



City of Tarpon Springs Strategic Plan

Prepared For
The City of Tarpon Springs

Prepared By:
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at the University of South Florida
-and-
Collaborative Labs at
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City of Tarpon Springs Strategic Plan



Report to the Community

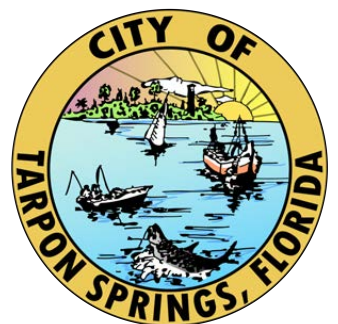




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About Us

Tarpon Springs is a historic small city of nearly 26,000 inhabitants with an unusual mix of Greek culture, and Victorian and Floridian architecture. Incorporated in 1887, it is the oldest city in Pinellas County, Florida. Located on the Gulf of Mexico on the west coast of Florida, Tarpon Springs is north and west of the Tampa-St. Petersburg metropolitan area.

The city is full of parks, public art, bayous, brick streets, and boasts two distinct downtowns. The original downtown area consists of a mix of antique shops, boutiques, galleries, and museums and is an integral part of the City's first National Register Historic District. Second, the renowned Sponge Docks and Greektown Area, settled in the early 1900s, has grown into a national and international tourist mecca. In 2014, this area was also recognized as a National Register Historical/Cultural District.

The City provides a range of services including:

- Law Enforcement
- Fire Rescue
- Streets & Transportation Infrastructure
- Parks, Recreation, Natural Areas & Cultural Facilities
- Library and Theatre
- Planning & Building Community Services
- Economic Development & Community Redevelopment Agency
- Utilities and Public Works





City Leadership



Costa Vatikiotis

Mayor



Craig Lunt

Vice Mayor



Jacob Karr

Commissioner



Panagiotis Koulias

Commissioner



Michael Eisner

Commissioner

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Message from the Mayor

On behalf of the Board of Commissioners, I am proud to present the Strategic Plan of Tarpon Springs. It is a vision for the City's future. It is the collective conscience of the City's common core values. It is a roadmap for progress. All three form the basis for preserving the ideal of a hometown that we know as "Tarpon Springs."

The need for a Strategic Plan was conceived in the Spring of 2020. It evolved as a cooperative effort between the City's residents and businesses, its municipal staff, and the City Commission. Thousands of hours of discussion, debate, and reckoning took place in public meetings, large and small.



Individuals participated from their home through surveys and video-conferencing. The effort focused on identifying a vision for the City's future based on its core values, the essential goals and objectives for achieving that vision, and a priority of those goals and objectives in terms of their importance. This process was facilitated and documented by the University of South Florida's John Scott Dailey Florida Institute of Government and Collaborative Labs at St. Petersburg College. The result is the City's Strategic Plan that you now hold in hand.

The University of South Florida's Institute of Government facilitated the City's first Strategic Plan in 1993. We were pleased to have Collaborative Labs at St. Petersburg College's join in this renewed effort. The Strategic Plan could not have been completed without them. Nevertheless, the heart and soul of the plan comes from the City's residents and businesses, its municipal staff, and the Board of Commissioners. Without their sincere belief in Tarpon Springs as a hometown and the importance of preserving that ideal, the effort for this plan would not have even begun.

To all, I extend my heartfelt gratitude for their time, effort, and cooperation that went into creating the Strategic Plan of Tarpon Springs.

Costa Vatikiotis

Mayor

City of Tarpon Springs



Overview

Introduction

The USF Florida Institute of Government, in partnership with Collaborative Labs at St. Petersburg College, was contracted to design a strategic planning methodology for the City of Tarpon Springs. The project kicked off with City Leadership in the Summer of 2021. Throughout the approximate year and half process, the community, City leadership, and City Employees were engaged in various ways in order to provide input about the desired strategic direction of the City of Tarpon Springs for the next 3-5 years. The overarching purpose of this project was to provide the City with strategic direction, stakeholder input and analysis in order to establish strategic objectives, a mission, and a vision for the City to use as planning tools for the future.

This **Report to the Community** is a high-level overview of what took place throughout this process, who was involved, and the overall outcomes. A comprehensive data report will be made available upon request. The comprehensive data report is inclusive of data collected, analysis, and much more detailed information.

Methodology

In order for the research team to engage and capture feedback from all stakeholders, this project was designed using the *Participatory Strategic Planning Process* to allow for many opportunities and methods of feedback that would drive the content of each of the subsequent phases. This process is a consensus-building approach that helps a community come together in explaining how they would like their community to develop, deliver direct decisions, build consensus about directions, establish community commitment to making things happen and a stronger sense of being a team.



As you will see in this report, the major themes from stakeholder interviews were used to frame the conversation at the Community Forum I, and the Citizen Engagement Survey results were analyzed and used to drive content at Community Forum II. All data collected from each phase was used as the basis for next step in the process.



Strategic Alignment Workshop

The Mayor and Board of Commissioners met in July 2021 for a strategic alignment workshop in order to build a unified foundation among the Commission to begin the strategic planning process. The Commission was led through an activity called 'Compass Points' that uses a set of preferences which relate not to individual work but group behaviors, helping us understand how preferences affect group work. They were also led through a facilitated activity to discuss Current and Future City Successes and agreed upon Guiding Principles.



Citizen Engagement Session

In August 2021, Collaborative Labs at St. Petersburg College in partnership with the USF Florida Institute of Government held a *virtual* interactive session to engage the community in identifying their role in the strategic planning process as well as how to participate throughout the process. While in breakout groups, community members were asked to brainstorm and discuss current successes: 'What are you most proud of as a community member of Tarpon Springs?' and future successes: 'What are you most excited about as we envision what success looks like for the future of Tarpon Springs?'

Attendees also participated in a facilitated conversation about shared core values in the City of Tarpon Springs, reviewed the top 10 best practices for citizen engagement, and identified and prioritized guiding principles.

Top Guiding Principles to Effectively Engage in our Strategic Planning Process

- Representation and proper engagement of the entire 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%

Former Mayor Chris Alahouzos welcoming residents to participate in the strategic planning process



Former Mayor Chris Alahouzos video welcoming residents to participate in the strategic planning process.

<https://www.youtube.com/watch?v=rSES77U6dh0&t=2sn> - YouTube

[illegible]

The USF Florida Institute of Government met with key individuals, business, and organization stakeholders identified by the City staff and Board of Commissioners as having particular insight into the issues facing the City and/or into the views and opinions of segments of the City community. Insight and information gained in these interviews was used, without attribution (anonymously), to help develop starting points for discussions at the Community Forums.

07



Resident Feedback Survey

The USF Florida Institute of Government conducted the *2021 Resident Feedback Survey* gathering input on a number of topics, including: (1) perceptions of the quality of life in Tarpon Springs, (2) preferred communication methods, (3) interactions with City employees, and (4) aspirations for the City's future. The survey engaged respondents in a SWOT analysis exercise, collecting public feedback about the City's perceived *Strengths, Weaknesses, Opportunities, and Threats*. The survey was administered in a web-based format. Efforts were made to widely distribute the survey and make it accessible to all members of the community; including promotion via local media, the City's official social media accounts, and a direct link on the City's strategic planning webpage.

Major Themes and Findings of the Resident Feedback Survey

- ✓ 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 development, which many fear could be detrimental to the City's small-town charm. Collectively, residents expressed a desire to see deliberate development that focuses on the revitalization of existing properties and improving the quality of local amenities, while also 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 noted 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.



Employee Feedback Survey

In an effort to inform the strategic planning process, the *Employee Feedback Survey* collected input on a number of topics, including: (1) Overall Job Satisfaction, (2) Organizational Mission and Values, (3) Equity and Inclusivity, (4) Compensation and Opportunities, (5) Organizational Communications, (6) Departmental Culture, (7) Supervisor Evaluation, (8) City Leadership, and (9) Community Relations.

The survey was designed by the institute based on discussions with City Staff/Officials, as well as recent trends in employee engagement research. The survey was administered in a web-based format between November 5th and 30th, 2021. Efforts were made by the City to widely distribute the survey and make it accessible to all employees. A total of 215 complete responses were received.

Major Themes and Findings of the Employee Feedback Survey

Overall, Tarpon Springs' City employees appear extraordinarily committed to their jobs, focused on achieving desired organizational goals, and overwhelmingly dedicated to enhancing high-quality city services for Tarpon Springs' citizens. Several consistent and noteworthy trends emerged from the survey responses.



- ✓ **Employee Commitment** – Tarpon Springs employees' survey feedback points to significant commitment and dedication to providing high-quality service provisions to their citizens.
- ✓ **Job Satisfaction** – The vast majority of Tarpon Springs employees, based on their responses, expressed high work satisfaction and a distinct dedication to remaining within the City of Tarpon Springs' workforce over the next two years.
- ✓ **Employee-Departmental Relations**– Employee responses indicate high levels of trust and respect for Tarpon Springs' supervisors. Employees also feel they are treated equitably and fairly by their supervisors. In addition, they trust that their supervisors welcome their involvement in departmental decision making. Additionally, over 80% of respondents expressed that their working conditions have improved over the past year.
- ✓ **Organizational Communications** – Employees' organizational communication assessments within Tarpon Springs were somewhat mixed, with slightly less than 1 in 3 respondents indicating that inter-departmental communication needs improvement. Slightly less than a third of respondents also feel that the decisions made by City leaders could benefit from increased communication clarity. Given this feedback, Tarpon Springs should consider reviewing its existing communication strategies and methods to ensure maximum information coordination across all departments as it moves forward with its strategic plan development and eventual implementation.
- ✓ **City Leadership** – Employees expressed strong confidence in Tarpon Springs' City leadership. Employees believe that the City Leadership Team has set clear goals and objectives. They believe that the City is making good progress in accomplishing these established goals and objectives. Furthermore, respondent feedback indicates that the City is managed effectively. As a result, Tarpon Springs' employees feel that they and their City Leadership Team are achieving desired organizational outcomes.



Employee Focus Group Forum

The Employee Focus Group Forum, facilitated by Collaborative Labs at St. Petersburg College, in partnership with the USF Florida Institute of Government, was held on December 3, 2021 with a representative sampling of employees across all departments and levels within the City Staff, . The objective of this facilitated session was to debrief and discuss the employee survey results, conduct a SWOT analysis in breakout groups, discuss emerging strategic themes and prioritize these themes using an electronic voting tool.

There was consensus among the participants of the sense of pride in the work performed by all employees. Many thought the smaller size of the City allowed for more efficient management and better customer service. One of the other strengths this group acknowledged was the unique identity of the City and its roots. The group expressed concern for the lack of competitive employee pay especially in relation to high cost of living and the lengthy process for new hires. Many participants questioned whether these issues were causing burdens to some employees. Others commented on the City's aging infrastructure and development process as impediments to success. There was a desire to see a forward thinking and informed budget.

Most of the opportunities the focus group concentrated on were in relation to pay and compensation. Some suggested a reevaluation of the pay scale in light of current economy; thus allowing managers to offer competitive pay to current employees to reduce attrition and promote more employee satisfaction. However, the employees recognized there were some issues the City had little control over such as losing experienced staff to other cities, misinformation spreading through social media and cyber attacks.



Angela Crist, Director, USF Florida Institute of Government, addresses the employee focus group.



Newly Elected Official Orientation

On May 3, 2022, the USF Florida Institute of Government along with Dr. Stephen Neely and Dr. John Daly, USF School of Public Affairs, and Collaborative labs at St. Petersburg College conducted a workshop for the newly elected officials of the City Commission. The orientation reviewed all work completed to-date in Phases 1 and 2. Specifically, the USF team reviewed the data collected from the stakeholder interviews, citizens engagement session, resident survey, employee survey and employee focus group. Commissioners were presented with the emerging strategic themes and input from the community focus groups. Expectations were provided to the Commission regarding their role and engagement throughout the remainder of the process.



Graphic used in the session illustrating different approaches to engagement based on high and low influence and impact.



Images from the newly Elected Officials Forum. Elected officers can be seen with the facilitators.



Community Forum 1

Community Forum I, facilitated by Collaborative Labs at St. Petersburg College, in partnership with the USF Florida Institute of Government, was held on January 20, 2022 via a hybrid model—both in person and virtually. The goal of this facilitated session was to gain valuable insights for consideration in the strategic planning process. Participants were led through a virtual polling activity where participants were asked "What Characteristics of Tarpon Springs do we Value Most and do not want to change?" and "What issues affecting Tarpon Springs do we need to Address?".

Attendees also participated in break out groups focused on the desires for the future of the City and the strategies to achieve that desired future.

Valued Characteristics of Tarpon Springs

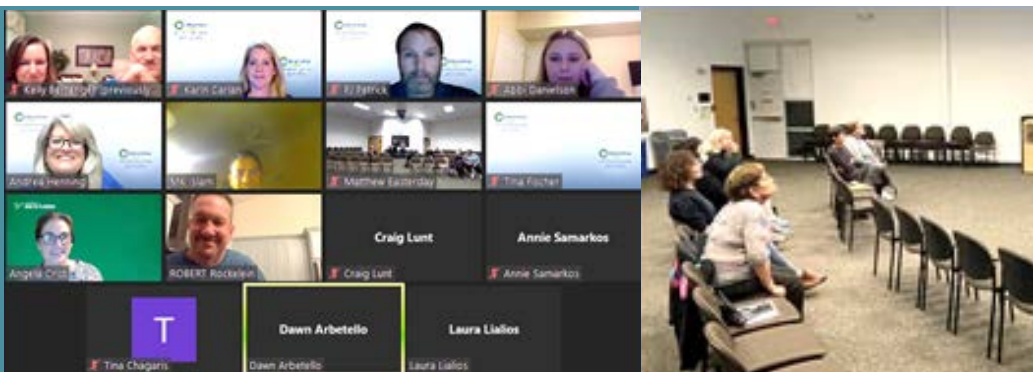
- Unique Places (Sponge Docks, Downtown, Howard/Anderson/North Anclote Nature Park, etc.) - 25%
- Natural Resources - 20%
- History/Heritage - 18%
- Security/Safety – 16%

Issues to Address in Tarpon Springs

- Growth and Development - 24%
- Culture, Heritage, and Preservation - 17%
- Infrastructure - 17%

Tarpon Springs Overall Vision

- Tarpon Springs the best quality of life!
- Tarpon Springs Supporting Visions
- Preserving the past, enjoying the present, and innovating for the future – 27%
- Ecotourism: Abundance of natural resources, greenspace, beaches, river, parks! – 13%
- Healthy, safe & lively town to live & grow – 13%
- Sustaining and enjoying the natural environment – 13%
- Safety, Security, Success! – 13%



Images from the virtual and in-person Community Forum 1 Session.



Community Forum 2

Community Forum 2, facilitated by Collaborative Labs at St. Petersburg College, in partnership with the USF Florida Institute of Government, took place on February 12, 2022. In this facilitated session, the draft mission, vision, values, and goals to date were reviewed. The main goal from this session was to provide an opportunity for the community to discuss the 6 emerging key strategic themes and begin formulating goals for the City under each of these themes.

Participants were broken up into collaborative work groups to begin thoughtful discussions and prioritization of goals for each strategic theme.

Community Input on the Strategic Planning Process

Culture, Heritage, Preservation & Natural Resources: Top Goals

- 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 (i.e. City of Tarpon Springs to purchase Anclote 74-acre ecosystem from Walmart Corporation who has it for sale-- kayaking on these acres)
- 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



Image of residents participating and applauding at the Community Forum 2 session.



Community Forum 2

Visionary Leadership: Top Goals

- 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

Quality of Life: Top Goals

- 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

Infrastructure: Top Goals

- 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 Forum 2

Community Engagement: Top Goals

- 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 ConnectTarpon 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

Growth & Development: Top Goals

- 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)



Leadership Forum 1

Leadership Forum 1, facilitated by Collaborative Labs at St. Petersburg College, in partnership with the USF Florida Institute of Government, took place on May 21, 2022. In this facilitated session, the Commission and Executive Leadership Team prioritized the Top Mission Statements, Top Values and Top Goals for continued refinement.



Commission and Executive Leadership Members listen to Andrea Henning, Director SPC Collaborative Labs, as she leads them through the strategic planning activities .

Top Mission Statements

- Protect and preserve the rich heritage, traditions, and independence/full-service of the City while working inclusively towards a sustainable, safe future focused on cultural and economic responsibility delivered with professional and high quality services (41%)
- Providing professional, sustainable, high quality services to enhance the inclusiveness, transparency, trust, and traditions of Tarpon Springs (29%)
- Creating a resilient community through responsive customer service, quality public safety, sustainable/reliable infrastructure, transparent open government and citizen engagement, while preserving our rich history, commitment to excellence, innovation and accountable fiscal policy (29%)

Top Values

- Fiscal Accountability (16%)
- Community First (15%)
- Quality of Life: Community Preservation (15%)
- Innovative and Adaptive Leadership (14%)
- Communication & Transparency (10%)



Commission Executive Leadership Members work together and share ideas in a group.



Leadership Forum 2

Leadership Forum 2, facilitated by Collaborative Labs at St. Petersburg College, in partnership with the USF Florida Institute of Government, took place on June 7, 2022. In this facilitated session, the Commission and Executive Leadership Team continued to prioritize and synthesize the Top Mission & Vision Statements, as well as the Top Values and Goals. Additionally, the Commission and Executive Leadership Team deployed into “self-selected” teams to review and refine the Objectives for consideration under each Goal.



Commissioners and Executive Leadership work together in a group to complete the days facilitated activities.

Revised Mission Statement, Core Values and Vision Statement

Revised Mission Statement

To protect, preserve and enrich the heritage, traditions, and independence of the City through quality services and a commitment to excellence.

Revised Core Values

Fiscal Accountability: We seek to efficiently and effectively use public resources while balancing the needs for the betterment of our community.

Community First: We strive to improve the quality of life where we work, live and play through thoughtful consideration of all community interests.

Visionary Leadership: We serve as innovative and adaptive leaders that value creativity, encourage new ideas and manage change.

Communication & Transparency: We foster an inclusive environment that supports the diversity of our community, open communication, and public participation.

Revised Vision Statement

An inclusive and prosperous community guided by our history, traditions, and natural environment.



Leadership Forum 2



Illustration of themes and mission and vision to date



Photos of participants at leadership Forum 2 engaging in activities.



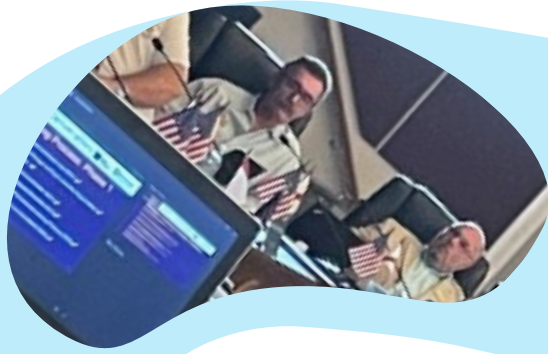
Mission & Vision

Mission

To protect, preserve, and enrich the heritage, traditions, and independence of the City through quality services and a commitment to excellence.

Vision

An inclusive and prosperous community guided by our history, traditions, and natural environment.



Core Values Guiding Principles

Fiscal Accountability

We seek to efficiently and effectively use public resources while balancing the needs for the betterment of our community.

Community First

We strive to improve the quality of life where we work, live, and play through thoughtful consideration of all community interests.

Visionary Leadership

We serve as innovative and adaptive leaders that value creativity, encourage new ideas and manage change.

Communication & Transparency

We foster an inclusive environment that supports the diversity of our community, open communication, and public participation.



Strategic Themes

The Strategic Plan's six overarching key focus areas and underlying objectives, and action items allow the City to be transparent about its goals, focused in its efforts, and aware of its results.

Infrastructure



Community Engagement



Quality of Life



Smart Growth & Redevelopment



Culture, Heritage, & Preservation



Good Governance





Strategic Goals

Theme A - Infrastructure



GOAL A.1

A City-Wide Clean Energy Program

Obj. A.1.1 Research, develop, and initiate a City-wide renewable energy plan

Obj. A.1.2 Expand a City-wide energy efficiency program

GOAL A.2

A Comprehensive Infrastructure Master Plan

Obj. A.2.1 An integrated planning process to develop a Capital Improvements Plan

Obj. A.2.2 Implement a Capital Improvements Plan that improves, restores, expands and modernizes our roads, sewers, waterways, utilities and other infrastructure

Obj. A.2.3 Formalize a City-wide maintenance plan to improve the City's infrastructure (Utilities, IT, Buildings, etc.)

GOAL A.3

Environmental Impact Preparedness

Obj. A.3.1 Develop a Sustainability Plan that includes a vulnerability assessment and adaptive action strategy

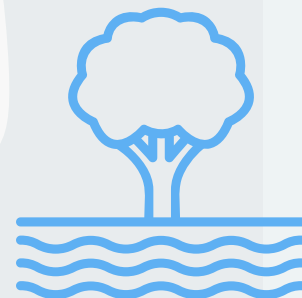
Obj. A.3.2 Update the emergency preparedness plan responding to environmental and emergency impacts





Strategic Goals

■ Theme B - Quality of Life



GOAL B.1

Water Quality Protection (Rivers, Bayous, and Beaches)

Obj. B.1.1 Maintain stormwater action plan for environmental cleanliness for waterways, streets, stormwater, sidewalks, drinking water, sewage, beaches and parks

Obj. B.1.2 Reduce loss and improve health of wetlands and buffers (mitigate invasive species)

Obj. B.1.3 Minimize impact of wastewater on the environment

Obj. B.1.4 Maintain navigable river and waterways

GOAL B.2

A Healthy Tree Canopy

Obj. B.2.1 Complete and maintain a tree inventory

Obj. B.2.2 Reduce urban heat islands and increase shade tree plantings

Obj. B.2.3 Assess and amend tree preservation ordinances

GOAL B.3

A Safe, Pedestrian-Friendly Community

Obj. B.3.1 Increase safe access to multi-modal transportation such as walking, biking, local transit, shuttles, waterways, etc.

Obj. B.3.2 Continue a sense of security by maintaining and supporting a high level of public safety commensurate with growth





Strategic Goals

■ Theme C-Cultural Heritage & Preservation



GOAL C.1 Protect the City's Unique Cultural Heritage and Identity

Obj. C.1.1 Market and promote the rich cultural heritage, resources, and diversity of the City

Obj. C.1.2 Create a plan to connect the cultural footprint throughout the City

Obj. C.1.3 Seek grant opportunities to preserve the culture and rich heritage

GOAL C.2

SMART Growth and Redevelopment that incorporates Historic Community Characteristics

Obj. C.2.1 Incorporate culture, heritage and preservation into sustainability planning

Obj. C.2.2 Strengthen the comprehensive and land use regulations with stronger adherence to historic community characteristics





Strategic Goals

■ Theme D - Smart Growth & Redevelopment



GOAL D.1

Expand and Diversity Local Employment Opportunities that Support a Living Wage

Obj. D.1.1 Evaluate economic challenges of redevelopment and develop an asset-based economic development strategy for the City

Obj. D.1.2 Increase "clean industrial" and business park development

Obj. D.1.3 Develop a plan for remaining developable land (north side of the river)

GOAL D.2

Attainable Housing for All Income Levels

Obj. D.2.1 Develop plan for attainable housing (all income levels)

Obj. D.2.2 Encourage infill redevelopment through incentives for vacant and unkempt properties

Obj. D.2.3 Incentivize eco-friendly building practices that reduce cost of ownership and maintenance

GOAL D.3

A Vibrant, Life-Long Community where People can meet all daily Needs of Living and Comfortably "Age in Place"

Obj. D.3.1 Evaluate/Study the linkage between walkability, multimodal transportation, and attainable housing to inform areas most suitable for mixed use redevelopment

Obj. D.3.2 Identify unmet needs of daily living within the City and develop strategies to address those needs





Strategic Goals

■ Theme E - Community Engagement



GOAL E.1

Continuous Interactive Communication with Residents

Obj. E.1.1 Research and develop a cohesive communications strategy (i.e., a strategy that identifies the key messages, target audience, and a tactical implementation plan)

GOAL E.2

Expanded Community Outreach

Obj. E.2.1 Upon completion of E.1.1, develop a plan to reach local organizations, HOAs, community and neighborhood centers through community liaisons, speakers' bureaus or other methodologies

Obj. E.2.2 Evaluate community calendar: expand the awareness and use for the comprehensive community calendar on the Explore Tarpon Springs website. <https://exploretarponsprings.com/events-calendar/>





Strategic Goals

■ Theme F - Good Governance



GOAL F.1

Continuous Improvement and Innovation through a Culture of Accountability, Open-Mindedness, and Respect

- Obj. F.1.1 Determine best methodology to measure employee satisfaction and improve employee engagement and relations
- Obj. F.1.2 Create and maintain City-wide process improvements strategy
- Obj. F.1.3 Encourage and promote relevant education for all City staff, elected officials, and advisory boards
- Obj. F.1.4 Identify and implement benchmarking leadership practices across all levels of the City

GOAL F.2

Effective and efficient implementation of City Policies and Plans

- Obj. F.2.1 Utilize the Strategic Plan as a tool to prioritize budgeting, annual and long-range capital expenditures





Next Steps

This Strategic Planning Community Report represents leadership's vision and goals for the City of Tarpon Springs. The City Commission's ideas and prioritized goals represent a working guide for both the City Commission and Management staff to operationalize each goal through development of action steps and timetables for completion.

Over the next three to six months, the goals and objectives should also be incorporated into and pursued through the budget process and through staff and community actions. This report is designed to capture the topics and processes of your discussions and should be used to assist the City in developing action tasks, an implementation plan and progress update reports for the next three-five years.

ACTION TASKS

Resources and Planning

What is your Anticipated timeline? What resources are needed? Who will be responsible for oversight?

IMPLEMENTATION PLAN

Monitoring and Accountability

How will you monitor your progress? When will you report to the Community status updates?

BUDGET & RESOURCE ALIGNMENT

Funding Strategies

Does your budget accurately reflect the needs and priorities of the goals and objectives?

PROGRESS UPDATES

Communication and Evaluation

Will you use a community Dashboard? Will quarterly reports be provided to the Commission?



Conclusion



The success of the City of Tarpon Springs' Strategic Planning process lies in the implementation of the plan. Collaborative Labs at St. Petersburg College will continue to support the mobilization of the Strategic Plan with ongoing implementation coaching and accountability sessions. Ongoing sessions will focus on five key components needed to support the implementation plan: people, resources, structure, systems, and culture. This will also include an agreed upon Dashboard Tool and process for the implementation plan facilitation.

The completed Strategic Plan is a living document and should function as the main thrust of the City of Tarpon Springs in goal achievement. The Collaborative Labs team will facilitate implementation workshops on a quarterly basis for a year to assess progress made to date and recalibrate plan to align with goals as needed.





Tarpon Springs Strategic Plan 2022

Stay Engaged!

connecttarponsprings.com

City of Tarpon Springs

Address

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