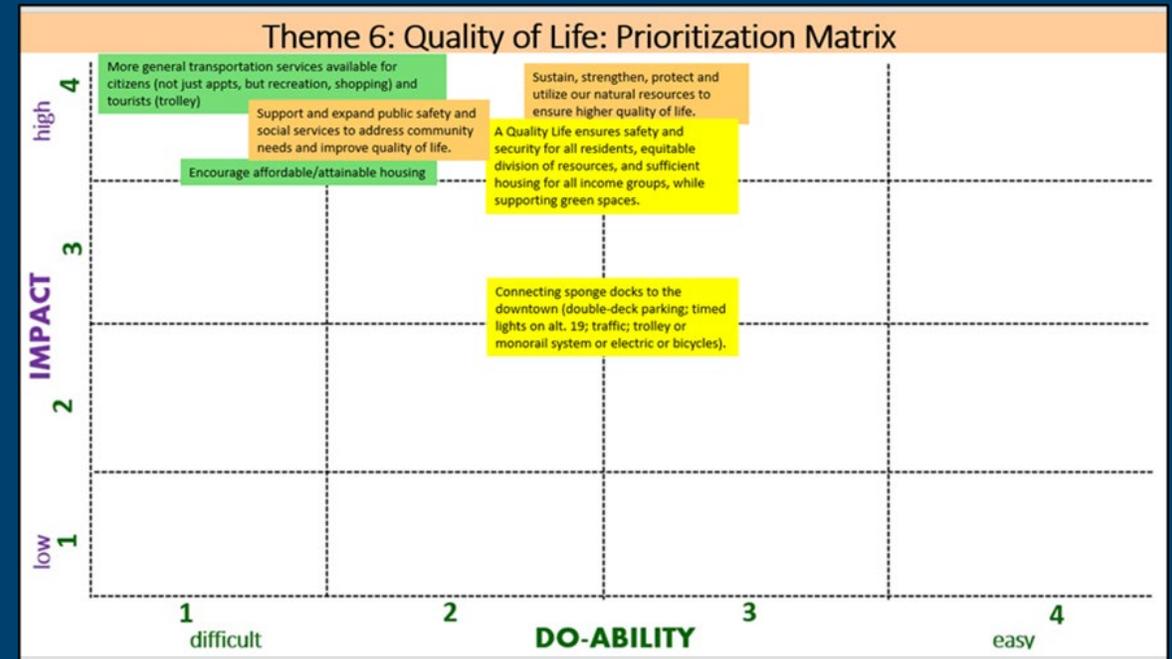
- Expand the partners coalition to increase connection to and relationships with nonprofits and social services agencies (e.g., transportation for elderly, mental health, etc.)
- Develop and implement a robust, comprehensive communications plan for resident input, outreach, and two-way feedback.
- Elected officials need to restore "free speech" at the BOC meetings and get everyone's voice and are responsible to create communications with all citizens and under-represented groups. Improve communication between the city employees, leaders, and residents and advisory councils, youth voice, marginalized communities, Hispanic, etc.
- Strengthen and expand the community coalitions to increase connections to and relationships with nonprofits, social services agencies, government, for profit and residents.



- Better use of social media and city website to find information easier (for example, link to Connect Tarpon easier to find) and reach citizens through avenues other than electronically, for example, a printed public bulletin.
- Allow for public discourse/input in a town hall format that includes commissioners on a regular basis.

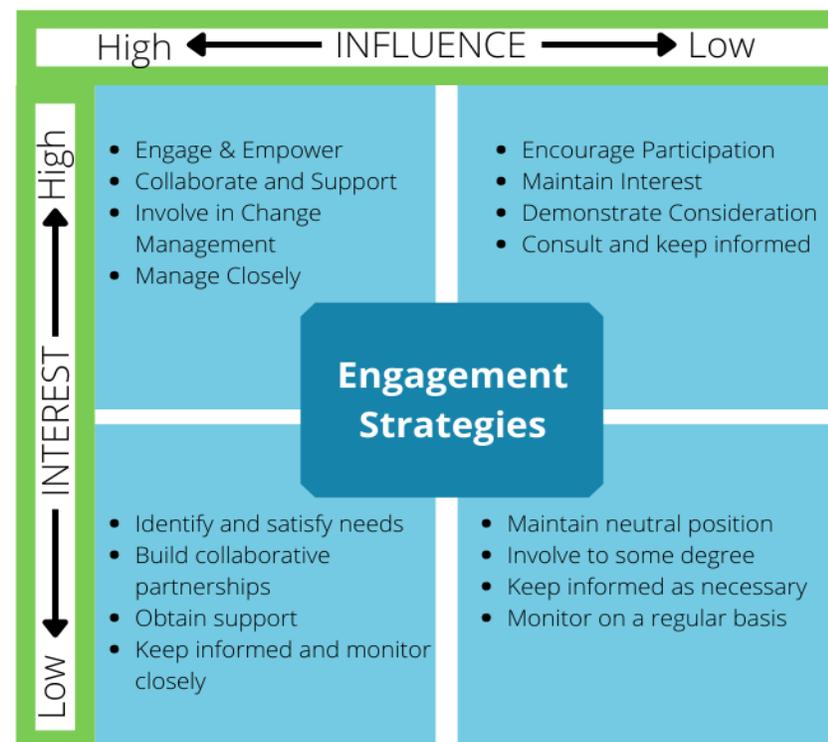
Quality of Life

- Support and expand public safety and social services to address community needs and improve quality of life.
- Sustain, strengthen, protect, and utilize our natural resources to ensure a higher quality of life.
- More general transportation services available for citizens (not just for appointments, but recreation, shopping) and tourists (trolley)
- A quality life ensures safety and security for all residents, equitable division of resources, and sufficient housing for all income groups, while supporting green spaces.
- Connect sponge docks to the downtown (double-deck parking, timed lights on Alt. 19, traffic, trolley or monorail system or electric or bicycles).
- Encourage affordable/attainable housing



Your role and expectations:

- ➔ Review all data collected to date at <https://connecttarponsprings.com/strategic-plan>
- ➔ Come prepared on May 21st to provide input on Mission, Vision, Core Values, Goals and Objectives
- ➔ If you have questions, please reach out to the team to get clarification at acrist@usf.edu or 813.857.8801



MARK YOUR CALENDARS!

Commission, City Manager & Executive Forum I (May 21, 2022)

9:00 a.m. – 3:00 p.m. St. Pete College “Community Room” FA132

Commission, City Manager & Executive Forum II (June 7, 2022)

6:30 p.m., St. Pete College “Community Room” FA132

Final Report Internal Review (July 2022)

Final Report to Commission Workshop (August 30, 2022)

6:30 p.m. City Hall



Thank You!

