



# YOUR CITY. OUR FUTURE.

*A Community Driven Plan*

**Temple Terrace City Council**

**Mayor**

*Frank M. Chillura*

**Councilmembers**

*Robert M. Boss  
Alison M. Fernandez  
David Pogorilich*

*Grant Rimbey  
Eddie Vance*

**City Manager**

*Gerald J. Seeber, ICMA-CM*

CITY OF

TEMPLE TERRACE

*Amazing City. Since 1925.*

**Strategic Plan Facilitators**

*Gerald J. Seeber, ICMA-CM  
City Manager*

*B. Keith Chapman CFO, CEMSO, MIFireE  
Fire Chief*

*Joe Gross  
Code Compliance Director*

*Aleicia Latimer, Esq., SPHR  
Human Resources Director*

## **Introduction**

In its continual effort toward self-improvement, the City of Temple Terrace engaged in a strategic planning process in February 2014. Utilizing a methodology similar to that used by the Center for Public Safety Excellence (CPSE) Technical Advisor Program (TAP), the City employed a community-driven process, which sought input from its external and internal stakeholders. With its foundation based in stakeholder input, this strategic plan, revisits the City's Mission, Values, and Vision and sets forth a plan for continuous improvement that offers direction for a sustainable future. This process challenged the internal stakeholders to critically examine services, values, philosophies, and desires, while focusing on the future of the city. All participants in this process contributed invaluable feedback resulting in a plan that will guide future decisions, establish priorities, and focus efforts over the next several years.

The City of Temple Terrace's Strategic Plan sets forth a comprehensive vision and mission statement, and establishes core values providing a clear path into the future. These core values embody the manner in which the agency's members, individually and collectively, will carry out the agency's mission. This strategic planning work has produced goals, objectives and critical tasks that will guide the organization to actualize its vision.

The very nature of a strategic planning process allows for flexibility to an ever-changing environment. This plan allows for the prioritization of work on Departmental goals and objectives, while incorporating critical tasks into the annual budget process. The plan will serve as a reference and a means to measure progress throughout the upcoming years.

***"What we have to do today is to be ready for an uncertain tomorrow."***

Peter F. Drucker,  
Professor of Social Science  
and Management

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## **Organizational Overview**

The City of Temple Terrace is a rising star in the nationally recognized Tampa Bay area of Florida. Dubbed the “Amazing City,” the family-friendly municipality is nestled among grand oaks, towering pines and abundant cypress trees on the banks of the majestic Hillsborough River.

Temple Terrace has a population of approximately 25,000 within a 7.39 square-mile area in northeastern Hillsborough County. The City operates under a council-manager form of government. Incorporated in 1925, the City was named for the hybrid “Temple” orange (a cross between the tangerine and sweet orange, named for William Chase Temple), and the terraced terrain bordering the river.

Temple Terrace boasts a unique history. Originally promoted as “Tampa’s most beautiful suburb,” it was one of the nation’s first master-planned golf course communities featuring an elite, country club lifestyle. The golf course, current home to the U.S. Professional Hickory Golf Championship, attained listing on the National Register of Historic Places in 2012, becoming the first 18-hole golf course in Florida to achieve this prestigious designation.

The community has long held a reputation as one of Tampa Bay’s hidden gems, recognized for its historic collection of 1920s Mediterranean Revival homes and winding, tree-canopied streets. The city is a “Tree City USA” community. It also is the first city in Florida in which the entire community is designated as a Multimodal Transportation District, which encourages walking, bicycling, golf carts and other alternative means of transportation.

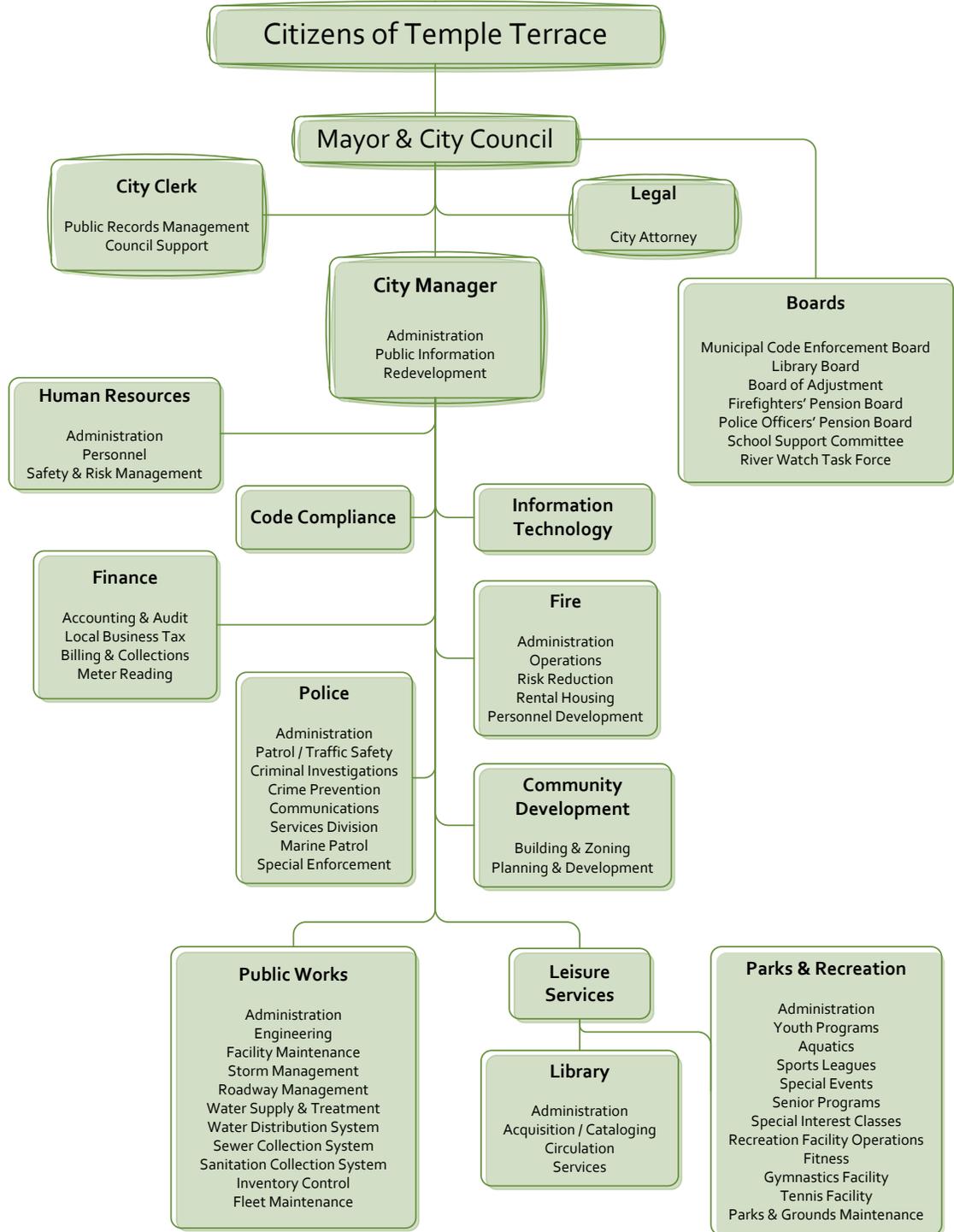
The University of South Florida, Busch Gardens, Adventure Island and the Museum of Science & Industry are just minutes from Temple Terrace. Popular Central Florida attractions such as Disney World, Sea World and Universal Studios are just a short drive to the east.

Today, Temple Terrace is being rediscovered by families and businesses alike. In 2013, CNN Magazine named Temple Terrace one of the best small cities in America to buy a home. Telecom Park in the northeast corner of the city is recognized as one of the region’s top commercial business parks.

Add proximity to three major transportation corridors, world-class health science facilities, and access to the business and financial power of Tampa, and you’ll find that Temple Terrace offers the best of both worlds – a metropolitan sophistication tempered with small-town livability.

Stop by for a visit, and discover why people call Temple Terrace the “Amazing City.”

**CITY OF TEMPLE TERRACE, FLORIDA  
 ORGANIZATIONAL CHART**



## **Definition of a Community-Driven Strategic Plan**

Municipalities nationwide have struggled to constantly provide high level of services while adapting to the ever-changing economic environment. These challenges place increased pressure on modern municipalities, policy makers, and staff to develop ways to be more effective and more efficient. In most cases, municipalities are being asked to make this change and increase performance with fewer resources. To be successful in this climate, organizations must establish a clear direction that is rooted in the desires and expectation of the citizens they serve. Strategic Planning and the documentation of the results of that planning in a formal document provide the foundation for addressing these challenges now and in the future.

The City of Temple Terrace's decision to create and adopt a formal strategic plan is evidence of its commitment to continued improvement. It is further evidence of the city's desire to build, manage, and maintain a city that is reflective of the community's expectations. To ensure that community expectations were incorporated, a community-driven strategic planning process was used to develop this plan.

### **What is a Strategic Plan?**

In general, a strategic plan should be considered a "living" document or management tool that:

- Provides short-term direction (3-5 years)
- Establishes goals, objectives, and critical tasks that drive organization improvement
- Optimizes use of resources
- Communicates the organizations mission, values, and structure
- Established a realistic vision reflective of accomplished goals

It is important to recognize that planning is a continuous process. The concept that this strategic plan is a "living document" provides the flexibility to adapt to unexpected changes and obstacles. The plan itself is nothing more than the documentation of the process. While the plan is important to reference and serves as a document to track progress and coordinate activity, it is the process of planning itself that has the most value. The content of this document must remain operationally useful and should be used to guide decision making at both policy and management levels.

Successful organizations, from government agencies to Fortune 500 companies, have recognized that attaining customer feedback is critical to success. This feedback, when utilized properly, is turned into strategic goals, objectives, and critical tasks. Goodstein, Nolan, & Pfeiffer define Strategic Planning as

*“a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be measured.”<sup>1</sup>*

The US Federal Consortium Benchmarking Study Team goes on to explain that, to fully understand strategic planning, it is necessary to look at a few key words in the strategic planning definition:

- **Continuous** refers to the view that strategic planning must be an ongoing process, not merely an event to produce a plan;
- **Systematic** recognizes that strategic planning must be a structured and deliberate effort, not something that happens on its own;
- **Process** recognizes that one of the benefits of strategic planning is to undertake thinking strategically about the future and how to get there, which is much more than production of a document (e.g., a strategic plan);
- **Guiding members** identifies not only senior executives, but also employees. (It also considers stakeholders and customers who may not make these decisions, but who affect the decisions being made.);
- **Procedures and operations** means the full spectrum of actions and activities from aligning the organization behind clear long-term goals to putting in place organizational and personal incentives, allocating resources, and developing the workforce to achieve the desired outcomes; and
- **How success is to be measured** recognizes that strategic planning must use appropriate measures to determine if the organization has achieved success.

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<sup>1</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

## Where Does the Community Fit into the Strategic Planning Process?

Peter F. Drucker states in his book The Practice of Management, “There is only one valid definition of business purpose: to create a customer”.<sup>2</sup> Businesses, as well as state and local governments, have begun focusing on their community of customers as one of the key motivators in planning for the future. A "community-driven organization" is defined as one that

*maintains a focus on the needs and expectations, both spoken and unspoken, of customers, both present and future, in the creation and/or improvement of the product or service provided.*<sup>3</sup>

Again, it will be useful to use the US Federal Consortium Benchmarking Study Team’s definitions of the specific terms used in the above definition:

- **Focus** means that the organization actively seeks to examine its products, services, and processes through the eyes of the customer;
- **Needs and expectations** means that customers' preferences and requirements, as well as their standards for performance, timeliness, and cost, are all input to the planning for the products and services of the organization;
- **Spoken and unspoken** means that not only must the expressed needs and expectations of the customers be listened to, but also that information developed independently "about" customers and their preferences, standards, and industry will be used as input to the organizational planning; and
- **Present and future** recognizes that customers drive planning and operations, both to serve current customers and those who will be customers in the future.

Understanding the role of the community in creating and executing a strategic plan is key to the overall success of the planning process. Temple Terrace desires to be a city that is driven by its customers. As a result, much effort was put into capturing feedback from the community and incorporating this feedback into every element of the plan.

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<sup>2</sup> Drucker, P. F. (1954). *The practice of management*. New York: Harper & Row.

<sup>3</sup> Federal Benchmarking Consortium. (1997, February). *Serving the American Public: Best Practices in Customer-Driven Strategic Planning*

## From the Office of the City Manager

July 15, 2014

The Honorable Frank M. Chillura, Mayor  
and Members of City Council  
City of Temple Terrace  
11250 North 56<sup>th</sup> Street  
Temple Terrace, Florida 33617

**Subject: 2014 Strategic Planning Initiative**

Mr. Mayor and Members of City Council:

On behalf of the many residents, business owners and City staff members who participated in the effort, I am pleased to present to you a recommended strategic plan document, *Your City, Our Future*, for your review and approval. I am recommending that the City Council take action this year to approve the strategic plan document and the priority goals included in this community driven plan.

The City Council will have the best chance of achieving success when its legislative and service delivery efforts are aligned with commonly held priorities on its strategic initiatives. The collective efforts of elected officials and appointed staff can make a positive difference in the quality of life for the City's residents and in the economic vitality of its businesses when focused on common goals and supported by a commitment of sufficient resources. The development of a customer driven strategic plan and the adoption of operating and capital budgets to implement the Plan's objectives are fundamental to improving and sustaining our community.

I wish to acknowledge the leadership and contributions of Fire Chief Keith Chapman, along with Human Resources Director Aleicia Latimer and Code Compliance Director Joe Gross for their good work in shepherding this effort over the past five months. Gladys Miranda also supported the team in preparation of the plan documents. Their commitment to the effort was substantial and they deserve our thanks for a job well done.

Sincerely yours,



Gerald J. Seeber  
City Manager, ICMA-CM

## Process and Acknowledgements

City staff held 23 external stakeholder feedback sessions over a six (6) week period of time. These sessions provided the opportunity to collect valuable data from 357 different participants. During these meetings, customers were asked to complete a series of four (4) exercises. Valuable data related to the prioritization of services, areas of strength, concerns, and customer expectations were collected. This information provided the core material needed to complete this strategic plan. As such, the City of Temple Terrace would like to thank the contributions of the below individuals and community groups.



External Stakeholder Feedback Session

**Table 1: City of Temple Terrace External Stakeholder Individual Contributors**

EXTERNAL STAKEHOLDER INDIVIDUAL CONTRIBUTORS			
Adams, Sylvia	Adamson, Jane	Adcock, Mike	Affronti, Liz
Albert, Jennifer	Allen, Ruby	Ames, Jeff	Anderson, Mary E.
Arden, Karin	Armstrong, Kathleen	Baker, Robyn	Baker, Stephen L.
Barclay, James W., Jr.	Batastini, Amanda	Beckles, Cleotha	Beita, Abby
Bond, Julie	Bourassa, Mary S.	Bowles, Leitha	Bradshaw, Niki
Brass, Dolly	Brouillard, Andy	Brown, Cliff	Brown, Kerry
Brown, Moses	Bryant, Kathy	Bustamante, Jose	Cannella, Rebecca
Caponi, Mary	Carlile, Kaitlin	Carpenter, Joyce	Carpenter, William
Caruso, Carol	Catala, Sybil	Chambers, Beth	Chizmar, Karen & Eric
Clapp, Lori	Clark, Mozelle	Colton, Nicholas	Coniglio, Elaine

Cook, Reba F.	Craig, Jim	Culbreath, Reeda	Cunningham, Evalia
D'Amico, Barbara	Danielowich, Mary	Daves, Karen F.	Davidson, Chantal
Davison, Jeanne	Defoe, Catherine	DeLaTorre, Esther	Dell, Carol
Devenbeck, Heather	Diaz, Wilda	Dickerson, Jim & Diane	Dickes, David
Donohue, Cheri	Drane, Allison	Drew, Elsie	Edwards, Chacola
Elfallah, Khaled	Elswick, Dennis	Ely, Jessica	Encinares, Charlotte
Ernst, Roger	Falcone, Christine	Fariz, Hatem	Federspiel, Lynn
Ferking, Sharon	Figueroa, Eliana	Fisher, Carmen	Floyd, W
Formica, Richard	Frontado, John M.	Frontado, Juan	Fuentes, Ana
Fullerton, Kristin	Gainer, Jessica	Ganessingh, David	Garnatz, Linda
Garner, Coleen	Gebauer, Helga	Geer, Alan K.	Gibson, Rick
Gladis, Robin	Glanick, Carol	Goletz, Nicole	Gomez, Rick
Goodman, Kathy	Goodman, Larry	Goossens, Marianne	Gotner, Phil
Governak, Terry	Govin, Ron	Green, Jo	Green, Juhli
Green, Sandra	Greenburg, Melissa	Grissom, Virginia	Groene, Marge
Halin, Ray & Deborah	Hall, Charlee	Hall, Hazel	Hall, Susan
Hammond, Betsy	Hammontree, W. C.	Harper, Mike G.	Hartman, Rob
Haugland, Tonya	Heatley, Violet	Henderson, Vickie	Hertenstein, Alexandra
Hill, Alan	Hill, Gloria	Hill, Mary V.	Hoerbelt, Amy
Hoit, Bob	Hoit, Rosanna	Holley, Michele	Holt, Tracy M.
Holtkamp, Loretta	Holtkamp, Mike	Hong, Camie	Howell, Karen
Hulls, Jim	Hunsberger, Bib	Hutchins, Marquita	Iwerks, Dottie
Iwerks, Gerald	Jackson, Frances	Jacobsen, Perry	Jain, Sanjin
Jairamsingh, Dan	Jairamsingh, David	James, June	Johnson, Anita
Johnson, Dale	Johnson, Madelynne	Johnston, Sandra	Jones, Leslie
Jurado, Mel	Kamara, Hajja	Keeth, Judy	Kempgens, Dayna
Kerfoot, Maureen	Kilcoyne, Jeffrey	Kimbrough, Justin	Kirk, Amelia
Kirk, Doug	Kirk, Lew	Kirk, Patricia	Knapp, Suzanne

Knoche, HB	Kocher, Cindy	Kurz, Freda Marie	Kutash, Krista
Kutt, Charles	Kyser, William (Bill)	Ladd, Kerri	Lancaster, Tim
Land, Jane	LaNeve, Lora	Laurence, Helen	Lear, Maura
Leavine, Ann	Lewis, Temeka	Long, Anita	Long, David
Lutz, Cassandra	Macaluso, Karen	Malone, John	Mann, Michelle
Marler, Lauren	Marquez, Marisol	Martin, Laura	Martin, Margie
Matar, Abdalla	McCamis, Colleen	McConnell, Laura	McDaniel, Michelle
McGillvray, Catherine	Mechler, Suzanne	Meketsy, Donna	Merenes, Gabriel
Middaugh, Cristina	Miller, Jeanette	Miller, Rex	Mills, Stephanie
Mincin, Renee	Mistretta, Janet	Mitchell, Betty	Mitchell, Bob
Mohler, Cyndi	Montgomery, Tom	Moody, Audra	Moody, Marianne
Mooney, Cheryl	Moss, Mary Carol	Moynihan, Susan & Rich	Mularz, Maggie
Murphy, Marie	Murray, Kristin	Neal, Debra	Nenniger, Carole
Nenninger, William	Netherton, Jerry	Newkirk, Bill	Nieves, Stacey
Ninan, Mathew	Norris, Ronelle & David	Novak, Beth	Oberbroeckling, Russ
Olsen, John	Olvey, Joanne	Oneal, Teddy	Oragio, Edwin
Ortiz, Patricia	Osborne, Dorothy	Owen, Bob	Owens, Mary Rose
Pacheco-Ortiz, Maria M.	Pearson, Phoebe B.	Perez, Felix	Persky, David
Pina, Raquel	Ponte, Jennifer	Ponte, Sam	Powers, Willa
Rahmanovic, Majda	Raines, Josie	Rains, Kai	Reina, Richard
Renny, Annette	Reynolds, Linda	Rhodes, Rose M.	Rice, John
Richards, Lynn N.	Rimbey, Doris	Rimbey, Susan	Ritter, Jack
Rivera, WM P.	Robards, Mary	Roberts, Brooke	Robertson, Bobbie Sue
Rocicio, Andrea	Roel, Raymond	Rojas, Janet	Rosenthal, Dan
Ross, Andy	Russell, Catherine	Rutkin, Barbara	Sakr, Khalid
Sammons, Ashley	Samon, Amber	Sanders, Grace	Sappenfield, Selma
Sasovetz, Ray	Scalera, Philip V.	Schmidt, Kathy	Schmidt, Richard
Schramm, Saney	Schuster, Phil	Scott, Neil	Segrest, Mike

Serra, Elsic	Sheahen, John R.	Shields, Clark	Sierra, Mandy
Simmons, Daniel	Sinardi, Janice	Sink, Kristina	Smalley, Lynn
Smith, Chuck	Smith, Connie	Smith, Jeff	Smith, Linda
Smith, Nan	Smith, Ralph	Smith, Ron	Stevens, Karl
Stoffer, James	Strippoli, Nick	Stubbs, Fell	Studer, Jennifer
Sutherland, Yvonne	Sutton, Jan	Sutton, O'neal	Swanson, Marilyn
Taha, Ziad	Tannock, Ashley	Taylor, Carolyn	Taylor, Frank
Teague, Debbie	Tengue, Gregory	Ternival, Esther	Thomas, Trisha
Thompson, Aaron	Thorson, Jerry	Tinch, Troy	Tipps, Brenda
Tomasino, Paul	Tozier, Linda	TTGC Member	Turbeville, Lynn
Turner, Julie	Unfried, Karl	Urbas, Patricia & Michael	VanDwyer, Marilyn
Vargas, Nancy	Velazquez, Anna M.	Vergara, Patty	Vheadle Barillies, Barbara & Alton
Wabol, Judy	Wachstein, Rick	Wagner, Tom	Walker, Norma
Walker, Paula	Waltz, Julia	Weeks, Oscar	Werner, Lynn
Westberry, Jack	White, Lauren	Whitman, Carole	Williams, Annette
Williams, Evelyn	Williams, Glenn	Williams, Marlene	Woodard, Joann
Woodard, June	Wooldridge, Jeannine	Wright, Brianna	Young, Carrie

\* The above list represents participants that provided their name on the sign-in rosters at the various external stakeholder sessions. The City of Temple Terrace would also like to acknowledge the participants that choose not to disclose their name. Their contribution to the process was equally valuable.

The City of Temple Terrace advertised and conducted three general external stakeholder sessions. These sessions were held at the Lightfoot Recreation Center, the Family Recreation Complex, and the Library. However, a majority of the data collected was done so with the assistance of the various community groups and organizations with whom the city partners throughout the year. The city would like to acknowledge the following groups, clubs, and organizations for providing support to our external stakeholder feedback sessions.

**Table 2: City of Temple Terrace External Stakeholder Community Groups**

EXTERNAL STAKEHOLDER COMMUNITY GROUPS
Council on American-Islamic Relations (CAIR)
Meadowood Crime Watch Meeting
North Tampa Rotary Club
Raintree Oaks HOA
River Run Crime Watch
Tampa Metro Civitan
The Bluffs HOA
Temple Terrace Bicycle and Pedestrian Group
Temple Terrace Board of Adjustments
Temple Terrace Chamber of Commerce
Temple Terrace Citizens Police Academy Class #42
Temple Terrace City Council
Temple Terrace Elementary Faculty
Temple Terrace Garden Club
Temple Terrace Junior Woman’s Club
Temple Terrace Municipal Code Enforcement Board
Temple Terrace Preservation Society
Temple Terrace River Watch Task Force
Temple Terrace Rotary Club
Temple Terrace Woman’s Club

## **External Stakeholder Group Observations**

A team of four (4) city staff members, including City Manager Jerry Seeber, Code Compliance Director Joe Gross, Human Resource Director Aleicia Latimer, and Fire Chief Keith Chapman facilitated the external stakeholder sessions. During these sessions, several observations were made that are worthy of mention and speak to the intense level of external stakeholder involvement in the future of our city.

- After a brief introduction to the strategic planning initiative, participants were asked to complete four (4) exercises. After receiving instructions, the participants concentrated their focus on the proper completion of the four (4) exercises. In most cases, the room remained silent for 10-15 minutes as participants diligently worked on providing good feedback to the City to help in the development of this plan.
- A hand out, which provided a brief description of city services, was provided to the participants as part of the service prioritization exercise. Many participants requested to keep the document as a reference for future use. It seemed to the facilitators that the participants found value in understanding the details regarding the variety and range of services provided by their local government.
- The philosophy used in collecting the external stakeholder data was “meet them where they work and play”. Participants at almost every meeting expressed their gratitude to the facilitator and emphasized that by coming to events where they were already in attendance it made their participation easy and convenient. This strategy was not only welcomed by participants but it produced more external stakeholder feedback than any other prior city-wide strategic initiative.
- While the discussions between the residents and the facilitators before and after each of the outreach sessions spanned a wide range of topics, several of the community service groups mentioned their excitement about the outreach and planning process. Many of the participants are looking forward to seeing the analyzed data, goals and objectives as a way to help focus their own group’s efforts to further enhance the Temple Terrace community.

- The overwhelming majority of comments received from the participants in the outreach effort were very positive regarding the City, our employees, the services that the City provides and the quality of life in the City. The facilitators did hear complaints, requests for attention to specific service issues (i.e., street resurfacing), and concern about redevelopment. Overall, the outreach effort proved to be a positive experience for the participants on both sides.

## **External Stakeholder Group Findings**

The foundation of this plan is the data collected from the external stakeholders; this is a customer driven plan in every sense. The information and subsequent analysis provided the feedback necessary to guide the city's effort in the development of goals, objectives, and critical tasks included in this document. This section of the plan includes the results of the analysis conducted from the raw data received at the external stakeholder sessions. The raw data related to strengths, concerns, and expectations can be found in the appendix of this document.

The comments provided by the external stakeholders were prioritized and categorized into five service areas. Below you will find the breakdown of the areas identifying the departments/services that are included in each area:

### **Public Safety**

Code Compliance  
Fire Department  
Police Department

### **Leisure Services**

Parks and Recreation  
Library

### **Public Works**

Engineering  
Solid Waste  
Water & Sewer

### **Internal Services**

City Clerk's Office  
City Manager's Office  
Finance  
Human Resources  
Information Technology  
Public Information Officer

### **Planning**

Community Development

## Customer Priorities

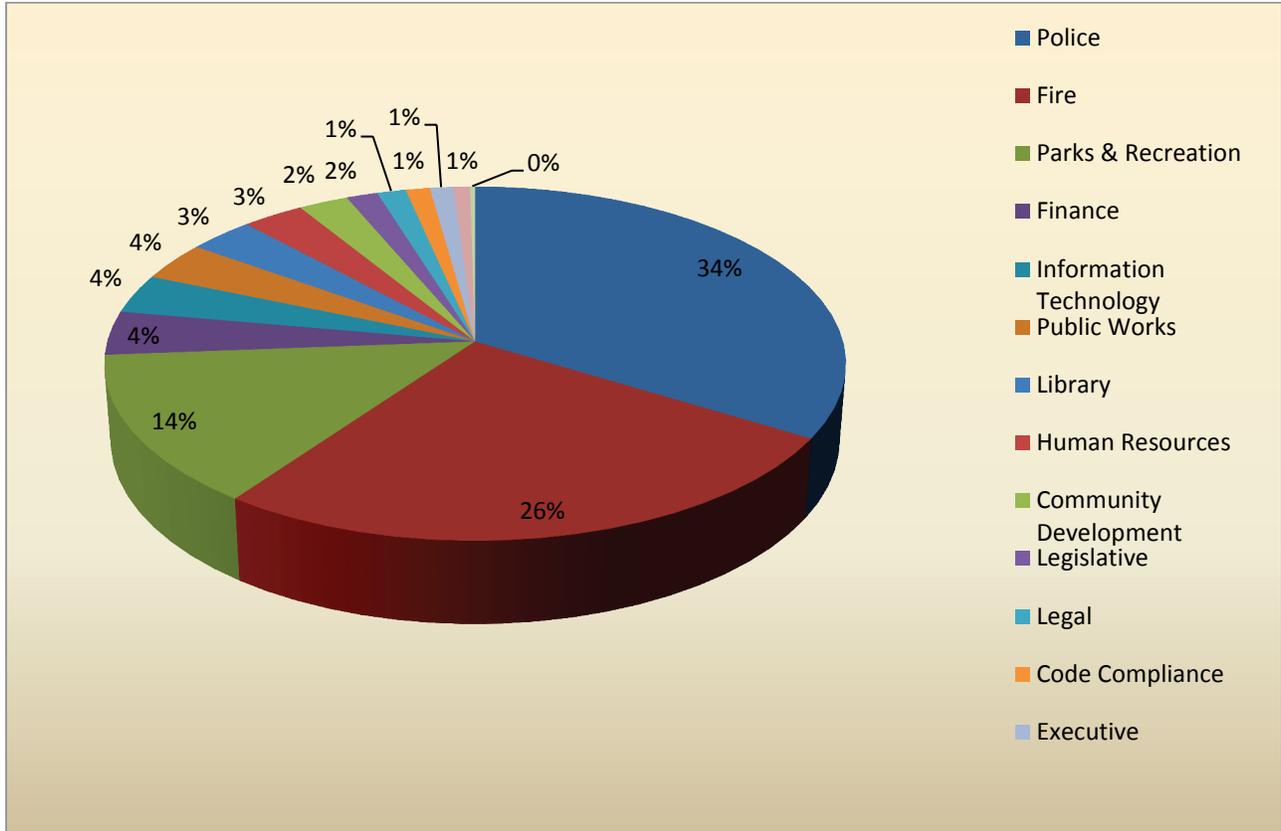
The prioritization exercise was, without a doubt, the most difficult of the four exercises for our customers to complete. It challenged the participants to rank city services in order of priority to them. While most of the participants believed there is value to each of the services listed, they were asked to rank each service in order of importance from their perspective. This information is useful to the City Council and staff when decisions are made on future funding, projects, and resources. This chart represents the results of this exercise:

**Table 3: Customer Service Priorities of the City of Temple Terrace**

<b>Service</b>	<b>Rank</b>	<b>Score</b>	<b>Gap</b>
<b>POLICE DEPARTMENT</b>	<b>1</b>	<b>647</b>	<b>-</b>
<b>FIRE DEPARTMENT</b>	<b>2</b>	<b>851</b>	<b>204</b>
<b>PUBLIC WORKS</b>	<b>3</b>	<b>1757</b>	<b>906</b>
<b>PARKS &amp; RECREATION</b>	<b>4</b>	<b>2086</b>	<b>329</b>
<b>CODE COMPLIANCE</b>	<b>5</b>	<b>2242</b>	<b>156</b>
<b>CITY MANAGER</b>	<b>6</b>	<b>2273</b>	<b>31</b>
<b>COMMUNITY DEVELOPMENT</b>	<b>7</b>	<b>2300</b>	<b>27</b>
<b>FINANCE</b>	<b>8/9</b>	<b>2475</b>	<b>175</b>
<b>LIBRARY SERVICES</b>	<b>8/9</b>	<b>2475</b>	<b>-</b>
<b>CITY CLERK</b>	<b>10</b>	<b>3056</b>	<b>581</b>
<b>CITY ATTORNEY SERVICES</b>	<b>11</b>	<b>3180</b>	<b>124</b>
<b>INFORMATION TECHNOLOGY</b>	<b>12</b>	<b>3339</b>	<b>159</b>
<b>HUMAN RESOURCES</b>	<b>13</b>	<b>3344</b>	<b>5</b>
<b>PUBLIC INFORMATION OFFICER</b>	<b>14</b>	<b>3431</b>	<b>87</b>

## Customer Priorities as it relates to the City Budget

**Table 4: FY 2013/2014 General Fund Expenditures by Department**



**Table 5: FY 2013/2014 General Fund Expenditures by Department with %**

Service Priority	Budget Ranking	GENERAL FUND	Budgeted	% of General Fund
			2014	
			<b>Expenditures</b>	
<b>1</b>	1	Police	7,610,351	34%
<b>2</b>	2	Fire	5,921,907	26%
<b>4</b>	3	Parks & Recreation	3,118,363	14%
<b>8/9</b>	4	Finance	903,151	4%
<b>12</b>	5	Information Technology	801,697	4%
<b>3</b>	6	Public Works	799,967	4%
<b>8/9</b>	7	Library	729,442	3%
<b>13</b>	8	Human Resources	689,231	3%
<b>7</b>	9	Community Development	554,592	2%
<b>10</b>	10	Legislative	349,518	1%
<b>11</b>	11	Legal	319,830	1%
<b>5</b>	12	Code Compliance	268,079	1%
<b>6</b>	13	Executive	258,836	1%
<b>14</b>	14	Public Information	186,521	.8%
		Redevelopment	54,518	.2%
		Taxes Not Designated		0%
		<b>TOTAL GENERAL FUND</b>	<b>\$ 22,566,003</b>	<b>100%</b>

**Table 6: FY 2013/2014 General Fund Expenditures & Revenues by Department**

Service Priority	Budget Rank	GENERAL FUND	Budgeted	Budgeted	% of Dept. Budget
			2014	2014	
			<b>Expenditures</b>	<b>Revenues</b>	
1	1	Police	7,610,351	929,500	12%
2	2	Fire	5,921,907	1,046,750	18%
4	3	Parks & Recreation	3,118,363	1,032,499	33%
8/9	4	Finance	903,151	-	0%
12	5	Information Technology	801,697	-	0%
3	6	Public Works	799,967	163,424	20%
8/9	7	Library	729,442	238,030	33%
13	8	Human Resources	689,231	-	0%
7	9	Community Development	554,592	360,058	65%
10	10	Legislative	349,518	1,500	.4%
11	11	Legal	319,830	-	0%
5	12	Code Compliance	268,079	40,000	15%
6	13	Executive	258,836	-	0%
14	14	Public Information	186,521	-	0%
		Redevelopment	54,518	-	0%
		Taxes Not Designated		18,754,242	
		<b>TOTAL GENERAL FUND</b>	<b>\$ 22,566,003</b>	<b>\$ 22,566,003</b>	

Several observations are evident from a cursory review of this data. These tables and graphics provide a “snapshot” of the city’s General Fund expenditures compared to the results of the prioritization exercise completed by the external stakeholders. While a statistically valid sample was not captured, the data does allow for some general observations that can prove helpful in making decisions about budget allocations each year and assigning scarce resources for specific services. It is also important to recognize

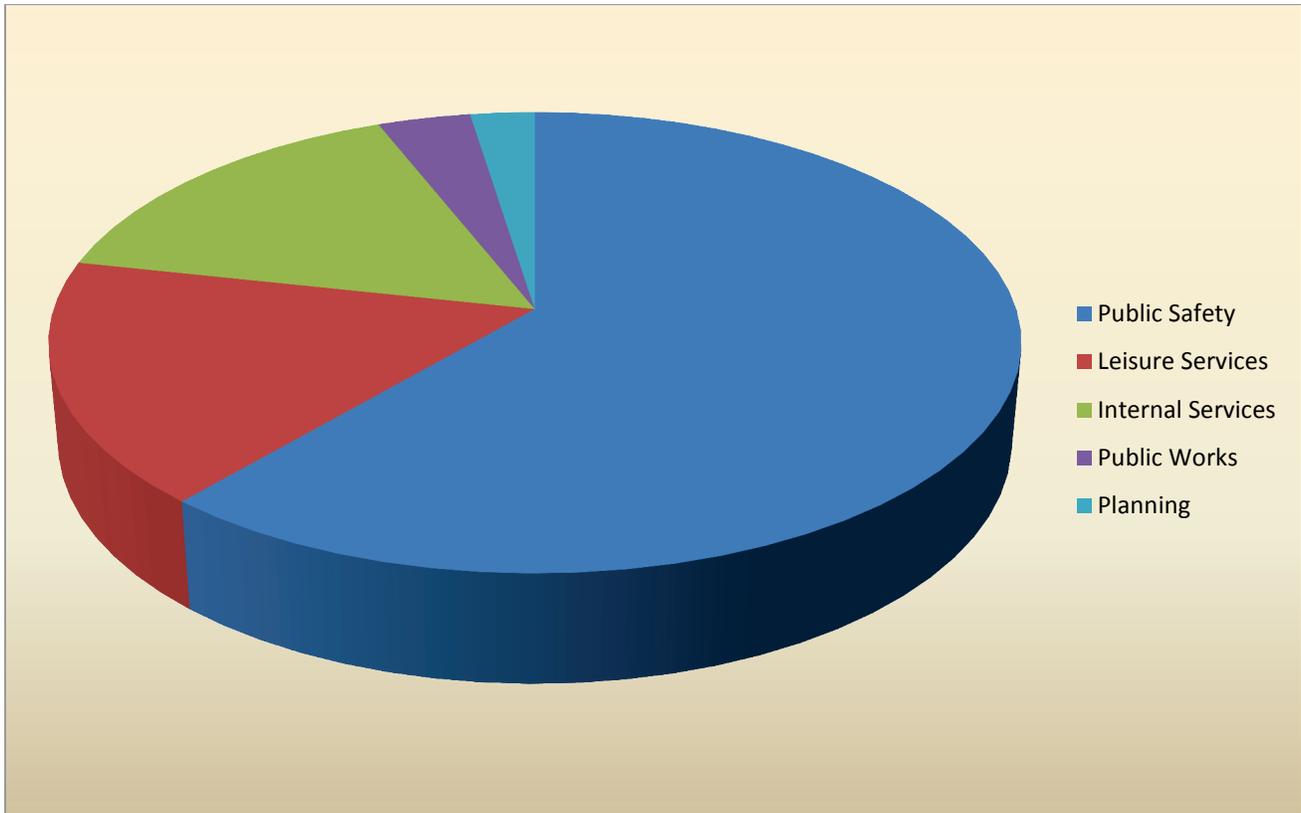
that this data represents only General Fund expenditures and does not include those services supported by user fees such as water & sewer services and refuse collection. The General Fund revenue is the most flexible with respect to the options available to the City Council for allocation. As such, it is important to recognize that the use of these funds should be somewhat reflective of the customers' expectations; failure to observe that tenant would eventually result in changes in policy level leadership and management.

In general, most of the individual department funding included in the current year budget is reflective of the priorities elicited from the external stakeholders. There are a few areas that may be disproportionate and warrant attention. For example, Human Resources and Information Technology use a significant amount of funds compared to their priority ranking. After further analysis of the budget, several allocation issues become readily apparent. The Human Resources budget currently includes 100% of the employee medical health care premium for retired employees who continue to receive a benefit from the City. Deductible expenses associated with property and liability claims are also reflected in the HR budget. The Information Technology budget currently includes 100% of the cost of certain software support services that are used by specific departments as well as software utilized across all departments. While there may be some operational advantages to this allocation, a reallocation of these expenditures to the appropriate user department or service area would paint a more accurate picture of true operational costs for each department or service area.

One other cautionary note is appropriate when examining the relationship of revenue to expenses for each of the departments. This revenue represents fees for services rendered within the respective departments. Recreation programming, EMS transport and building and/or development fees are three examples of department specific revenues. In each instance, the fees currently assessed to customers do not recover the full cost of providing those services. The balance of the cost of providing those services is met with General Fund tax revenues. As the city works toward achievement of its priority goals over the next few years, funding for these areas of service will continue to prove challenging. The revenue/funding ratio for the various departments/service areas is another useful tool when rendering decisions on program funding and allocation.

Another way to look at general fund expenditures is by service area. The following table demonstrates the breakdown by the five (5) broad categories of service defined on page 16.

**Table 7: FY 2013/2014 General Fund Expenditures by Service Area**



**Table 8: FY 2013/2014 General Fund Expenditures by Service Area with %**

Service Priority	Budget Ranking	GENERAL FUND	Budgeted 2014 Expenditures	% of Budget	Budgeted 2014 Revenues	% of Budget
<b>1</b>	<b>1</b>	<b>Public Safety</b> <i>Police</i> <i>Fire</i> <i>Code Enforcement</i>	<b>13,800,337</b>	<b>61%</b>	<b>2,016,250</b>	<b>8%</b>
<b>3</b>	<b>2</b>	<b>Leisure Services</b> <i>Parks &amp; Recreation</i> <i>Library</i>	<b>3,847,805</b>	<b>17%</b>	<b>1,270,529</b>	<b>6%</b>
<b>5</b>	<b>3</b>	<b>Internal Services</b> <i>Finance</i> <i>Information Technology</i> <i>Human Resources</i> <i>Legislative</i> <i>Legal</i> <i>Executive</i> <i>Public Information</i>	<b>3,508,784</b>	<b>16%</b>	<b>1,500</b>	<b>.01%</b>
<b>2</b>	<b>4</b>	<b>Public Works</b>	<b>799,967</b>	<b>4%</b>	<b>163,424</b>	<b>0.7%</b>
<b>4</b>	<b>5</b>	<b>Planning</b> <i>Community Development</i>	<b>554,592</b>	<b>2%</b>	<b>360,058</b>	<b>2%</b>

Using these broad categories serves to present a different picture of city expenditures, similar observations can be made with this method of data organization. The chart and table make it a little easier to determine areas where policy decisions align more closely with the expectations of city residents and businesses.

For example, redevelopment was not included in the external stakeholder prioritization exercise and therefore it was not included into the ranking process seen in Table 3. The prioritization exercise was undertaken utilizing those organizational units (city departments) in existence at time of the community outreach meetings. While there were some funds allocated in the General Fund for FY 2013-14 for a redevelopment position, those funds will not be used for that purpose in this fiscal year. Any future allocation of funds for redevelopment would be assigned to the planning service area in Table 8.

### ***Customer Feedback on Strengths***

Often times, there is a disconnection between an organization’s opinion of its work performance and the customers’ perceptions of its service delivery. Allowing open-ended customer feedback on the various strengths of the city provides valuable insight and data that will help guide the future. Not only can it provide validation on areas where internal stakeholders believe service delivery is done well, but it can also prevent needless expenditures to supplement areas of service that are already successful. Proper utilization and promotion of the customer-identified strengths will often help the organization to overcome or offset some of the identified weaknesses.

The below data is an analysis of the comments provided by the External Stakeholders. The data has been prioritized and organized by service groups.

**Table 9: Customer Strengths Comments**

<b>Public Safety</b>	<b>No. of Responses</b>
Police Department	190
Fire Department	176
Code Compliance	44
Traffic/ Pedestrian Safety	10
Public Safety (Overall)	9

<b>Leisure Services</b>	<b>No. of Responses</b>
Parks & Recreation (Programs, Parks & Landscaping Upkeep)	155
Library (Staff, Programs)	72
Services for Seniors	7

<b>Planning</b>	<b>No. of Responses</b>
Image of the City (Clean, Safe, Quiet, Trees, Diversity, Small town feel)	168
Amenities (location, parks, golf course)	122
Community Pride (Involvement, Clubs, Cooperation, History)	81
Community Events (July 4th Parade, Fireworks, FD Open House, TT Reads, Riverfest)	45
Community Development	37
City Beautification/Improvement (Lighting, Street Pavers, Facades)	36
Nature/Preservation (Hillsborough River, Osprey Nest)	25
Schools/College (Lewis Elementary, Riverhills IB, Florida College)	16
Home Ownership	3
Marketing (logo)	3
Chamber of Commerce	2
Bat Tower	2
Transportation	2
Temple Terrace Golf & Country Club (Partnering)	1
Churches	1

<b>Public Works</b>	<b>No. of Responses</b>
Garbage Collection/Recycling (Employees, Service)	50
Delivery of Service (Overall)	31
Street Maintenance	19
Water & Sewer	8

<b>Support Services</b>	<b>No. of Responses</b>
Elected Officials/City Manager/City Attorney (Access, Local Representation, Vision)	46
City Services (Overall, Quality, Infrastructure)	40
City Staff (Performance, Demeanor, Access)	17
Finance	6
City Clerk	5
Public Information Officer	5
Human Resources	4
Information Technology	3

**Table 10: Top 10 Customer Strengths Comments  
(in priority order)**

<b>Top 10 in All Categories</b>	<b>No. of Responses</b>
Police Department	190
Fire Department	176
Image of the City (Clean, Safe, Quiet, Trees, Diversity, Small town feel)	168
Parks & Recreation (Programs, Parks & Landscaping Upkeep)	155
Amenities (Location, Parks, Golf Course)	122
Community Pride (Involvement, Clubs, Cooperation, History)	81
Library (Staff, programs)	72
Garbage Collection/Recycling (Employees, Service)	50
Elected Officials/City Manager/City Attorney (Access, Local Representation, Vision)	46
Community Events (July 4th Parade, Fireworks, FD Open House, Reads, Riverfest)	45

## ***Areas of Customer Concern***

The Community–Driven Strategic Planning Process would fall short of its potential and be rendered incomplete without an expression from the customer regarding concerns about the city organization. Areas of concern identified by customers may in fact be weaknesses within the service delivery system. Some weaknesses may also be misperceptions based upon a lack of information or incorrect information. Regardless of the reason for the concern, this information is vital to the identification of service gaps and issues that need to be addressed as the city strives for continuous improvement. Listed below are areas of concerns that the external stakeholders identified in the feedback sessions. These concerns have been prioritized and organized by service area.

**Table 11: Areas of Customer Concern  
(in priority order)**

<b>Public Safety</b>	<b>No. of Responses</b>
Traffic (Rush Hour Congestion, Red Light Camera, Pedestrian Safety, Speeders)	90
Code Compliance (Public Awareness & Enforcement of Codes)	72
Police Department (Crime Increase, Patrolling, Serve & Protect, Sensitivity)	51
Safety (Overall)	14
Mutual Aid & Collaboration	4
Fire Department (Rental Housing, Fees)	3
Raintree (Closure of west end of Soaring Ave)	2

<b>Leisure Services</b>	<b>No. of Responses</b>
Parks & Recreation (Center/Facility Improvement, Upkeep, Fees, Programs, Safety)	41
Library (Funding, Hours, Management)	20
Services for Seniors	5
Masque Community Theatre	1

<b>Planning</b>	<b>No. of Responses</b>
Downtown Redevelopment (Progress, Resolution, Upkeep)	149
Community Development (Retail, Arts, Neighborhoods, Jobs)	62
Image of the City (Deterioration, Historical Preservation, Character)	45
Housing/Homeownership (Rentals, Apts., Foreclosures, Section 8)	43
Schools (Quality, Title 1, Safety)	35
Marketing of the City (Unknown, Attract young residents)	30
Annexation/Surrounding Properties/City Borders (Decline, Clear boundaries)	26
Golf & Country Club (Financing, Management)	16
City Beautification/Improvements	16
Taxes/Millage Rate/Revenues	13
Community Involvement/Events	11
Permits (Process, Prohibitive)	8
City Projects (Bat Tower, Private Business Investments)	6
Post Office (Location, Parking)	5

Transportation (Mobility)	5
Hillsborough River	4
Conservation	1

<b>Public Works</b>	<b>No. of Responses</b>
Street Maintenance (Upkeep, Repairs)	17
Garbage Collection/Recycling (Frequency, Funding, Spring Clean Up, Ruts on hills, Cans)	15
Water & Sewers (Quality of Water, Usage, Cost, Conservation)	12
Service Delivery (Weekend, After hrs., Functions, Equity)	5

<b>Support Services</b>	<b>No. of Responses</b>
Elected Officials/City Manager/City Attorney (Performance, Representation, Vision)	29
City Staff (Retention, Wages, More Staff)	18
Finance (Budget, Management, Debt)	18
Public Information (Access, Availability, 2 way Communication, Quality)	10
City Services-Overall (Equity of Service Delivery, Quality)	5

**Table12: Top 10 Customer Concerns  
(in priority order)**

<b>Top 10 in All Categories</b>	<b>No. of Responses</b>
Downtown Redevelopment (Progress, Resolution, Upkeep)	149
Traffic (Rush Hour Congestion, Red Light Camera, Pedestrian Safety, Speeders)	90
Code Compliance (Public Awareness & Enforcement of Codes)	72
Community Development (Retail, Arts, Neighborhoods, Jobs)	62
Police Department (Crime Increase, patrolling, Serve & Protect, Sensitivity)	51
Image of the City (Deterioration, Historical Preservation, Character)	45
Housing/Homeownership (Rentals, Apts., Foreclosures, Section 8)	43
Parks & Recreation (Center/Facility Improvement, Upkeep, Fees, Programs, Safety)	41
Schools (Quality, Title 1, Safety)	35
Marketing of the City (Unknown, Attract young residents)	30

## ***Customer Expectations***

Understanding the expectations of city customers is critically important to developing a long-range perspective. With this knowledge, internal emphasis can be changed or bolstered to fulfill the customer’s needs. In certain areas, education on the level of service that is already available may be all that is needed. The following is a listing of the expectations provided by the community’s external stakeholders in the outreach exercises:

**Table 13: Customer Expectations of the City of Temple Terrace  
 (in priority order by service area)**

<b>Public Safety</b>	<b>No. of Responses</b>
Police Department (Response, Manning, Equipment, Integrity, Patrolling, Drug Control)	29
Code Compliance (Public Awareness & Enforcement of Codes)	23
Fire/EMS (Rapid Response, Manning, Equipment)	18
Safety (Overall)	18
Traffic (Rush Hour Congestion, Red Light Camera, Pedestrian Safety)	8

<b>Leisure Services</b>	<b>No. of Responses</b>
Parks & Recreation (Center/Facility Improvement, Upkeep, Fees, Programs)	15
Library (hours, service quality, future)	13
Services for Seniors	4

<b>Planning</b>	<b>No. of Responses</b>
Downtown Redevelopment (Progress, Resolution, Upkeep)	41
Image of the City/Pride (Safe, Clean, Small Town, Historic)	26
Community Development (Retail, Property Values, Master Plan)	24
Community Involvement/Events	20
Marketing of the City	16
Schools (Quality, Title 1, Safety)	13
Beautification/Improvements (Lighting, Frontage, Uniformity, Road Construction)	12
Taxes/Fees/Revenue	6
Nature/Preservation (River, Environment)	6
Annexation/Surrounding Properties	5
Housing/Home Ownership (Section 8, Apartments)	4
Transportation (Mobility, Buses)	2
Raintree	2
Golf & Country Club (Closing)	1
Permits (Process, Prohibitive)	1
Post Office (Parking)	1
Population Growth	1

<b>Public Works</b>	<b>No. of Responses</b>
Garbage Collection/Recycling (Frequency, Spring Clean Up, Quality Service)	14
Service Delivery (Clean City, Maintain Services)	9
Water & Sewers (Quality of Water, Usage, Service)	4
Street Maintenance (Upkeep, Repairs)	4

<b>Support Services</b>	<b>No. of Responses</b>
Elected Officials/City Manager/City Attorney (Leadership, Vision, Representation, Action, Access)	108
City Services/Operations (Quality, Availability, Integrity, Cost, Staffing)	83
City Staff (Attitude, Performance, Demographics)	47
Finance (Budget, Management, Process)	14
Public Information (Access, Availability, Website)	11
Human Resources (Employee Wages, Retention)	6
Information Technology (Increase Use)	1

**Table 14: Top 10 Customer Expectations of the City of Temple Terrace  
(in priority order)**

<b>Top 10 in All Categories</b>	<b>No. of Responses</b>
Elected Officials/City Manager/City Attorney (Leadership, Vision, Representation, Action, Access)	108
City Services/Operations (Quality, Availability, Integrity, Cost, Staffing)	83
City Staff (Attitude, Performance, Demographics)	47
Downtown Redevelopment (Progress, Resolution, Upkeep)	41
Police Department (Response, Manning, Equipment, Integrity, Patrolling, Drug Control)	29
Image of the City/Pride (Safe, Clean, Small Town, Historic)	26
Community Development (Retail, Property Values, Master Plan)	24
Code Compliance (Public Awareness & Enforcement of Codes)	23
Community Involvement/Events	20
Fire/EMS (Rapid Response, Manning, Equipment)	18
Safety (Overall)	18

**Internal Stakeholder Group Findings**

Four (4) internal stakeholder sessions were conducted after the data analysis of the customer feedback was complete. The internal work sessions focused on the City of Temple Terrace’s Mission, Values, as well as, the organizational Strengths, Weaknesses, Opportunities, and Threats. Internal stakeholders utilized this information to then create goals, objectives, and critical tasks.



**Internal Stakeholder Group Working**

These sessions were successful in generating a critical thinking environment that resulted in a true analysis of internal performance when measured against customer expectations. A diverse cross-section of the city’s management staff participated in this process. Their participation and invaluable insights were essential to the mission of creating an applicable and usable strategic plan.

**Table 15: City of Temple Terrace Internal Stakeholder Group**

Internal Stakeholder Group		
Ken Albano Chief of Police	B. Keith Chapman Fire Chief	Joe Gross Code Compliance Director
Bernard Seeley Deputy Chief of Police	Ian Kemp Assistant Fire Chief	James Chambers Leisure Services Director
Robert Staley FOP Local #101	Roger Chewning IAFF Local #3582	Karl Langefeld Parks & Recreation Division Director
Charles Stephenson Community Development Director	Angela Atkinson Finance Director	Michael Dunn Public Information Officer
Michael Darrow Public Works Deputy Director Water & Sewer	Michael Hall City Engineer	Bryant Johnson Public Works Deputy Director Operations
Cheryl Mooney City Clerk	Armand Ternak Library Services Division Director	Jann Holcombe Parks & Grounds Foreman
Robert Gordon Public Works Director	Aleicia Latimer Human Resources Director	Robert Keel IT Director
Cori Collins Recreation Supervisor Programs	D. Shane Samon Division Fire Chief Risk Reduction	Michael Pridemore Police Captain Patrol Division Commander

## The Mission

The Internal Stakeholders met to create a Mission Statement.

The purpose of the Mission Statement was to answer these questions:

- Who are we?
- Why do we exist?
- What do we do?
- Why do we do it?
- For whom?

*To deliver professional services to our community while promoting, protecting, and preserving the heritage, natural resources, and quality of life for future generations of our amazing city.*



### Internal Stakeholders Group

**Pictured left to right**

**Back Row:** Roger Chewning, Robert Gordon, Robert Keel, Jann Holcombe, Karl Langefeld, Ian Kemp, Michael Pridemore, Cheryl Mooney, Charles Stephenson, Bryant Johnson, Joe Gross

**Front Row:** Gladys Miranda, Michael Hall, Armand Ternak, Jerry Seeber, Aleicia Latimer, Cori Collins, Ken Albano, D. Shane Samon, James Chambers, Michael Darrow

**Not pictured:** Michael Dunn, Robert Staley, B. Keith Chapman, Angela Atkinson

## Tagline

On February 7, 2012, the Temple Terrace City Council adopted a new tagline developed with the assistance of the city's marketing consultants. In view of the work already completed on the development of this tagline, the internal stakeholders recognized that additional work was not needed. The official tag line of the City of Temple Terrace is:

***Amazing City. Since 1925.***

## Values

The internal stakeholder group also assumed the task of identifying core values of the City of Temple Terrace. These values were identified through a consensus process and are based on the expectations and concerns of the external stakeholders. These values represent the culture that prevails in city's everyday decision making.

**R**esponsiveness  
**E**xcellence  
**S**afety  
**P**rofessionalism  
**E**thical  
**C**onsistency  
**T**ransparency

## S.W.O.T. Analysis

The Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis is a vital exercise for the purposes of identifying a game plan for future organizational improvement. This process is challenging because it requires the internal stakeholders to analyze with a critical eye the city as a whole, as well as their respective departmental, units. The identification of these four elements provides the foundation for the identification of service gaps and critical issues utilized when addressing and identifying the goals, objectives, and critical tasks.

Through a consensus process, and in full view of the data provided in the outreach meetings, the Internal Stakeholders identified the following Strengths, Weaknesses, Opportunities, and Threats:

**Table 16: City of Temple Terrace Strengths**

STRENGTHS	
Public Safety Response Time	Engaged Citizenry
Responsiveness to Customers	Multimodal
Availability of City Staff & Council	Reputation of Quality Elementary Schools
Attractiveness	Geographic location
Dedication of Staff	Eclectic & Historic architecture
Scope & Level of City Services	Economic Resilience
Proactive & Comprehensive Code Enforcement	Employees work well together
Diverse Civic Programs	Reputation for Effective Traffic Enforcement and Crime Prevention Activities
Level of Education of Community	Comprehensive Refuse Service/Disposal
Small town feel	Sense of community
Fiscal Responsibility	Quality of Street Design & Planning
Golf Course	Community Pride

**Table 17: City of Temple Terrace Weaknesses**

<b>WEAKNESSES</b>	
Decrease in General Fund Revenue Due to Property Value Decreases	Lack of Customer Awareness of High Level of Services
Small City (Tax Base) Makes it Difficult To Maintain Services	Loss of tradition (population shift)
Inconsistent housing stock maintenance	Lower Levels of Service and Housing Values Outside City limits
High percentage of renters	Economic disparity
High percentage of temporary residents	Goals That Are Not Specific, Measurable, Attainable, Realistic, & Time Based
Low School Ratings	Minimal Succession Planning
Decrease in Revenue Preventing Funding of Capital in General Fund	Insufficient Staffing Relative to Service Expectations
Funding for Employees (Compensation, Benefits, Insurance)	Unbalanced Citizen Influence
Lack of Progress in Redevelopment Area	Annexation Obstacles
Temple Terrace is still “Best Kept Secret”	Change in commercial profile
Financial Condition of Golf Course	Excessive inquiries/attention on details of day-to-day operations as opposed to the establishment of clear policy level directives
Lack of Diversity in Community Involvement/Planning	Short Term Limits Cause Recurring Continuing Education of Elected Officials
Rumor Mill	

**Table 18: City of Temple Terrace Opportunities**

OPPORTUNITIES	
Pursue Annexation	Improving Housing Market
Support and Encourage Redevelopment	Improve Fleet Maintenance Services
Expand Partnership with Schools	Attract/Increase Visibility for Cross Generational Citizenry
Continue Partnership with Golf Course	Improve Marketing and Brand Recognition
Plan and Hold More Community Events	Encourage Ethnic Diversity
Encourage More Diverse Citizen Involvement	Promote More Use of River and Parks
Improve City Council Orientation	Improve Funding for IT Infrastructure
Foster Relationships with USF & Busch Gardens	Foster Existing and Secure New Intergovernmental Relations
Explore the Feasibility of In-House Legal Services	Improve Partnership with USF
Increase partnership with realtors	Explore Options for Grant Manager Services
Automation of solid waste collection	Explore Partnership with Keep Tampa Bay Beautiful (KTBB)
Improve Employee Training & Development	Operating as a Multimodal Community

**Table 19: City of Temple Terrace Threats**

THREATS	
Aging Housing Stock	Unfunded Mandates
Excessive Influence by Vocal Minority	Employee Workload
Inability to Resolve Redevelopment Issues (Litigation)	Financial Viability of Golf & Country Club
Poor Middle School Reputation	Aging Tree Canopies
Employee Retention/Recruitment	City Border Deterioration (Neighborhoods in Tampa & Hillsborough County)
Emphasis on Downtown Area Distracting Progress in Other Parts of City	Lack of Community Cohesiveness
City's Reliance on Ad Valorem	Litigation in General
Lagging Services after Annexation	Dispersed and conflicting directives
Instability of Economy	Unbudgeted projects that arise spontaneously, impulsively
Consolidation That Decreases Level of Service	Unfamiliarly with overall and specific municipal operations
Deterioration/Aging Infrastructure and Facilities	Reservations and/ or lack of trust in staff abilities and intentions
Transient / Short-term Population	

## Critical Issues and Service Gaps

Critical issues and service gaps identified by the internal stakeholders depict areas where the current service delivery operations of the city may be falling short of customer expectations or industry standards. The goals, objectives, and critical tasks identified in this document comprise a plan for improvement to address these gaps and issues.

The list below reflects the issues and gaps identified by the Internal Stakeholders:

**Table 20: Critical Issues/Service Gaps of the City of Temple Terrace**

<b>Service Gaps &amp; Critical Issues</b>	
<b>Public Safety</b>	
Police Staffing (traffic, crime enforcement, analysis)	Traffic Control/Congestion
Code Compliance Staffing	Public Perception of Crime #'s
Additional Fire Station/Staffing	Maintain Healthy Neighborhoods on City Borders
Implement Enforcement of Moderate Code Standards	Public Perception of Red Light Cameras
Training Facilities for Police and Fire	Public Perception of Code Compliance
Explore New PD Program for Multimodal Violations	Expand City Code Education & Awareness
Expand Use of GIS Technology and Mapping in Code Enforcement	Upgrade/Replace Self-Contained Breathing Apparatus in FD
Increase Social Media Communication	Maintain Accreditation
Continue to Maintain Good Relationship with HCSO, HCFR, HC Code Enforcement, TPD, TFD, Tampa Code Enforcement	

## Service Gaps & Critical Issues

### Leisure Services

Restore Library Hours	Deteriorated Condition of Recreation Facilities
Increase Community Involvement	Deteriorated Condition of Fitness Equipment
Additional Recreation Center Programs	Ensure Ground Maintenance is Adequate to Support a Beautiful City
Additional Community Events	Explore Leasing Options for Equipment Replacement
Upgrade/Replace Play Equipment & Facilities in Parks	Complete Study in Library Operations & Facility
Develop Ordinance to Allow Alcohol at Special Events	Complete Master Plan
Improve Parking Lots at City Parks	Revamp Landscape Plan on 56 <sup>th</sup> St & Fowler
Explore New or Additional Computers, Books, & Programming at Library	

### Public Works

Improve Road Conditions & Maintenance	Improve Public Works After Hours Response
Reduce Hardness of Water	Review Spring Clean Up Process
Explore Reclaimed Water Service Options	Public Perception of Medians, Streets, Curbs, Sidewalks
Engineering Staffing	Improve Aging Water/Sewer Infrastructure
Additional Heavy Equipment for Street Maintenance	Attain APWA Accreditation
Explore Automation of Solid Waste/Recycling Collection	Explore NAPA In-house Parts Store Integration
Complete Extension of Telecom Pkwy to Morris Bridge Road	Develop Public Works Policies & Procedures Manual
Explore Extension of Davis Road to Maslin Dr.	Explore Compressed Natural Gas Use for Vehicles
Explore Trail Crossings of Hillsborough River	Continue work on Entry Towers (Fowler/Fletcher)
Explore Golf Cart Crossing of Fowler & 56 <sup>th</sup> St.	

## Service Gaps & Critical Issues

### Planning

Pursue Redevelopment Area Progress	Continue to Work with Schools to Improve School Quality
Pursue Annexation Where Feasible	Support and Attract Quality Businesses
Update Redevelopment Code	Encourage Home Ownership while Preserving Values of Properties being Rented
Rewrite Comp. Plan to Complement Adjoining Jurisdictions	Encourage More High Value Housing
Improve Quality of Restaurants/Shopping	Decrease the Amount of Vacant Homes
Develop a Comprehensive Citywide Annexation Plan	Improve Condemnation Process
Proactive Planning for Growth & Change	

### Support Services

Staffing Work Loads	Employee Retention/Recruitment
Improve Marketing	Identify additional Revenue Sources
City Vision vs. Financial Reality	Improve Image of City
Continue to Work with Golf & Country Club to Ensure Financial Sustainability	Improve Code of Ordinance Awareness/Education
Ensure Salaries and Benefits for Employees Remain Competitive	Provide Wi-Fi for All Buildings
Improve Communication with Customers	Develop and Incorporate Long Term Visioning into City Operations
Improve Purchasing (best pricing, procedures)	Properly Manage Debt

Upgrade Telecommunication Infrastructure	Complete Automation of Meter Reading
Restore City Staffing Levels	Consolidate Computer Services/Explore Cloud Computing Options
Improve/Renovate/Add City Facilities	Improve Disasters Recovery Resources for City Data Storage
Improve IT Service Platforms/Maintenance Contracts	Increase Education on Public Records Management for City Employees
Update AV Equipment	Revise Purchasing Policy and Ordinances
Expand Marketing Plan and Ensure It is Strategic Not Reactive	Hire Financial Consultant
PIO Staffing	Redefine/Update Position Descriptions & Classifications
Explore Applicant Tracking/Recruiting Programs	Review and Modify Benefit Offerings/Wellness Program

## Goals, Objectives & Critical Tasks

This community-driven strategic planning process challenged the city to identify realistic goals, and objectives. These benchmarks are imperative to enhance strengths, address identified weaknesses, and to provide policy makers and management staff with a clear plan of action. The goals and objectives will function as stepping stones while the city moves toward its vision.

*“Setting goals is the first step in turning the invisible into the visible”*

Anthony Robbins  
Entrepreneur, Author & Peak Performance Strategist

These goals and objectives are management tools that should be reflected in the various processes, decisions, and planning efforts that occur throughout the year. By adhering to these goals and objectives carefully, the city will make progress toward its desired future. These

established benchmarks can also help to reduce the number of obstacles and distractions for the city’s policy makers, employees, and residents.

The designated timelines for completion of each objective will help establish clear expectations and accountability. These timelines represent the estimated completion timeframe for the identified work. They are established with the understanding that no major obstacles are encountered and that funding is made available, as needed, for the accomplishment of each objective. These timelines will prove useful when deciding which objectives will receive priority attention in each specific fiscal year. The identification of specific target objectives for each year will occur during the budget process and will be incorporated into the budget document so that the City Council can provide the resources needed to accomplish each critical task associated with the top priority objectives. There are 51 total objectives identified within these ten goals. While work on multiple objectives and goals will likely occur simultaneously, the identification of nine to eleven targeted objectives each year will help keep the city’s efforts focused and efficient.

For ease of reference and clarification, each critical task that involves policy level (City Council) involvement or decisions is delineated by a different “bullet” style. The below key and explanation will be useful in the review, assignment, and completion of each critical task:

- ❖ **Policy Oriented** - City Council policy action will be needed, City Council participation would prove helpful, or City Council action to provide needed funding will be required.
- **Management Oriented** – City Manager and City Staff will responsible for completion of these tasks. These tasks do not require any policy level involvement to be completed.

<b>Goal 1</b>	<b>Develop a comprehensive marketing and outreach plan to reach a diverse audience, promoting the City of Temple Terrace as an amazing place to live, work, play, and learn.</b>
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<b>Objective 1A</b>	<b>Increase utilization of mainstream social media in departments with frequent community interactions (e.g. Police, Fire, Leisure Services, Public Works, Customer Service).</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Department Directors will assign individuals for training and tasks.</li> <li>• Public Information Officer will oversee a training program for department directors and staff.</li> <li>• Public Information Officer will monitor and record social media activity (e.g. hits, tweets, likes, shares, etc.).</li> </ul>

<b>Objective 1B</b>	<b>Increase visibility and attractiveness of the City by making it a Wi-Fi hot spot.</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Information Technology Director will establish Wi-Fi in all City buildings.</li> <li>❖ Information Technology Director will recommend retaining a consulting firm to develop plan.</li> <li>• Information Technology and Public Works will oversee infrastructure for wiring the City.</li> <li>• Public Information Officer will advertise City as innovative hot spot.</li> <li>• Public Information Officer will engage business owners.</li> </ul>

<b>Objective 1C</b>	<b>Develop a strategic marketing plan that attracts new residents, businesses, and promotes the City's services and events.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Public Information Officer will develop a request for proposal to hire consultant.</li> <li>❖ Public Information Officer and consultant will develop and implement a marketing plan targeting local and regional stakeholders.</li> <li>• Public Information Officer and consultant will evaluate the effect of marketing plan.</li> <li>• Public Information Officer will explore feasibility of cross-promotional partnership in social media with Hillsborough County, Tampa, and other surrounding strategic external partners.</li> </ul>

<b>Goal 2</b>	<b>Develop a multifaceted comprehensive communication plan that engages internal and external audiences.</b>
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<b>Objective 2A</b>	<b>Enhance and expand external communication methods and technology.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Public Information Officer will improve City’s televised communications.</li> <li>❖ Public Information Officer will engage strategic external partners to assist in external communications.</li> <li>• Public Information Officer will disseminate digital version of the newsletter/playbook.</li> </ul>

<b>Objective 2B</b>	<b>Enhance and expand internal communications.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Department Directors, with Public Information Officer and Information Technology support, will implement intranet for City employees.</li> <li>• Department Directors will clean up and organize U-drive content.</li> <li>• Department Directors will implement regular departmental meetings to convey information from internal stakeholders groups. (e.g. River Watch Task Force, Council, Department Directors meetings, Employee For Employees, etc.)</li> <li>• Department Directors will coach staff on notifying other stakeholders on actions/activities that may affect them.</li> <li>• Department Directors will develop departmental informational newsletter for employees.</li> <li>• Department Directors will develop quarterly staff meetings to include all staff members.</li> </ul>

<b>Objective 2C</b>	<b>Continue to develop and enhance utilization of social media</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Public Information Officer will identify adequate resources to meet ongoing demand for enhanced social media programs.</li> <li>• Public Information Officer will work with appropriate departments to ensure adequate resources are available to meet the ongoing demand for enhanced social media programs.</li> <li>• Public Information Officer will promote City’s expanded use of social media.</li> </ul>

<b>Goal 3</b>	<b>Develop and implement a comprehensive formal plan which would enhance, maintain and promote Leisure Services' facilities, activities and programs and encourage community growth and involvement.</b>
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<b>Objective 3A</b>	<b>Enhance and maintain library services that are enjoyable and accessible to the community.</b>
<b>Timeline</b>	12-18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Leisure Services Director will recommend retaining a consultant to analyze the future needs of the library.</li> <li>❖ Leisure Services Director will develop a plan to increase library hours.</li> <li>• Leisure Services Director will partner with Hillsborough County to explore options of securing additional revenue to facilitate expected outcomes.</li> <li>• Library Division Director will analyze the costs versus benefits of automated self-checkout services and present findings to the Leisure Services Director.</li> <li>• Library Division Director will analyze the costs versus benefits of automated book sorting services and present findings to the Leisure Services Director.</li> <li>❖ Leisure Services Director will explore a contractual relationship with Community Innovation Center Tampa for programming in the library.</li> </ul>

<b>Objective 3B</b>	<b>Improve the reliability and sustainability of fitness equipment, as well as, expand the varieties of fitness equipment in recreation facilities to enhance the user's fitness experience.</b>
<b>Timeline</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Parks and Recreation Division Director will analyze the costs versus benefits of leasing fitness equipment versus purchasing fitness equipment.</li> <li>❖ Leisure Service Director will explore options of generating additional revenue through the expansion of user fees for fitness facilities.</li> <li>• Parks and Recreation Division Director will develop a plan to expand the variety of fitness equipment offered at recreation facilities.</li> <li>• Parks and Recreation Division Director will develop a plan to replace fitness equipment based on age and use.</li> </ul>

<b>Objective 3C</b>	<b>Develop and implement a plan which ensures parks and playground equipment are maintained at a level that is consistent with its users' expectations and desires.</b>
<b>Timeline</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Parks Planner will inspect and evaluate current park and playground equipment to create a database which tracks inventory and evaluates condition of equipment.</li> <li>• Parks and Recreation Division Director will solicit input from neighbors in close proximity to the parks and establish customer expectations.</li> <li>❖ Parks and Recreation Division Director will search and apply for grants to assist in funding planned improvements for parks and playground equipment.</li> <li>• Parks and Recreation Division Director will develop a plan to install new park and playground equipment, as well as, maintain existing park and playground equipment.</li> <li>• Parks and Recreation Division Director will utilize the City's Public Information Officer, social media, and other various media to relay park improvements to citizens and the community.</li> </ul>

<b>Objective 3D</b>	<b>Enhance community involvement by developing and implementing a plan to create opportunity for diverse, high-quality community events.</b>
<b>Timeline</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Leisure Services Director will evaluate all City held or sponsored community events to determine current event diversification and scheduling.</li> <li>❖ Leisure Services Director will develop an ordinance allowing alcohol consumption and sales in parks.</li> <li>• Leisure Services Director will evaluate city ordinances or restrictions which may inhibit the enhancement and diversification of community events.</li> <li>• Leisure Services Director will identify and partner with community groups enhance community events.</li> <li>• Leisure Services Director will utilize the City's Public Information Officer, social media, and other various media to promote the community events.</li> </ul>

<b>Objective 3E</b>	<b>Improve facility conditions at the Temple Terrace Family Recreation Complex.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Leisure Services Director will recommend retaining a consultant to review the facility’s current Concept Master Plan.</li> <li>❖ Leisure Services Director will develop a comprehensive Final Master Plan to improve conditions at the Family Complex.</li> <li>❖ Leisure Services Director will develop a funding plan for budgeting purposes, to complete the architectural work at the Family Complex.</li> <li>❖ Leisure Services Director will review current recreation fees and recommend modifications which will support and align with facility improvements.</li> <li>• Parks and Recreation Division Director will develop a maintenance schedule for future facility improvements.</li> </ul>

<b>Objective 3F</b>	<b>Increase community involvement in Recreation Programs by initiating new programs, and evaluating and revising current programs.</b>
<b>Timeline</b>	12-18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Parks and Recreation Division Director will survey the community and recreation users to identify programming needs and desires.</li> <li>• Parks and Recreation Division Director will evaluate current programs to identify opportunities for improvements.</li> <li>• Parks and Recreation Division Director will recommend new programs based upon information acquired.</li> <li>• Leisure Services Director will analyze the costs versus benefits of offering new programs.</li> <li>• Leisure Services Director will partner with outside organizations to provide new programs.</li> <li>• Leisure Services Director will develop and implement a plan to evaluate recreation programs on a recurring basis and make modifications as user interests and trends change.</li> <li>• Leisure Services Director will utilize the City’s Public Information Officer, social media, and other various media to promote Recreation Programs.</li> </ul>

<b>Objective 3G</b>	<b>Enhance beautification efforts of common areas throughout the city.</b>
<b>Timeline</b>	36 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Leisure Services Director will develop a plan to increase the staffing needed in order to maintain expected grounds maintenance service levels.</li> <li>❖ Leisure Services Director will develop a plan to increase plantings and annuals in common areas throughout the city.</li> <li>• Leisure Services Director will develop and implement a maintenance schedule which identifies goals and timeframes for all common areas within the city.</li> <li>• Leisure Services Director will publish the maintenance schedule so that it is easily accessible to citizens and the community.</li> <li>❖ Leisure Services Director will develop a “Beautify the City” program which allows the City to partner with community stakeholders to ensure continuing beautification of common areas throughout the city.</li> <li>• Leisure Services Director will utilize the City’s Public Information Officer, social media, and other various media to promote areas of beautification throughout the city.</li> </ul>

<b>Goal 4</b>	<b>Support and enhance a high quality of life for the City’s residents, businesses, and visitors by providing sustainable, environmentally-sensitive, cost-effective infrastructure and services to promote public health, personal safety, transportation, economic growth, and civic vitality.</b>
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<b>Objective 4A</b>	<b>Develop strategies to further reduce water hardness levels.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Water/Sewer Deputy Director will:             <ul style="list-style-type: none"> <li>○ Review the analysis of current water hardness data.</li> <li>○ Develop a plan to address deficiencies (or potential deficiencies) in water hardness.</li> <li>○ Conduct infrastructure analysis to identify opportunities/options for improvements to the water treatment system.</li> </ul> </li> </ul>

<b>Objective 4B</b>	<b>Develop a strategy to provide sufficient water treatment and production capacity to accommodate future growth.</b>
<b>Timeline</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Water/Sewer Deputy Director will:             <ul style="list-style-type: none"> <li>○ Work with Development Director and Hillsborough County Planning and Growth Management to anticipate future system demands caused by significant changes in the City’s population.</li> </ul> </li> <li>❖ Develop a staffing plan that responds to the anticipated needs of the water delivery system’s operations and infrastructure.</li> </ul>

<b>Objective 4C</b>	<b>Develop strategies/options to assure a sustainable Annual Pickup Program.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Deputy Director will review current practices and those of other jurisdictions to develop strategies and options to increase sustainability.</li> <li>• Deputy Director, along with the Public Information Officer’s assistance, will develop and implement an educational outreach effort to inform citizens about the sustainability changes to the Annual Pickup Program.</li> </ul>

<b>Objective 4D</b>	<b>Develop a program to ensure timely after-hours response for Public Works related issues.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Public Works Director will: <ul style="list-style-type: none"> <li>○ Determine current after-hours response times for services provided 24/7.</li> <li>○ Research practices of comparable municipalities and identify industry standards in order to establish maximum acceptable after-hours response times.</li> <li>❖ Determine minimum staffing and equipment levels needed to achieve desired after-hours-response times.</li> <li>○ Conduct periodic review of after-hours response times and make adjustments as necessary.</li> </ul> </li> </ul>

<b>Objective 4E</b>	<b>Conduct an outreach program to educate the public on the maintenance programs of streets and sidewalks.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• City Engineer will: <ul style="list-style-type: none"> <li>○ Determine industry standards and comparable local government practices for the maintenance of streets and sidewalks and compare with City's current service levels, customer expectations, and adjust as necessary.</li> <li>○ Provide information to citizens about the City's streets and sidewalks maintenance program and solicit feedback.</li> </ul> </li> </ul>

<b>Objective 4F</b>	<b>Review the pavement management plan to ensure effectiveness.</b>
<b>Timeline</b>	36 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• City Engineer will: <ul style="list-style-type: none"> <li>○ Conduct a comprehensive, annual review of the street maintenance plan</li> <li>❖ Repair and resurface candidate roadway projects based on recommendations and available funding.</li> <li>○ Develop internal mechanism for receiving and processing customer feedback and department response.</li> </ul> </li> </ul>

<b>Objective 4G</b>	<b>Collect and communicate traffic concerns with all stakeholders.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• City Engineer will:             <ul style="list-style-type: none"> <li>○ Update the City’s website to include information about multi-jurisdictional transportation improvement projects in the Temple Terrace region.</li> <li>○ Inform citizens about the process for expressing and addressing traffic concerns to appropriate agencies.</li> <li>❖ Periodically evaluate state, county, and local long-range planning to ensure that current and future needs are incorporated into affordable capital improvement programs.</li> </ul> </li> </ul>

<b>Objective 4H</b>	<b>Enhance Public Works services to internal and external customers.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Director of Operations/Maintenance will develop strategies/options:             <ul style="list-style-type: none"> <li>❖ To consolidate contractual services for facility maintenance and enhance preventative maintenance.</li> <li>○ To increase the efficiency and safety of sanitation employees.</li> <li>○ To increase efficiency and cost-effectiveness of vehicle maintenance to assure maximum, affordable vehicle availability to all user departments.</li> </ul> </li> <li>❖ Director of Operations/Maintenance will research the effectiveness of transitioning to compressed natural gas for sanitation and other heavy vehicles.</li> <li>❖ Public Works Director will develop strategies/options for funding improved stormwater service levels.</li> </ul>

<b>Goal 5</b>	<b>Promote orderly growth in the Urban Service Area and those in the Joint Planning Areas of Unincorporated Hillsborough County; Ensure that residents and businesses outside the city limits share tax and maintenance costs for facilities, streets and utilities necessary to meet the demand of future populations.</b>
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<b>Objective 5A</b>	<b>Identify areas of possible annexation.</b>
<b>Timeline</b>	9 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Community Development Senior Planner will identify areas subject to annexation both within and outside the Urban Service Area.</li> <li>❖ Community Development Senior Planner will identify and recommend areas that are currently statutorily compliant for annexation.</li> <li>• GIS Specialist will establish demographics of subject areas to include populations, land use, and density.</li> <li>• GIS Specialist will develop mapping of areas including zonings and aerals.</li> <li>❖ Community Development Director will work with Southwest Florida Water Management District to annex district property beneficial to the city’s annexation initiatives.</li> </ul>

<b>Objective 5B</b>	<b>Create Interdepartmental Annexation Committee.</b>
<b>Timeline</b>	12 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Community Development Director will create an annexation committee consisting of members from affected departments and will chair the committee.</li> <li>• Community Development Senior Planner will create standard reporting forms for use by the annexation committee.</li> <li>• Annexation Committee will evaluate and measure service capacities for identified areas.</li> <li>• Annexation Committee will identify challenges and benefits of annexing identified areas.</li> <li>• Community Development Senior Planner will generate a level of service report for each annexation area identified.</li> <li>• GIS Specialist will map existing annexation agreements.</li> <li>• Finance Director will perform Fiscal Impact Analysis and develop cost/benefit analysis.</li> <li>• Finance Director will identify short term and/or long term financial impacts.</li> </ul>

<b>Objective 5C</b>	<b>Establish annexation policy and direction.</b>
<b>Timeline</b>	18 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Community Development Director will examine existing agreements and determine direction to be taken, be it voluntary or legal avenues.</li> <li>• Community Development Director will examine annexed areas contiguous to the city that are already developed or expected to be in the near future.</li> <li>• Public Works Director will examine areas not contiguous to the city, but may potentially desire city utilities.</li> <li>❖ Community Development Director will develop utility /annexation agreement that requires annexation consistent with Florida Statutes upon providing water and/or sewer utilities.</li> <li>❖ Community Development Senior Planner will revisit and update, as required, land development codes to ensure smooth transition of annexed areas.</li> <li>❖ Community Development Director will establish a scheduled annual update or revision of annexation plan, determine by area which would be candidate for voluntary or city initiated annexation, and determine the best approach to be taken (e.g., voluntary, referendum or interlocal agreement).</li> <li>• Annexation Committee will establish parameters for determining whether providing municipal services outweigh the cost/benefit ratio.</li> <li>• Annexation Committee will identify potential incentives to annexation areas.</li> </ul>

<b>Objective 5D</b>	<b>Develop marketing strategies for annexation plan.</b>
<b>Timeline</b>	24 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Public Information Officer will engage the marketing group to assist in public participation process.</li> <li>• Annexation Committee, with the assistance of the marketing consultant, will establish outreach programs and identify methods and techniques for each annexed area.</li> <li>• Community Development Senior Planner will update annexation brochure bi-annually.</li> <li>• Community Development Director will conduct scheduled community meetings to present benefits of annexation to identified areas.</li> </ul>

<b>Objective 5E</b>	<b>Develop intergovernmental coordination.</b>
<b>Timeline</b>	48 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Community Development Director will pursue Memorandum of Understanding with adjacent jurisdictions to ensure coordination and cooperation in implementing goals, objectives, and policies regarding urban growth.</li> <li>❖ Community Development Director will pursue an Interlocal Service Boundary Agreement with Hillsborough County, agreeing to the annexation of non-contiguous parcels.</li> <li>• Community Development Director will coordinate annexation activities with county agencies.</li> <li>• Public Works Director will develop strategy to provide utility service within the Joint Planning Area.</li> </ul>

<b>Goal 6</b>	<b>Make certain our Public Safety services continue to thrive and meet the challenges of population growth while delivering the community data to illustrate the level of services provided.</b>
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<b>Objective 6A</b>	<b>Ensure adequate staffing, resources and facilities are available to accommodate continued growth of the city and its population.</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Police and Fire Chiefs will strive to meet and exceed standards set by Accreditation Organizations.</li> <li>❖ Deputy Chief of Police and Fire Chief will work with Annexation Committee during planning process to ensure appropriate staffing and capital resources are available at the time of annexation.</li> <li>• Police Chief will evaluate and report on the viability of a dedicated traffic squad.</li> <li>❖ Deputy Chief of Police will evaluate and report on the viability of providing manpower to increase multimodal policing.</li> <li>❖ Assistant Fire Chief will evaluate the effectiveness of, and update as required, all mutual aid agreements.</li> <li>❖ Police Chief and Fire Chief will recommend retaining a consultant to explore options and plans for a new Public Safety Facility.</li> </ul>

<b>Objective 6B</b>	<b>Create media campaign to improve the public perception of crime data and traffic-related initiatives.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Patrol Division Commander will create and disseminate information to educate the public on the true purpose and successes of the red light camera program (pre/post camera statistics, video clips of violations).</li> <li>• Patrol Division Commander will publicize comparative crime data of similar size municipalities and communities.</li> <li>• Patrol Division Commander will create and disseminate information to educate the public on crime trends and neighborhood traffic initiatives.</li> </ul>

<b>Objective 6C</b>	<b>Implement strategies to identify and communicate traffic concerns and solutions.</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Patrol Division Commander will identify candidate roadways for speed feedback signs.</li> <li>• Patrol Division Commander will deploy traffic radar recorder to measure speed issues in targeted areas and schedule selective enforcement as needed.</li> <li>• Crime Prevention Officer will educate the public on the methods available to report traffic concerns (phones, web, etc...).</li> <li>• Public Works Director will continue to work on studies with Hillsborough County and Florida Department of Transportation for improvement of state and county arterial roadways.</li> <li>• Public Works Director will post the progress of traffic congestion initiatives by various agencies on the city's website.</li> </ul>

<b>Goal 7</b>	<b>Provide a comprehensive code enforcement effort which is consistent, fair and equitable in its application, preserves neighborhood integrity, protects the public health and well-being, and enhances property values.</b>
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<b>Objective 7A</b>	<b>Establish Code Compliance staffing levels and programs that meet the code compliance needs of the City.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Code Compliance Director will:             <ul style="list-style-type: none"> <li>○ Analyze existing code compliance staffing levels and case workloads, and compare to regional and industry standards to determine the need for appropriate staffing.</li> <li>❖ Establish optimal minimum staffing levels and maximum case load assignments to ensure that the department can continue effective, proactive and reactive response to constituent concerns.</li> <li>○ Review current staffing hours and evaluate potential adjustments to provide code compliance staffing coverage during non-traditional hours.</li> <li>○ Develop and implement a program which provides code enforcement awareness to staff members in various City departments, to assist in compliance efforts.</li> <li>❖ Expand community Code Compliance programs which partner with volunteer groups, civic clubs, and homeowners associations to enrich compliance efforts.</li> </ul> </li> </ul>

<b>Objective 7B</b>	<b>Increase community awareness of Code Compliance activities and minimum code requirements.</b>
<b>Timeline</b>	36 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Code Compliance Director will:             <ul style="list-style-type: none"> <li>○ Increase efforts to more effectively educate our citizens on the purpose, philosophy, and code requirements of the City's Code Compliance Department.</li> <li>○ Promote existing online reporting tools and educate the public to ensure utilization of this resource.</li> <li>○ Research incorporating GIS mapping technology to enhance department webpage as a tool to display and share Code Compliance activity.</li> </ul> </li> </ul>

<b>Objective 7C</b>	<b>Enhance the value of housing stock to ensure our City remains a top-tiered community.</b>
<b>Timeline</b>	18 Months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• The Code Compliance Director will transition from minimum to moderate Code standards and educate the community about changes.</li> <li>• The Code Compliance Director will establish time-based guidelines to investigate complaints and actionable violations.</li> <li>• The Division Chief of Risk Reduction will evaluate and implement alternative means for ensuring all rental properties are registered with and maintained through the City’s Rental Housing Program.</li> <li>• The Code Compliance Director will establish a system which identifies and monitors unoccupied homes and distressed properties to ensure ongoing property maintenance.</li> <li>• The Code Compliance Director will partner with local realtors to identify opportunities for enhancement of our community’s housing stock.</li> <li>• The Community Development Director will develop and implement a formalized process which utilizes a comprehensive approach to identify, report, monitor, and respond to information regarding potential condemnation cases.</li> </ul>

<b>Objective 7D</b>	<b>Explore accreditation of our City’s Code Compliance Department.</b>
<b>Timeline</b>	6 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Code Compliance Director will             <ul style="list-style-type: none"> <li>○ Identify and evaluate accreditation agencies to determine if accreditation of our Code Compliance Department is possible or feasible.</li> <li>○ Partner with organizational affiliates to promote professional credentialing in the code enforcement community.</li> <li>○ Partner with other jurisdictions and regulatory organizations to establish benchmarks and industry standards in the code enforcement community.</li> </ul> </li> </ul>

<b>Objective 7E</b>	<b>Enhance neighborhoods and areas along our City’s borders to ensure comprehensive code compliance.</b>
<b>Timeline</b>	24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Code Compliance Director will:             <ul style="list-style-type: none"> <li>○ Continue partnership with neighboring jurisdictions to improve code compliance throughout our border neighborhoods and entry corridors.</li> <li>❖ Increase information sharing meetings with representatives from Hillsborough County and the City of Tampa.</li> <li>○ Conduct a minimum of four (4) joint code compliance operations each year with representatives from Hillsborough County and the City of Tampa.</li> <li>○ Develop and implement a system which monitors the effectiveness of existing programs aimed at improving bordering areas.</li> <li>○ Coordinate with the City’s Public Information Officer to utilize social media to inform the community of ongoing code compliance activities and improvements to our City’s borders.</li> </ul> </li> </ul>

<b>Goal 8</b>	Develop and improve procedures to monitor and address employee compensation, departmental work load, and wellness in an effort to provide the citizens of Temple Terrace with exemplary service from a workforce of qualified, experienced, and healthy employees.
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<b>Objective 8A</b>	<b>Coordinate with department directors to update and redefine position descriptions, as well as, evaluate workloads to determine deficiencies, and ascertain appropriate department staffing levels.</b>
<b>Timeline</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Department Directors will describe daily and periodic activities by position and prepare a position assessment.</li> <li>• Human Resource Director will update job descriptions to include an analysis of the position to reflect current/proposed duties.</li> <li>• Department Directors will identify and explore opportunities to maximize staff efficiency through technology and automation.</li> <li>• Department Directors will analyze internal services and work requirements to recommend staffing levels.</li> </ul>

<b>Objective 8B</b>	<b>Provide City employees with a competitive total compensation program in an effort to attract high quality applicants and retain current valued and experienced employees.</b>
<b>Timeline</b>	2 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Human Resources Director will recommend engaging a consultant to complete an independent class and compensation study.</li> <li>• Human Resources Director will establish median salary and benefits benchmarks for each job description.</li> <li>❖ Human Resources Director will recommend a competitive and comprehensive benefits program.</li> <li>• Human Resources Director will evaluate and communicate viable recommendations derived from the Comprehensive Compensation study.</li> <li>• Human Resources Director will identify competitive compensation ranges for each job description.</li> <li>❖ Human Resources Director will provide recommendations to mitigate effects of salary compression.</li> </ul>

<b>Objective 8C</b>	<b>Create and maintain a diverse and inclusive workforce through the development of recruitment, training, performance management, and retention programs.</b>
<b>Timeline</b>	2 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Department Directors will provide internal job function cross training opportunities for staff.</li> <li>• Department Directors will develop a specific succession planning strategy.</li> <li>❖ Human Resources Director will leverage and roll out electronic training platforms for all employees ranging from customer service to compliance and safety.</li> <li>• Human Resources Director will update/automate the Performance Appraisal process.</li> <li>• Department Director will establish a program of on-the-job training for new and existing staff.</li> <li>❖ Human Resources Director will explore opportunities to restore a directed tuition reimbursement program.</li> <li>❖ Human Resources Director will recommend improvements to the employee recognition/appreciation program.</li> <li>• Human Resources Department will coordinate/facilitate Supervisory and Leadership training for Directors and Supervisors.</li> </ul>

<b>Objective 8D</b>	<b>Establish an effective Wellness Program to identify health risks, promote fitness and balanced lifestyle, reduce insurance costs, and engage broader participation.</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Human Resources Director will recommend engaging a consultant to review programs options and provide a recommendation.</li> <li>❖ Human Resources Director will identify and recommend incentives and disincentives to increase participation.</li> <li>• Human Resources Director will engage the Employees for Employees Committee in the implementation of the Wellness Program.</li> <li>• Human Resources Director will identify and partner with private sector sponsors to augment the Wellness Program.</li> </ul>

<b>Goal 9</b>	<b>Enhance the City's residential, commercial and municipal properties by engaging the residents and business community to promote sustainable, safe, attractive and desirable development by using innovative marketing, progressive regulations and model municipal facilities while supporting and promoting economic opportunity.</b>
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<b>Objective 9A</b>	<b>Influence the development of commercial properties to achieve compatible and supportable markets that are organized to provide various goods and services expected by the community.</b>
<b>Timeline</b>	1-5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ The Community Development Director will coordinate efforts with the Chamber of Commerce to develop strategies encouraging new businesses and retention of existing businesses.</li> <li>• Senior Planner will identify existing business uses within the major corridors and will maintain a range of retail and service commercial activities within the corridors.</li> <li>❖ Community Development Director and Code Compliance Director will review annually and recommend changes to the commercial maintenance codes and enforcement strategies.</li> <li>• Senior Planners will ensure all retail, office, and service activities are organized by uses and concentrated within or near similar compatible uses.</li> <li>• Community Development Department will encourage compatible, high-quality, design and construction for developments with emphasis on site design, building orientation, quality architecture, and building materials.</li> <li>• Community Development Director will promote projects that target job growth and job creation.</li> </ul>

<b>Objective 9B</b>	<b>Develop aesthetically pleasing and functionally well-designed retail and commercial shopping areas.</b>
<b>Timeline</b>	4 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Community Development Department will encourage compatible, high-quality, design and construction for developments with emphasis on site design, building orientation, quality architecture, and building materials.</li> <li>❖ Community Development and Code Compliance staff will establish land development regulations that reasonably and uniformly regulate signage while providing optimal identification of businesses.</li> <li>❖ Community Development Director will create a façade improvement</li> </ul>

	<p>program for the entire business community.</p> <ul style="list-style-type: none"> <li>❖ Community Development Director will establish special design and improvement standards for commercial areas, guiding the scale, appearance, orientation, composition of uses, and overall character of development.</li> <li>❖ Community Development Director will create a “Green Incentives” ordinance to encourage environmentally friendly and sustainable developments.</li> <li>• Code Compliance Director will improve the image and appearance of all existing commercial areas, with emphasis on the appearance of buildings, signage, site landscaping and streetscape amenities.</li> </ul>
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<b>Objective 9C</b>	<b>Develop strategies to improve city amenities and facilities</b>
<b>Timeline</b>	4 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Community Development Director will engage outside professionals to develop plan to improve the appearance and function of municipal buildings.</li> <li>• Public Works Director will promote the "complete street" design concepts to enhance and beautify city controlled streets and thoroughfares.</li> <li>• Community Development Director will create a plan to address energy conservation in all City facilities.</li> <li>❖ Community Development Director will work with consultants to improve and create safe, accessible, energy efficient, and well maintained community and neighborhood facilities.</li> </ul>

<b>Objective 9D</b>	<b>Provide a housing inventory and living environment that supports the population and provides safe and pleasing environment for the community.</b>
<b>Timeline</b>	1-3 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Community Development Director, Housing Official, and Code Compliance Director will influence and revitalize aging housing stock by reviewing the City Housing Minimum Standards.</li> <li>❖ Housing Official will seek available funding with county agencies for rehabilitation projects of deteriorating properties.</li> <li>• Leisure Services will encourage community and civic group involvement in neighborhood revitalization and strengthen neighborhoods through the creation of community projects, neighborhood gardens, etc.</li> <li>• Community Development Director will encourage the predominant single-family character of the community and develop incentive program to encourage owner occupancy.</li> <li>• Community Development Director will encourage adequate mixes of</li> </ul>

	<p>housing inventory including senior housing, townhome and condominium development by working with owners and developers.</p> <ul style="list-style-type: none"> <li>• Code Compliance Director and Building Official will preserve sound existing housing through regular and active code enforcement and property maintenance.</li> </ul>
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<b>Objective 9E</b>	<b>Expand and improve affordable housing options throughout the City by improving the quality of existing housing stock to support neighborhood stability through owner occupancy.</b>
<b>Timeline</b>	5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Housing Official will seek funding through Federal agencies to subsidize minor home repair projects for qualified existing owner occupied housing.</li> <li>❖ Housing Officer will work to increase homeownership opportunities for low and moderate households by seeking Federal funds to acquire or construct affordable housing for eligible households.</li> <li>• Community Development Director will encourage new affordable in-fill development which is complementary to the scale and character of the surrounding residential uses.</li> </ul>

<b>Objective 9F</b>	<b>Promote economic prosperity by encouraging the diversity of new retail, personal and commercial services, office and light industrial uses within the business corridors.</b>
<b>Timeline</b>	2- 5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ The Public Information Officer will engage the Marketing Consultants to promote the advantages and benefits of working, living, and doing business in the City.</li> <li>❖ Community Development Director will create an Economic Advisory Council comprised of several local business owners and the Chamber of Commerce that can provide insight to local business issues and provide ideas on promoting prosperity.</li> <li>• Economic Advisory Council will work cooperatively with adjoining jurisdictions regarding mutual concerns and needs to improve the appearance and economic health of the major business corridors.</li> <li>❖ The Public Information Officer will engage the Marketing Consultants to establish strategies to retain and attract new business into the business corridors and boost local business investments.</li> <li>❖ Community Development Director will ensure that new development pays its fair share of public facilities and services cost which are attributed to the demand of new development.</li> </ul>

	<ul style="list-style-type: none"> <li>• Code Compliance Director will encourage the improvement to the appearance of all existing commercial areas, with emphasis on the appearance of buildings, signage, site landscaping and streetscape amenities.</li> </ul>
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<b>Objective 9G</b>	<b>Encourage development and revitalization of the entire Community Redevelopment Area.</b>
<b>Timeline</b>	1-5 years
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ The Redevelopment Director will cause the review and propose subsequent changes to the Redevelop Overlay district design guidelines.</li> <li>❖ Community Development Director will create a façade improvement program for the Community Redevelopment Area to encourage redevelopment of existing buildings.</li> <li>• Code Compliance Director will improve the image and appearance of all existing commercial areas, with emphasis on the appearance of buildings, signage, site landscaping, and streetscape amenities.</li> <li>• Senior Planners will continue to expand the multimodal aspects into the Redevelopment area placing emphasis on walkability to accessible portions of the Downtown area.</li> <li>• Community Development Director will initiate policies to encourage the renewal of the Transportation Concurrency Exception Area as an incentive to redevelop.</li> <li>❖ Community Development Director will develop "Green Building" incentives to encourage sustainable redevelopment.</li> <li>• Redevelopment Director will coordinate efforts with the Economic Advisory Council to encourage business and employment development.</li> </ul>

<b>Goal 10</b>	<b>Establish and promote a long-term stable financial future by effective and efficient use of fiscal resources and improving the purchasing and budgeting processes.</b>
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<b>Objective 10A</b>	<b>Establish long-term, realistic strategy consistent with the strategic plan.</b>
<b>Timeline</b>	18-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Finance Director will recommend retaining a consultant to outline 5 to 10-year financial forecast.</li> <li>• Finance Director will coordinate with departments to identify additional revenue sources.</li> <li>• Finance Director will evaluate existing fee structures and rates.</li> <li>• Finance Director will provide recommendation to Council.</li> </ul>

<b>Objective 10B</b>	<b>Improve Budgeting Process for both Operating and Capital budgets.</b>
<b>Timeline</b>	7-14 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Finance Director will revise the budgeting calendar to facilitate timely review.</li> <li>❖ Finance Director will establish a Capital Projects Committee to evaluate and make recommendations to the 5-year capital plan.</li> <li>• Department Directors will ensure budget requests align with strategic planning goals.</li> <li>❖ Department Directors will seek community input for citizen engagement in the budget process through outreach.</li> </ul>

<b>Objective 10C</b>	<b>Reform purchasing policies for consistency with ordinance, statutes, and best practices.</b>
<b>Timeline</b>	18 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>• Finance Director will appoint a Purchasing Committee that will survey other jurisdictions for best practices and ordinances.</li> <li>• Finance Director will share findings and review proposed reforms to obtain input from departments.</li> <li>❖ Finance Director will complete purchasing policy revisions and associated ordinance amendments.</li> <li>• Finance Director will oversee a training program to implement changes and facilitate compliance.</li> </ul>

<b>Objective 10D</b>	<b>Secure necessary department financing to achieve long-term sustainability.</b>
<b>Timeline</b>	12 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Finance Director will utilize Public Financial Management, Inc. to devise refinancing plan.</li> <li>• Finance Director will solicit competitive proposals for refinancing the redevelopment debt.</li> <li>❖ Finance Director will recommend approval of refinancing notes or bonds for redevelopment debt.</li> <li>❖ Leisure Services Director will coordinate mutually beneficial marketing and membership opportunities.</li> </ul>

<b>Objective 10E</b>	<b>Assist Temple Terrace Golf &amp; Country Club in achieving financial sustainability.</b>
<b>Timeline</b>	18-24 months
<b>Critical Tasks</b>	<ul style="list-style-type: none"> <li>❖ Joint committee will remain intact and continue frequent meetings with Temple Terrace Golf &amp; Country Club and City Officials Committee.</li> <li>❖ Finance Director will regularly provide committee updates to City Council.</li> <li>• Finance Director will analyze debt restructuring options.</li> <li>❖ Leisure Services Director will coordinate mutually beneficial marketing and membership opportunities.</li> </ul>

## The Vision

One of the later tasks of this strategic planning process was to establish a vision for the city. A vision statement, in this traditional form, is one in which organizations identify how they would like their organizations to operate or at the least be perceived by their customers at some point in time in the future. It is important to understand that if an

***“The most pathetic person in the world is someone who has sight, but has no vision. “***

Helen Keller

organization already looks like what the vision statement describes then, in fact, the organization does not have a vision. The traditional form of a vision statement is short, catchy, and attractive, but is often perceived as lofty and unrealistic. Furthermore, such

statements are often only measurable using a pass or fail methodology. As such, the traditional style vision statement is rarely achieved and often is never modified. For this reason, many vision statements provide little assistance in communicating any basis for continuous improvement.

The City of Temple Terrace chose to develop a more hybrid vision statement that provides a realistic outlook for the city. This vision statement focuses on a 5-6 year outlook. While lengthier than the traditional version of a vision statement, it is designed to describe what the city will look like in 2020. The basis for creating this vision is a view of the City when we have completed or achieved all of the goals, objectives, and critical tasks identified in this strategic plan. Furthermore, this vision statement allows for more than a pass or fail measurement of vision accomplishment.

As the strategies and goals of the city change each cycle, this statement can be modified to portray a more accurate picture of the future. The timeline of the work identified in this strategic plan is approximately five (5) years from adoption. As the city nears completion of the identified goals, the strategic plan will need to be updated and it is likely that a new vision would then be adopted.

The city’s vision statement, core values, and mission statement should all be supported by the work identified in this plan. Furthermore, these three items (vision, mission, values) should be shared extensively with our customers, stakeholders, visitors, and community partners. The three components reflect our purpose, our method of operation, and our plan for the future.

## **City of Temple Terrace Vision**

Our vision for the future is simple and precise: to serve our community with excellence. In 2020, the City of Temple Terrace will be widely recognized as a community that demonstrates best practices in municipal government while proving its commitment to continuous improvement.

We will enhance, modernize and expand our programs, operations and facilities to ensure our services meet and exceed our customers' expectations. By encouraging increased citizen engagement, the City's communication will keep our customers informed and generate genuine opportunities for citizen feedback. We will strive to maintain strong and respectful relationships with strategic partners and surrounding government agencies.

The City's organizational culture will reflect a responsive, ethical, safety-oriented and professional workforce. Our workforce will be comprised of qualified, experienced and capable employees focused on efficiency and improvement. Transparent operations, and the consistent application of regulations and standards, will help us maintain the community's trust.

We will remain committed to successful economic development to support a historically conscious, sustainable and progressive multimodal community. Our diligent work in code enforcement and public safety will protect public health, revitalize property values and enhance the quality of life throughout our community. Our efforts also will reflect our commitment to education, the arts and small-town livability. These improvements will be balanced with efficient processes for budgeting, procurement, investments and financial sustainability.

Through this work, we will showcase our community as an amazing place to live, work, play and learn.

## The Success of the Strategic Plan

Provided the community-driven strategic planning process is kept dynamic and supported by effective leadership and active participation, it will be a considerable opportunity to unify internal and external stakeholders through a jointly developed understanding of organizational direction; how all vested parties will work to achieve the mission, goals, and vision; and how the organization will measure and be accountable for its progress and successes.<sup>4</sup>

***“In order to succeed, your desire for success should be greater than your fear of failure.”***

Bill Cosby

The City of Temple Terrace will utilize this plan to focus resources, measure success, and ultimately improve service delivery to its customers. Robert Collier, one of America’s original success authors, said, “Success is the sum of small efforts, repeated day in and day out.” While this strategic plan provides the road map to accomplishing the identified vision of the city, it will be the commitment of the customers, employees, and elected officials that make the journey successful.

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<sup>4</sup> Matthews (2005). *Strategic Planning and Management for Library Managers*

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# PARTICIPATE. ACTIVATE.

*Moving forward together*

Customer Input (raw data as provided  
by our external stakeholders)

## Areas of Strengths (Prioritized)

Ranking		No. of Responses
<b>Public Safety</b>		
1	Police Department	190
2	Fire Department	176
3	Code Compliance	44
4	Traffic/ Pedestrian Safety	10
5	Public Safety (Overall)	9
<b>Leisure Services</b>		
1	Parks & Recreation (Programs, Parks & Landscaping upkeep)	155
2	Library (Staff, programs)	72
3	Services for Seniors	7
<b>Public Works</b>		
1	Garbage Collection/Recycling (Employees, Service)	50
2	Delivery of Service (Overall)	31
3	Street Maintenance	19
4	Water & Sewer	8
<b>Planning</b>		
1	Image of the City (Clean, Safe, Quiet, Trees, Diversity, Small town feel)	168
2	Amenities (location, parks, golf course)	122
3	Community Pride (Involvement, Clubs, Cooperation, History)	81
4	Community Events (July 4th Parade, Fireworks, FD Open House, Reads. Riverfest)	45
5	Community Development	37
6	City Beautification/Improvement (Lighting, Street Pavers, Facades)	36
7	Nature/Preservation (Hillsborough River, Osprey Nest)	25
8	Schools/College (Lewis Elementary, Riverhills IB, Florida College)	16
9	Home Ownership	3
9	Marketing (logo)	3
10	Chamber of Commerce	2
10	Bat Tower	2
10	Transportation	2
11	Temple Terrace Golf & Country Club (Partnering)	1
11	Churches	1

Ranking **Support Services**

1	Elected Officials/City Manager/City Attorney (Access, Local representation, vision)	46
2	City Services (Overall, Quality, Infrastructure)	40
3	City Staff (Performance, Demeanor, Access)	17
4	Finance	6
5	City Clerk	5
5	Public Information Officer	5
6	Human Resources	4
7	Information Technology	3

Ranking **Other Comments** (Meadowood Mgt, Burger King, Strategic Plan Survey)

1	Strategic Planning Survey	1
1	Burger King	1
1	Meadowood Mgt.	1

## Areas of Concern (Prioritized)

Ranking		No. of Responses
<b>Public Safety</b>		
1	Traffic (Rush Hour Congestion, Red Light Camera, Ped. Safety, Speeders)	90
2	Code Compliance (Public Awareness & Enforcement of Codes)	72
3	Police Department (Crime Increase, patrolling, Serve & Protect, Sensitivity)	51
4	Safety (Overall)	14
5	Mutual Aid & Collaboration	4
6	Fire Department ( Rental Housing, Fees)	3
7	Raintree (Closure of west end of Soaring Ave)	2
<b>Leisure Services</b>		
1	Parks & Rec. (Center/Facility Improvement, Upkeep, Fees, Programs, Safety)	41
2	Library (funding, hours, management)	20
3	Services for Seniors	5
4	Masque Community Theatre	1
<b>Public Works</b>		
1	Street Maintenance (Upkeep, Repairs)	17
2	Garbage Collect./Recycling (Frequency, Funding, Spring Clean Up, Cans)	15
3	Water & Sewers (Quality of Water, Usage, Cost, Conservation)	12
4	Service Delivery (Weekend, After hrs, functions, equity)	5
<b>Planning</b>		
1	Downtown Redevelopment (Progress, Resolution, Upkeep)	149
2	Community Development (Retail, Arts, Neighborhoods, Jobs)	62
3	Image of the City (Deterioration, Hist. Preservation, Character)	45
4	Housing/Homeownership (Rentals, Apts., Foreclosures, Section 8)	43
5	Schools (Quality, Title 1, Safety)	35
6	Marketing of the City (Unknown, attract young res.)	30
7	Annexation/ City Borders (decline, clear boundaries)	26
8	Golf & Country Club (Financing, management)	16
8	City Beautification/Improvements	16
9	Taxes/Millage Rate/Revenues	13
10	Community Involvement/Events	11
11	Permits (Process, Prohibitive)	8
12	City Projects (Bat Tower, Private Business Investments)	6
13	Post Office (location , parking)	5
13	Transportation (mobility)	5
14	Hillsborough River	4
15	Conservation	1

Ranking **Support Services**

<b>1</b>	Elected Officials/ Manager/Attorney (performance, representation, vision)	29
<b>2</b>	City Staff (retention, wages, more staff)	18
<b>2</b>	Finance (Budget, Management, Debt)	18
<b>3</b>	Public Information (Access, Availability, 2 way Communication, Quality)	10
<b>4</b>	City Services-Overall (Equity of service delivery, quality)	5

Ranking **Other concerns**

<b>1</b>	Trustworthiness of Business	1
<b>1</b>	Focus on Health	1

Ranking **Comments** (Thank you, no concerns)

<b>1</b>	Thank you	1
<b>1</b>	No concerns	1

## Customer Expectations (Prioritized)

Ranking		No. of Responses
<b>Public Safety</b>		
1	Police Depart. (Response, Manning, Equipment, Integrity, Patrol, Drug Control)	29
2	Code Compliance (Public Awareness & Enforcement of Codes)	23
3	Fire/EMS (Rapid Response, Manning, Equipment)	18
3	Safety (Overall)	18
4	Traffic ( Rush Hour Congestion, Red Light Camera, Pedestrian Safety)	8
<b>Leisure Services</b>		
1	Parks & Recreation (Center/ Improvements, Upkeep, Fees, Programs)	15
2	Library (hours, service quality, future)	13
3	Services for Seniors	4
<b>Public Works</b>		
1	Garbage Collection/Recycling (Frequency, Spring Clean Up, Quality Service)	14
2	Service Delivery (Clean City, Maintain)	9
3	Water & Sewers (Quality of Water, Usage, Service)	4
3	Street Maintenance (Upkeep, Repairs)	4
<b>Planning</b>		
1	Downtown Redevelopment (Progress, Resolution, Upkeep)	41
2	Image of the City/Pride ( Safe, Clean, Small Town, Historic)	26
3	Community Development (Retail, Property Values, Master Plan)	24
4	Community Involvement/Events	20
5	Marketing of the City	16
6	Schools (Quality, Title 1, Safety)	13
7	Beautification/Improvements (Lighting, frontage, uniformity, road construction)	12
8	Taxes/Fees/Revenue	6
8	Nature/Preservation (River, Environment)	6
9	Annexation/Surrounding Properties	5
10	Housing/Home Ownership (Section 8, Apartments)	4
11	Transportation (mobility, buses)	2
11	Raintree	2
12	Golf & Country Club (Closing)	1
12	Permits (Process, Prohibitive)	1
12	Post Office (parking)	1
12	Population Growth	1

Ranking **Support Services**

<b>1</b>	Elected Officials/ Manager/ Attorney (leadership, vision, representation, access)	108
<b>2</b>	City Services/Operations (Quality, Availability, Integrity, Cost, Staffing )	83
<b>3</b>	City Staff (attitude, performance, demographics)	47
<b>4</b>	Finance (Budget, Management, Process)	14
<b>5</b>	Public Information (Access, Availability, Website)	11
<b>6</b>	Human Resources (Employee Wages, Retention)	6
<b>7</b>	Information Technology (Increase use)	1

Ranking **Other comments** (Strategic Plan/Survey, Integrity )

<b>1</b>	Strategic Plan Survey	2
<b>2</b>	Integrity	1

## Customer Expectations (Raw)

### Fire Department/EMS

Continue to expect the best response times from fire dept.  
Expect Continued fast Fire/EMS Response - want this fully funded  
Fire is top notch  
I think the city provides good fire dept. coverage, but do not want it diminished in any way.  
Good Fire Protection  
Fire Department to be manned properly and with updated equipment  
Expect fire services to continue at high level  
Provide for the safety of citizens (Fire & Safety)  
Had to call 911 for EMT-very quick response and very helpful  
Continue "world class" Fire  
Quick and effective response for Fire/EMS (which it seems we do a good job of, so keep up the good work)  
Happy with Fire Dept. (Excellent)  
Fire Protection  
In a school setting, I expect Fire Department to respond quickly & effectively to emergencies.  
I expect to be protected and given support by law enforcement/Fire department.  
Quick response of Fire/paramedics  
Fast calls, fast emergency services & great appreciation  
Prompt responses to any emergency situations. Putting the safety of citizens first

### Police Department

Quick response of Police  
In a school setting, I expect police department to respond quickly & effectively to emergencies.  
Continue to expect the best response times from police  
Expect Continued fast Police Response - want this fully funded  
I expect to be protected and given support by law enforcement/Fire department.  
Our neighborhood/city is known for our military type police SWAT  
Expect less crime  
Police & Fire are top notch  
I think the city provides good police dept. coverage, but do not want it diminished in any way.  
The police to ride bikes in our neighborhoods  
Good Police Protection  
Police Department to be manned properly and with updated equipment  
For the Police Dept.to not use their authority to say pull someone over "just because"  
For the police - They are not patrolling the streets like they should be- they need to show more of a "presence".  
I Never see them @ Whiteway/56th or the 3 way stop looking for the law breakers that run the stop sign  
Crime control/prevention efforts to sustain the good quality of life in Temple Terrace  
Drug Control  
Prompt responses to any emergency situations. Putting the safety of citizens first  
Police - Be polite and approachable.

Continue "world class" Police

Police having good relationship with the public, do best to keep our community safe (which they do a great job of as well I think)

Friendly service - police

Friendly and respectable police officers; Officers are always professional and well spoken

Step up patrols in crime areas.

Love to see more patrols around the community and children parks

Increase the number of your citizens patrol team to help deter crime.

To see a more diverse police force where everyone feels welcome

Going to our local school and teach our children about crime prevention, especially in high school and middle schools

Drug Prevention programs for teenagers & children and talk about Bullying

Low crime rate

## Code Compliance

Would like to see enforcement of residential policies regarding occupancy

Appreciate Joe Gross & City Staff in Code Enforcement as they are vital to west side

Taking care of run down properties

Maintaining a higher level of code enforcement

Great code standards

Strict code enforcement

Code enforcement could be a little better. TT is a little shabby around the edges.

My biggest concern is code enforcement

Expect more consistent code enforcement in all areas of TT

Better code compliance

Also under safety and to help maintain property values (code enforcement)

Fair & consistent application of City Code, policy & procedures

Code enforcement takes too long to clean up problems. Code enforcement needs to have more power!

Clean up residential areas of 56th between Fowler & Fletcher - dirty, eyesore

Code- keeping a list of continuously offending properties & checking on them monthly for violations

Better code enforcement

Would like to see City undertake a study of the current ordinances that regulate street parking and see what changes could be made that would address concerns stated on previous page. Also look at current degree of enforcement of existing parking restrictions to determine if more attention needs to be paid to enforcement of existing statutes related to street parking. Vehicles should not be permitted to park on the street in such a way that they block any part of a neighboring driveway, or block access to mailboxes, fire hydrants, etc.

Properties stay looking nice

Improve the codes

Better enforcement of regulations & codes

Organize commercial services for home maintenance

Code - we were told we needed larger house #s - complied

Good response to Code Enforcement problems

## Traffic

Good traffic

Continue to maintain Red Light Cameras

Traffic management

City should provide or arrange for safety patrol persons to give guidance and direction to student pedestrians

and vehicles where there are no traffic lights

Safe streets

Improve traffic congestion

Traffic enforcement

Ques. Do drivers need to respect double lines when cars are lined up on Ridgedale (school days opening to closing times) or is it ok to pass waiting cars?

## Safety (Overall)

Safety of citizens

Protection to be provided (to continue)

Keeping us safe

Community safety

Safe community

Continue to keep city free of crime

Safe family environment

Continued Safety

Expect to be well protected

Safety

Concerned about the city procedures & response if there is a disaster like a hurricane what happens.

How about an amateur radio volunteers to help out in case of a need.

Public safety - quick, competent response

Try to work with different apartment complex to reduce crime - especially theft.

Safety - feel safe walking in evening

Feeling safe in parking lots

Continue feeling safe in area

Safe areas

## Parks & Recreation

I would like to see more parks & rec. facilities esp. for kids in parts of city currently not well served in this area.

I expect recreation programs currently offered to continue

Have a clean, up to date recreational facilities that are kept up to date

Would like to see development of a park in Hidden Oaks area to provide a place for children to play instead of streets.

I like the cleanliness and all the shrubs, etc.

Maybe have a digital "steady" sign outside of Lightfoot & Rec. Center with next 60-days of events including Masque Com. Theatre

Continued summer camps/programs for children  
Improve cleanliness at the Recreation Center on Whiteway  
Safe recreation areas  
Provide for the productive use of leisure time (Parks/Rec.)  
Maintain Parks & Rec.  
Improvement to Parks & Recreation services  
Green Space  
Plantings & upkeep of the parks and round-about south of Bullard  
Spruce up parks (more landscaping, paint fixtures)

### **Services for Seniors**

More access to Senior Bus even though I have a car.  
Rezone pick up services to include Tampa Residents especially trips to the doctor for Seniors. Tampa Residents pay more, but do not receive the service. Some of us live closer in mileage than many Temple Terrace residents.  
Keep doing good work for us Seniors. Thank you.  
Thanks for all the enjoyment I get and look forward to it every week.

### **Library**

Expect a return to normal library hours  
Library open on Sundays would be helpful since many people are only off on weekends  
Provide for the productive use of leisure time (Library)  
Maintain & improve Library- draws others in to city  
Library (Public) should be updated and have more computers.  
Stocked library  
Would like to see the library open on Saturday and Sunday.  
Reinstate full library hours - these were shortened during recession.  
Friendly service -library  
Maintenance of library services  
Improve library funding to allow it to be open more  
Would like library hrs. expanded  
Resolution of the Library future

## **Delivery of Service**

Expect good Public Works/Garbage - want this fully funded

Clean up yards, streets & gutters, etc.

Clean community

Expectations include keeping TT clean - similar in the way Tampa has created a clean crew downtown.

Clean bldgs.

Clean appearance of City

City facilities to be properly maintained

Clean City

TT City Vehicles are always clean & operating

## **Street Maintenance**

Better maintenance for roads

Streets Clean

Temple Terrace Highway has had many pot holes for a long time. Really needs repair. Some pot holes On Bullard Parkway.

Streets & Public Space well maintained

## **Garbage Collection/Recycling**

Expect trash/yard pickup frequencies to remain the same.

Need to reinstate annual Spring Cleanup.

Would like to see the return of annual Spring Cleanup/Pickup Services by the City

Our garbage pickup is great

Trash pickups

Trash collectors exceed my expectations every week

Garbage collectors are friendly and efficient

When holiday occurs on Mon., pickup garbage on Tues.

Maintain same level of garbage and recycle services.

Good trash & recycling service

Dependable garbage service

Provide garbage containers to all residents.

Being proactive in expanding recycling opportunities

Recycling - go green in offices

## **Water**

Provide services for homeowners (water & sewer)

Improve & maintain high quality water/Public Works

Water dept. used to be quite rude - much improved

Clean water

## **Downtown Redevelopment**

Develop the "downtown" area in the manner in which it was initially intended, with the businesses on the first floors of the structures.

Would like to see access to City Center from remote areas of city improved to enhance community (walking/biking trails, overpasses, etc.)

Would like to see more progress in new city hub (restaurants, entertainment spots, etc.)

Would like to see some concrete plans for development of 56th Street area & development of the residences promised there

Need reality with what is possible in CRA from Council/Mayor

Want Community Development to take a more wholistic view of CRA

I would hope that all concerned would get together and do something about downtown.

Take that statue down

Remove bronze statue in park at downtown development

Building city center

Complete town center before I die

To finish redevelopment project

Complete the downtown development area

Fix the redevelopment situation

Finish downtown - bring in shops/cafe, etc.

Get that downtown completed!

I expect them to get the redevelopment done!!

Get the downtown development going again-need it for the city to prosper

Stall of redevelopment is a major threat to keeping our progress going.

Move forward on City Center Project

Expect the Sweetbay Plaza to be completed

That the CRD's potential is realized

Financial Responsibility - irresponsible to have let redevelopment area fall apart like this & not force CC to take more steps to achieve financial stability; irresponsible to not market the City to families.

We are close to the tipping point of no return.

I hope to see someone guide our City into success about the Town Center. I hope to be able to shop our "New Town Center" before I die.

Need to continue developing the Downtown area

Get the downtown operational! No apartments! Condos only

Work to attract businesses in redevelopment area

Completion of Downtown Redevelopment Property

Resolution of Redevelopment project

Redevelopment continues soon

Of course the redevelopment has been a huge disappointment, and so costly with nothing to show for it. Hopefully we can end up with a reasonable but maybe less demanding development.

The downtown needs finished

Immediate resolution of Downtown redevelopment delay

Re development!!!

Re development!!!

Re development!!!

What is the plan - for Re development

Please configure a Walmart at the Downtown Temple Terrace location

Develop 56th St. area as planned.

All in all the T.T. works well but we need to winder down the failed downtown development

I hope to see decisions/movement towards resolution of the Temple Terrace City Centre.

## **Community Development**

Better food

More places to eat: a pizza place, ice cream, etc.

Create a people friendly city that doesn't try to do everything on the cheap!

City master plan

Development of new areas for commerce

Department store would be wonderful-Marshalls-Bealls-TJ Maxx, etc.

Enjoyment of the area & maintaining property values - community development

Promotion of economic development/growth

Realty prices - expectation

Maintain property values

Make the City a better place to live

Keep up the good work, focusing on healthy future & environment of city

I expect more businesses to be brought into the community so we can have revenue and it won't look run down.

More business options

Keep city moving forward w/ new business & homes growth.

Proper city planning for the future

Property values have not kept up with other areas in Hillsborough County.

That TT will fulfill its potential as a community as the regions foremost sustainable community

That TT figures out how to be the premium community in Tampa Bay again

TT needs a Sweet Tomatoes Franchise

More restaurants

More parks - but problem is with the same could have been, strip malls & condos were built

Starbucks close to school - a drive through.

I would like to see a Target in Temple Terrace

Better shops

## **Taxes/Fees/Revenue**

Like to see a reduction in the areas of taxation & fees

I have no problem with fees & taxes as long as there are signs of appropriate & sound management.

Concern over money sources to maintain city facilities

Raise taxes if it is needed to maintain the standard of living - most people here can afford.

High value (tax cert-benefit)

Keep reasonable tax basis

## **Image of City/Pride**

Thanks for vision & emphasis on historic locations in the City, including the many homes  
Please continue small town!  
I think there isn't a better community anywhere! I'm proud of our city.  
As the city evolves it will be nice to still keep the small community feel.  
To live in a safe, clean and welcoming area where I enjoy living & raising my family  
T.T. is great  
Our City is absolutely wonderful.  
Continue to keep city beautiful  
Enjoy the smaller city with great ideas to keep it small and enjoyable. Thank you.  
Allow the city to remain small town feel without sacrificing big city needs.  
Close Community  
Safe place to live  
Safe place to live  
We need to keep the city attractive, safe, vibrant  
That the city takes care of its own and remembers we care about each other.  
Family/Community priority  
That the region will start considering TT an historic community  
Keep up your preservation efforts.  
Further development & establishment of Preservation Society to protect 20s & mid-century homes/buildings.  
Protect historical structures  
Create a distinctive characteristic  
Parks, buildings, homes  
That the quality of life city-wide is practiced  
I am proud to be a long time citizen of a fine City!  
I've lived in Temple Terrace for 40 years and don't plan to leave.  
I love Temple Terrace- It is a beautiful city and I feel safe.

## **Marketing**

More encouragement of residents to have a reason to spend \$ in Temple Terrace. Perhaps having a night a month to have a "street party" featuring our local vendors (food, etc.) & residents coming out to socialize & sample.  
A small community should have more camaraderie & our officials could help dream bigger here.  
It is obvious from the citizens at the meeting I attended, the residents of TT are aging & not only in gender (mostly females at my meeting). The "fact of life" for the coming future must be taken in for all future planning.  
Keep doing what is being done, but plan for more vacancies and more and different younger citizens to Move into the area.  
Would like to see City implement a plan to promote increase home ownership in T.T.  
We need to draw more young families with children to our city-number one priority.  
Community visibility - be visible and clear in direction  
Improve public perception of community

### Focus on families

Get "Temple Terrace" brand out to more people in Florida and nationally.  
Promoting Temple Terrace's appeal to generate new residents & businesses  
Increase attraction to the city -golf tournaments etc. are good  
Looking for & bringing in new upgrade restaurants & businesses  
Work with Chamber to bring in new businesses  
Attract higher quality restaurants, shops, business to TT  
That we will attract young families & USF folks to live here  
That regional realtors will know & sell TT  
That the USF/TT connection is strengthened

### Schools

Work with School Board to make public schools within city boundaries more appealing to residents.  
Focus on Schools  
Better school options  
Better schools  
Improve schools, if possible  
Improve schools - TT Elementary, Greco  
This should be a safe environment. We need a resource officer full time here at Temple Terrace Elementary.  
We need more Security in the Temple Terrace area schools.  
Education should be a priority  
I would like an officer at our school full time. This would provide a safer school and a community feel.  
Teachers, students, parents, and officers would be working together.  
Support of school  
Schools

### Beautification/Improvement/Uniformity

Better illumination for some area  
56th/Whiteway east frontage=stalled in completion for many months, needs to be finished  
Strict architectural demands, landscaping & Signage  
Beautification  
Will be glad when Riverhills & Fowler will be re-done-light arrow works well  
Expectation is to keep beautifying the city to increase the demand for retailers/restaurants to come to the city.  
Community investment - continuous improvement & maintenance  
Pedestrian & bicycle friendly areas  
Expect docks at the river to boat to downtown  
We need a better look to the sidewalks on 56th street from Fletcher to Busch Blvd.  
Better entrance signs into our City  
Wider roads

## **Transportation**

Better bus services

Please work on public transportation - i.e. buses

## **Community Involvement/Events**

Talk with community members regarding opportunities and agendas.

Everyone work together to make Temple Terrace area that it used to be.

Community Involvement in activities and improvement

Support the growth/involvement of churches & Faith based Ministries

More voter involved in city

Provide opportunity for community events

Community Involvement in the city

More community activities i.e. fire safety, Neighborhood Watch, Fingerprint children, etc. etc.

Recommend semi-annual panel presentation or booth expo on "State of the City/get to know your city government employees//coffee & dessert//opportunity to mingle and express concerns informally/ /sort of a town hall meeting and coffee combined to allow better access to govt. officials for true, honest feedback; enhance the small town feel; opportunity for good suggestions to be received.

Meaningful opportunities to become involved, even for teens

Improvement in participation by residential for Citizen volunteers in Neighborhood Watch.

CERT, Citizen Volunteers working with City Dept.

Once in a while some kind of meeting to talk to the T.T. Citizens about their commitment and the expected help that he/she can invest to citizen/community

Maybe a town hall meeting for residents quarterly by Mayor's office and dept. heads.

To encourage the participation of cultural groups in comm.

Also do more programs for teenagers and children around the community

Please restart the Riverfest.

Family events

Energy and excitement in Community

Need a sense of belonging

## **Permitting**

Friendly permitting with citizens

## **Raintree**

Isolate (physically) Raintree Terrace from the unincorporated area between Raintree Terrace and 56th Street

Close off Raintree Terrace Entrance (back side from 56th St.)

## **Annexation/Surrounding Properties**

You are doing great. Hope more areas get incorporated

Continued property annexation- will be able to support this

Property to continue to make the city a place you want to live in

I would hope that the on-going annexed areas will be maintained as well as our original Temple Terrace.  
That we won't be annexed by Tampa as a bankrupt community

## **Housing/Home Ownership**

Get rid of Section 8 public housing. It has ruined T.T.; been here 30 years & am ready to move

No apartments

Support home ownership

More single family developments to encourage young families to move to the city

## **Nature/Preservation**

Keep our river clean & vibrant

Recommend the TT River Task Force go along with the motion I have recommended.

Continue develop. natural areas, Hillsborough R., etc.

That our river's health is restored

Keep up the good work maintaining natural environment - river, etc.

Support tree planting, river health

## **Post Office**

Post Office Parking OUCH!

## **Golf Course**

Maintain golf course - do not close club

## **Population Growth**

Population growth 10% in 10-15 years. Wow

## **Elected Officials/City Manager/City Attorney (Leadership, Vision)**

Respect visionaries who enlist others to join in getting our city a place which appeals to others.

Quality vs. quantity needs to be a pervasive philosophy. I think Temple Terrace mindset is "cheap" & this is not going to enhance our city.

Desire for Big Dreamers to lead us, not small mindedness trying to survive with bare minimum resources.

TT will risk losing core of people who can financially contribute.

Minimize expense of un-needed law suits

Understand that economics-not government creates nice development.

Strong elected officials that are connected/well informed

Honest, professional

Need City Manager to guide Council to a better solution with CRA/Redevelopment rather than in past was "cheerleader" for a vocal minority wanting a performing arts ctr.

Elected officials need to deliver their promises which they know what they have promised.

To prioritize healthy relationships over rules.

Good representation on Council

Need own City Atty.-not firm! Making \$\$\$\$ in law suits to City

City officials need to represent all- not just the most vocal or active citizens.

City officials need to be realistic of economic conditions-not as they wish they could be.

Honesty!

I expect elected officials to make themselves available to citizens, listening to concerns and considering each concern seriously, keeping contact with way concerns have been addressed.

If something is brought up at a council meeting or special meeting, that the "tasked" identities realize they should answer concerns brought up at the next meeting

Fiscal management and responsibility - Do not bankrupt us over lawsuit w/ Vlass

Seek citizen input & follow their wishes when legal & forward moving

Any questions posed be answered in a timely manner

Response to concerns of citizens

Elected Officials should solicit opinions of residents and implement policy to improve city

Judicious statements by councilmen

Can call city officials & get quick response

Openness

Cost efficient government, but willing to pay for services

To lead with integrity and conviction

To ask God for guidance, strength to lead & His blessing on our community

Expect that city officials be polite & responsive to the needs of the residents.

Ethical leadership

To provide strong leadership that benefits Temple Terrace.

Somehow try to get a certain knows it all member of council to simply listen & not pontificate at all meetings

Elected Officials who fairly represent the community

Council needs to be more diligent in issuing permit for businesses coming in and not redundant is issues - Hookah Lounges - Temple Terrace has too many

Listen to the people & concerns

To be heard and have action!

To prioritize people over projects, programs, & some policies.

Perform & inform citizens with integrity

Mr. Seeber's tenure will be reminiscent to Tom Banfield's

City Manager's office is not friendly or helpful.

Use of expertise, research and planning vs. what appears to be decisions based on boosting egos and personal agendas

Expect efficient/responsible elected officials

Great Mayor - knows his stuff

Need new City Attorney

Get new attorney

Need strong City Council

To be connected and in real communication with residence & business owners

Also like that if we want to talk to city officials-they are available to us-not get a number or they'll call back and never do.

Avoid making anymore rules whenever possible

To always make decisions based upon what's best for TT citizens - keep politics out of it

Being available and approachable to groups like ours

Expect decisions to be made thinking of citizens and not \$\$

City Council having a clear vision

Continue electing top notch leaders

I expect all elected officials to lead T.T. to a clean city

Honesty of officials

Governance w/ absolute integrity/fairness

Governance for the "greater good"

Good decision making of improving/modernizing city without dragging out for years

Better leadership RE Country Club

Some City Council members have been arrogant & text through whole meeting & violate policies

City Council needs problem solvers

Knowledgeable, informed

I expect the city to understand that the people give them the power and each individual should respect this.

The City to be on the side of the people as much as possible. They're here to be a help to us-not to just enforce a bunch of can and can't dos.

Quick resolution to issues presented

Honesty and fairness among our public officials

High ethical standards

City elected officials need to be responsible to citizens' concerns- short & long term

Elected Officials must maintain trust of citizens in order to get anything accomplished

That elected officials place community above self

That elected officials will one day be compensated so we can attract better ones

Accessibility

Human-oriented responses to concerns

Creative Thinking

Open to new ideas

Transparency

City Council members should actively participate in community sponsored events

Elected Officials should be visible in schools, clubs, etc.

I expect elected officials to listen and make attempt to address citizen concerns.

Happy with Mayor

Appreciate City Council & Mayor's efforts

Remove favoritism from the city officials

Honest elected officials - not just there for a job

I expect the dysfunctional council to do their job.

Integrity

Elected officials need to be available to citizens

Elected official to be in touch with people

Be honest

Accountability

Due to our size as a City we must strive for more responsive actions when concerns are brought up to City officials.

Opportunities for residents to have input

Elected officials and City management need to be able to make tough decision and be true leaders to move our City forward to be marketable & competitive within the region.

Elected officials should be more visible in schools.

Expectations of service that I have is that as a citizen/resident of TT that I have the right and opportunity to be part of the planning.

Consistently set a good example of what it means to be a good citizen

Honesty

Integrity

Keep caring - please :)

Justice to all

Equality

Justice

Provide leadership & direction for the city.

That elected officials fulfill the duties of their office

Truth

My #1 expectation of city officials is that they do their jobs and do them with a smile. This expectation is routinely met.

Elected Officials: Integrity, Honesty, Care for citizens

A City Council dedicated to fairness

Better leadership RE Country Club

Visibility

## **City Services/Operations**

I have high expectations of all departments, services, operations, officials and employees of Temple Terrace. I hope they will all have the best interest of the city in mind - always! Fair, truthful, attentive to needs of the city

Provide quality and affordable services

Honesty

Continue standard of services.

Expectations: That the City continues to operate in its usual competence

Maintain quality of services as efficiently and as economically feasible as possible.

Expectations are being met or exceeded overall!

Temple Terrace meets my expectations

Highest level of service at all times

Best-in-class service (best city ranking)

I expect the city to continue improvement of their services to the community.

Continue to keep our city clean, free of disturbances, and work on improving travel conditions

Would like to see our city continue to do their best and to keep us informed. Thank you!

Strong city infrastructures

Creative problem solving

Efficient

Should be of the highest quality, progressive, using latest technology for the safety of our citizens & preserving the quality of our environment

O.K. what they do there, Job.

Keeping our Police, Fire & Public Works as is - Don't cut any services

Good service

Have always been impressed with all!

I am generally pleased with the way our city gov. and services are provided. I can call Public Works and other services and get my questions answered.

Honesty!

Service; integrity, loyalty, pride, cost conscious

Timely, efficient & cost effective delivery of services - do not diminish today's level of service thru annexation

Provide quality services

Keep city clean & safe

We need to support in all ways library, rec center, local schools

Maintain our current services

Increase police

Increase code coverage

We get great services when needed - fire-police-public works

Top notch public services (police, fire, public works)

Professional mannerisms, courteous, expect services & projects to be completed on schedule

Expect the City to be run efficiently and each individual held accountable

You are all doing a fabulous job.

Services available to all residents

I expect my city to run smoothly, provide protection and utilities and be a pleasant place for my family to

live.  
So far it seems good.  
Cont. to provide current services.  
To all be honest  
Expect quality services  
Fair & Honest  
Expect services to be responsive and courteous  
I believe the city does a service that is fair to all city residents.  
Government services are great - our biggest strength  
Continue great services by City  
City to maintain services, staff offices  
Timely & honest response to resident's needs  
Thank you for a job well done.  
I expect better services than surrounding communities  
Since we are incorporated, we pay more taxes, so please do a good job.  
All are doing well.  
City - provide a safe well maintained environment  
That our services will be preserved even if that means raising millage  
Quick, effective response  
Accuracy  
High quality  
Prompt service  
On time  
Efficiently & effectively completed  
Dependable  
Efficient services (size) - keep services simple and first class  
Cost effective & cost controlled  
Keep up the good work.  
I expect the city to continue doing good work.  
Thanks for prompt public services.  
Great City Services and wonderful customer services.  
Keep up the good work, all the usual care of the systems & public spaces  
Keep up the good work.  
Keep up the good works.  
Our City services are good, keep it up.  
Expect my taxes & fees to pay for the services I have come to expect  
Continued excellent fire, police, water services  
Keeping standards in community.  
Keeping prices as low as possible.  
Short Lines  
Well managed department  
Speedy  
Efficiency with resources

I would hope that the services and operations as well as officials and employees will continue to function in a timely and cooperative manner.

Notification of changes to services or policies in a timely fashion

Continue to improve services and appearance

Once a neighborhood is completed and sold out, then the city should take over the maintenance of common areas owned by the city.

My experiences have been very positive with every area of service I have dealt with.

## City Staff

My #1 expectation of city employees is that they do their jobs and do them with a smile. This expectation is routinely met.

Expectations are all staff; employees strive for a service minded relationship with citizens.

Courteous, Respectful

City employees to be friendly & courteous

Positive, upbeat attitudes

I expect professionalism when dealing with any city worker.

Maintain high level of responsiveness

Action-oriented

Educated, skilled, service-oriented

Expect respect, response, diligence from city employees

Good work ethics

City staff should be responsive to inquiries

Staff should be helpful to citizens and direct to services and programs

Responsive employee of high integrity

Polite employees

Friendly employees

Expect the best in all departments

When calling a city office for assistance or questions, the objective should be to provide a resolution or response even if that person needs to refer you to another dept.

Accountability for all city employees

Holding employees accountable

Staff need to be friendly and courteous

Staff need to be available to citizens

Helpful employees

Knowledge & good customer service skills

Competent

Good customer relations at City Hall

Use to be more "citizens" working in city offices, now seems more political/polished

The employees represent the community on a non-partial protocol.

Overall, very pleased with the professionalism and transparency of City Staff.

Honesty of Employees

Respect

I expect each employee to do their job.

Expect respectful and courteous service from all city employees.

Good customer service

Good customer service from local gov.

Employees should be courteous/respectful & responsive to citizens & guests

City employees should have a positive interaction with the public - especially with the residents/homeowners

Staff is always helpful

Friendly public officials, police, firemen, keep doing what you are doing! It is working well.

Employees should be enthusiastic, courteous and motivated.

All City employee should remember that they work for US -- have the "Disney" attitude towards the public they serve.

I expect you to do the best of your ability to which I am grateful.

Every time I have dealt w/ City employees at City Hall building, they have been unpleasant & "bothered" – NOT PUBLIC FRIENDLY!

Better public relations will always make a better public

Employees are doing well with their jobs as we see it.

Top notch training\*

## **Human Resources ( Employee Wages, Retention)**

Minimal wage for all city employees

All employees deserve living wage \$10.10/hr. start

That we pay our employees a good wage & attract quality employees

I expect employees to be paid a fair wage and receive benefits

City has a lot of very hard working dedicated employees, but has also lost many excellent employees who have taken jobs elsewhere.

Employees should also be compensated appropriately.

## **Finance ( Budget, Management)**

Spend our tax money wisely.

Financial Caution

Don't spend money if we don't have it!

Fiscally responsible w/ tax funds

Utilization of residents funds to obtain the maximum benefits

Reasonable/efficient budgeting

Efficiency and value for our dollars

Update financial dept. such that they can accept electronic payments; this probably means the City's treasury management services should be renewed with your banking partner.

I expect to see improvement in problems such as finances, putting the \$\$ into the areas most needed to provide good service to the citizens.

Fiscal responsibility - financial plan in alignment with city resources

That my elected officials and my city use the funds wisely to benefit all members of the community.

To be good stewards of city finances

Control long term liabilities

Vision and budget consciousness need to work together.

## **Public Information**

Keep public informed

Better communication with keeping residents informed

Communication w/ public

Communication of City's projects & completion dates

Keep residents informed

Community communication - web, TV, flyers

Better audio/visual at televised meetings

Get more info out to residents about police and fire response time

Better promotion of what City services are an improved website, there is a lack of communication to the Condo residential owners as city services available.

Effective dissemination of information

Get more info out to residents about plans and future goals for the city

## **Information Technology**

Increase use of online technology

## **Other comments**

Your right to short people - is terrible, should be outlawed. Bad. Bad.

Thanks for this very survey to assess areas through eyes, minds of residents, suggest yearly or every 2nd year to do assessment like this.

Follow through on this 3 yr. strategic plan

## Areas of Strength (Raw)

### Police Department

Police presence is good.

Police Department

Police Department - they always being there for me and has help me

The police provide excellent protection to our business and the people who reside in the city.

Proud of our Police Dept.

Police very responsive

Police Service

Police Dept.

Police Department

Police Is exceptional

Police response time - excellent

Good services of Police Dept.

Police on duty

Police Department is responsive and courteous to all requests and reports of safety issues.

Public Safety provided by our Police Dept.

Police Dept. - very important

Police Dept.

Police Department

Police Dept. always responsive, 2nd to none. Personally helped us immensely in an identity theft, esp.

Officer Dale \_\_\_\_.

Safety provided by our Police Dept.

Responsive, respectful police presence!

Police Dept.

Excellent Police Dept.

Paramedics/Fire Dept. & Police Department - This has been a strength in the city for many years.

Having been taken to the hospital twice in an emergency situation over many years, they are so professional. This sense of caring and support carries over to many other areas of our community.

The police & Fire Dpt. = strong & helpful presence

Response time of police & fire depts.

Police, Fire Department/dependability and response time

Police & Fire Department are excellent

First Responders (Fire & Police) are great- keep depts. at highest training levels and so involved with community

Crime Watch Programs - officers who come to our meetings

Superb Police

Great Police Dept.

Police Dept.

Police Dept.

Police Dept.

Police coverage

Good Police Dept.  
Police Dept.  
Police Dept. is excellent  
Police is excellent  
Own Police Dept.  
Good Police response time  
Visibility of police department  
The response & presence of law enforcement  
Police - They keep us safe, very responsive, professional  
Police response is almost instantaneous  
Police Dept.  
Response time of Police  
Police Services  
Our police dept. Is very responsive  
The Police Dept. - courteous, come promptly when called, always friendly and always glad for the call  
Police  
Police  
Police  
Police -good response  
Police  
Police Dept.  
Police dept.  
Police Dept.  
Police Service  
Police Emergency Service  
Police Response time  
Excellent Police Department  
Excellent Police Services  
Speed of response by Police  
Wonderful Police Dept. , friendly & helpful  
Our fabulous Police Department  
Police & Fire Department, excellent- they are there in timely manner, always helpful-the very best  
Our Chiefs of Police & Fire Dept. are **GREAT**  
Police is great! Quick response time & are always helpful!  
Law enforcement departments police & fire  
Police Department has been responsive and supportive re: Crime Watch activities. Crime Watch officers have come to neighborhood gatherings and given worthwhile guidance re: crime prevention  
Police  
Police Dept. very quick response time  
Police - fast response to community  
Police Dept. - awesome  
Police Dept. is outstanding  
Police - phenomenal

Excellent responsiveness of police  
Visibility of police  
Excellent Police Department  
Love our Police Dept.! Great response time  
Good police  
Great Police Dept.  
Police Dept.  
Police Protection  
First Responders ++  
The police dept. has some good response time.  
Police  
Police Dept. has always been very easy to work with and is very responsive.  
Police - feel like they really take pride in the community  
The Police Department Services  
Police Dept. on the ball  
The police department should stay where it is.  
Good Police Department services/staff  
Police Department is very visible.  
Great Police Dept.  
Police Dept. have very good, quick response time  
Good law enforcement  
Response time of Police  
Short response time of Police  
Friendly police  
Police are very visible  
Security - great Police  
Police Dept. very good.  
Police-quick response, good community relations  
Police are usually quick to respond  
Police Dept. responds quickly  
Police  
Well organized Police Dept. with programs for its citizens  
Quite capable police department  
The police force is very visible  
Police Services  
Prompt response from Police Services  
Patrol vehicles and officers are visible in the community  
Excellent response to Police  
Responsive Police  
Safety-Police Response  
Police excellent  
Response time is excellent.  
Officers are professional and friendly and visible, this fosters a feeling of safety/protection

Community outreach opportunities are free and excellent quality.

Police

Great Police dept.

Wonderful Police Dept.

Police Dept.(add'tl. services like vacation watch) Responsive

Excellent Police Dept.

Prompt response from Police Department

Quick response & service of the Police Department.

Police are very quick.

Police Dept. - time in responding

Police Services

Police Services

The TTPD tries to service the City regardless of low numbers.

Visual sight of Police (good deterrent), quick response when requested, confident the law will be upheld

Police presence

Police depart. Very good to respond to calls-keep it up-

Police Dept. has "small town appeal" in that they know what's going on, active in community and great in crime prevention

I hear that police respond quickly-

Police surveillance and visibility - great availability and response

Quick response by police dept.

Wonderful police response

We have wonderful police department

Excellent Police Department

The police presence is a factor for the feel of security and safety of the area.

Police dept. extremely reliable

Police department keeps the city safe

Police often drive the neighborhood

Police Dept.

Police Department

Police services

The police dept. is very visible and active in our community. They are also quick to respond when their services are needed.

Police Dept. - goes above & beyond.

The police officers are quick to respond.

Police presence is felt and we feel safer when they are not rude and short.

Strong police department

Temple Terrace Police Dept. - enforces the law!

Police

Police officers visit our school to talk to kids.

Adequate Police, (efficient as well as effective)

Very good & fast Police response.

When police is called, they respond extremely fast.

Law enforcement. :)

Visibility of Police

Police Protection

Police

Police Dept. does a great job.

Police department gives quick response plus they are helpful, courteous, and reassuring.

Good Police Department

Police

Excellent police force & fire department

Police Dept.

Police

Police Dept.

Police Dept.

Police Force

Responsive police dept.

Law Enforcement Services (Police, Fire, Etc.)

Law Enforcement

TT Police Dept. very ready and community involved

Police department response to the emergencies in good time and help our citizens, very excellent services

Professional Policing

The Police Department is very visible in the city.

Good police presence

Obviously an excellent Police & Fire Dept. to organize this event

Response time of Police

Excellent Police Service

Active Police protection

Personality of the Police

Police - Fabulous response time!!

## **Fire Department**

Fire Department

The Fire Department has excellent response time.

Fire Department home inspections are really great. They always answer my questions and do great job in reference to fire alarms & fire extinguishers.

Fire Dept.

Fire house

Fire Dept.

Skilled Fire & Rescue Department

Response time of Fire

TT Fire Dept. Open to the public for help & services

Excellent Fire Service

Fire - Fabulous response time!!

Excellent Fire department

Obviously an excellent Police & Fire Dept. to organize this event

Fire

Fire

Good Fire Department

Fire Protection

Fire

Strong fire department

Fire Dept. does a great job.

Fire Department = Wonderful for over 30 yrs.

Fire dept. extremely reliable

Fire Dept.

Emergency services - fast response

Life support services in my experience as well as my next-door neighbors were excellent.

Adequate Fire, 1st Responders (efficient as well as effective)

Fire dept.

Fire Safety (Suppression)

The fire dept. is quick to respond.

Excellent Fire Department

Fire Dept. and Paramedic prompt.

Fire dept. - quick response and treatment

Fire Department

The Fire Department & its services - EMS give excellent services to our community.

The fire dept. is quick in responding to calls and gives professional care and support to citizens.

Fire Dept. involvement w/ community activities

Great response time and medical treatment by paramedics in emergency situations!

Proud of our Fire Dept.

Love the quick response of Fire/EMT

Fire very responsive

Prompt emergency response

Quick response by fire dept.

Fire Service

Fire Services

Fire Services

Excellent Fire Department

Fire Dept.

Fire Dept.

Fire is exceptional

Fire Dept. - professional, response time, community support

Emergency calls - well served

Good services of Fire Dept.

Fire Department

Good Fire Dept.

Fire/EMS/Public Safety

Public Safety provided by our Fire Dept.  
Fire Dept. - Can't be without  
Fire Dept.  
Excellent response to Fire  
Fire Department  
Fire Dept. has won national competitions  
Fire & Rescue services very responsive & capable  
Safety provided by our Fire Dept.  
Firemen who cut my wedding band off when I could no longer pull it over the enlarged knuckle  
Top notch Fire Department  
Fire & Emergency Services  
Informative, cooperative fire department!  
Fire Dept.  
Excellent Fire Dept.  
Paramedics/Fire Dept. & Police Department - This has been a strength in the city for many years.  
Having been taken to the hospital twice in an emergency situation over many years, they are so professional. This sense of caring and support carries over to many other areas of our community.  
Law Enforcement Services (Police, Fire, Etc.)  
Fire and Police Departments are reliable & generally excellent with good community relations  
Police, Fire Department/dependability and response time  
Police & Fire Department are excellent  
The police & Fire Dpt. = strong & helpful presence  
First Responders (Fire & Police) are great- keep depts. at highest training levels and so involved with community  
Superb Fire  
Great Fire Dept.  
Fire Dept.  
Fire Dept.  
Fire Dept.  
Fire Dept.  
Good Fire Dept.  
Fire Dept.  
Fire Dept. is excellent  
Own Fire Dept.  
Good Fire response time  
The response & presence of Fire Rescue  
The Fire Department is very helpful and understanding  
Fire Dept. very quick response  
Fire - They keep us safe, very responsive, professional  
Fire response is almost instantaneous  
Fire Dept.  
Response time of Fire  
Emergency Service excellent  
The best fire department in the state

Fire Service is above par  
Fire Dept. - very diligent, specially EMT area, very caring on a personal level  
Fire  
Fire - good response  
Fire Dept.- We had to call 911 in December & I was amazed at how quickly fire dept. & rescue were at our home - WOW-  
Fire Department is very welcoming to the students at our school. Very active in the community.  
Fire Dept.  
Fire Service  
Fire Emergency service  
Fire response time  
Fire Dept. has super response.  
Fire Dept.  
Excellent Fire Services  
Speed of response by Fire  
Fire Dept. fast in providing emergency services , on call is very rapid  
Our fabulous Fire Department  
Police & Fire Department, excellent- they are there in timely manner, always helpful-the very best  
Our Chiefs of Police & Fire Dept. are **GREAT**  
Fire Dept. is great! Quick response time  
Law enforcement departments police & fire  
Fire  
Fire - fast response to community  
Fire Dept. - awesome  
Fire Dept. does a great job  
Fire-phenomenal  
Excellent responsiveness of fire  
Excellent Fire Department  
Love our Fire Dept.! Great response time  
Fire is excellent  
Good Fire  
Great Fire Dept.  
Fire Dept.  
Fire & Rescue  
First Responders ++  
Fire  
Fire Dept. has always been very easy to work with and is very responsive.  
Fire & Rescue being very prompt & courteous  
The Fire Department Services  
Fully satisfied with the Fire Department of TT  
Fire Dept. quick to respond  
I'm happy where the Fire Dept. is as I am about the only CERT Responder east of the river in the Meadowood Condominium Association.  
Happy to see funds for providing all of us with the new radios.

The fire dept. had great training for CERT members. CERT-is Community Emergency Response Team  
Good Fire Department services/staff  
Strong Fire Dept. continues to receive recognition  
Great Fire Dept.  
Fire Rescue  
Fire Dept. have very good response time  
Response time of Fire  
Short response time of Fire  
Fire Department seems to be excellent  
Fire Dept. Response  
Fire-quick response, good community relations  
Fire Dept. responds quickly  
Fire Dept.  
Excellent Courses taught by the Fire Dept. (First Aid, etc.)  
Fire Department very professional  
Fire & Health Services  
Prompt response from Fire Department  
Safety - Fire Response  
Responsive Emergency Services  
Fire and Police Departments are reliable & generally excellent with good community relations  
Emergency Service  
Fire is excellent  
Fire excellent  
Fire/EMS  
Wonderful fire response  
Wonderful Fire Dept.  
Fire  
Fire Dept. (responsive)  
Fire Dept.'s idea to call people living alone on a daily basis to assure their well-being.  
Fire department is quick to answer calls  
The fire department is quick to respond for any emergencies here at school. They have responded to many instances here at school this year.  
Quick response & service of fire department  
Quick responses from fire department to school.  
Response time of police & fire depts.  
Fire Dept. is always ready.  
The fire fighters put on a Fabulous puppet show, field trip, & school visit  
I hear that police & fire respond quickly-

## **Traffic/Safety**

1st to use red light cameras -kudos  
Its roadways (except for Busch & 56) are mostly safe for walkers and bike riders.  
Good traffic laws

### The Traffic Enforcement

Nice traffic flow most of the time

Temple Terrace has always been a nice to visit where the Roads on 50th & 56th is split in need safer crossing lights

Awareness of traffic patterns

Thanks for the light on Ridgedale & Bullard

Red Light Cameras

Red light cameras do help manage intersections

### Code Compliance

Code Compliance is good.

Code Compliance helps our city to keep clean.

Code enforcement does a great job keeping it that way.

Code Compliance overall very effective.

Code Compliance - keeping our neighborhoods safe & maintained

Code Compliance

Code Compliance

Code Enforcement/Compliance

Code Compliance does a good job.

Code Compliance

Code Enforcement is excellent

Code Enforcement

Code Enforcement

Good enforcement of city codes

Code Enforcement - Joe Gross Rocks!!

Code Enforcement - They do a good job with what they have in manning; they need to double in size to keep up with the city's decline

Code Enforcement keep the city looking nice

Code enforcement = always checking neighborhoods for violations - rectified in timely manner!

Code Compliance

Code Enforcement very responsive

Code is Ok - needs more strength

Need help with code enforcement in some areas but overall I believe you are trying

Code enforcement

Code enforcement does a great job keeping properties maintained

Code people do a very good job. They respond to suggestions.

Good code enforcement

Code enforcement

Code Enforcement

Strong code enforcement

Joe Gross - dept. very responsive

Wonderful Code Enforcer

Code Compliance - Joe Gross as a community resource

Code Enforcement does an excellent job!!

Code Enforcement follows up on complaints

Great Code Enforcement standards

Code Compliance

Code

Code officer help residents comply

Upkeep of property and development

Code Compliance is strong.

Freedom from overly restrictive neighborhood rules

Joe Gross - Code Enforcement (help with a neighbor who needed to clean up his lot) & advice on oak trees

Code Enforcement: Great at working to keep city clean, and ri-raff out.

Joe Gross is a clear strength of the City.

## **Public Safety (Overall)**

Public Safety

Keeping City orderly

Zero Crime Tolerance

City protection

Feel Safe (Police/Fire)

Safe environment - I like having our own Police/Fire Department

Police and fire protection accessibility

We take a pride of our safety in Temple Terrace

Safe city (response time, vigilance)

## **Parks & Recreation**

Great Rec Center facility & programs

Rec Ctr. provide a great job/summer jobs to the young adults

Recreation Complex has potential to remain a service of pride & asset, but not in current state

Its amenities are well kept and accessible.

Our Parks & Recreation Programs are well kept & our children are safe in the environment.

Rec Center & programs (i.e. Buddy Baseball, TT Ballet, etc.)

Recreation for children

Proud of our Parks & Rec.

Available Rec Complex

Recreational services - parks, sports, complexes, golf course

Fine recreation programs

Recreation opportunities

Athletic fields of 301 - Soccer Program

Great community services - rec center, parks facilities

Recreation Dept. - Tennis facilities excellent, youth sports, Senior programs

Parks Services & Facilities

Rec Center and facilities

Recreational facilities availability, lots of recreation facilities & activities

Community recreation and parks are very nice and used well.

Great Staff at T.T. Rec Center

Parks & Recreation - Very important for families & Seniors

Parks & rec for adults and students

Parks & rec

Parks & Rec.

Parks and recreation

Parks & Recreation

Parks & Recreation

Lightfoot Renovation = excellent, great staff

Rec Center = great place, great staff

Parks & Rec

Parks & Recreation is the Best!

Array of recreational services & parks

Excellent park services

Park & Rec services

Parks & Rec.

Abundance of Parks & Recreational Facilities

Sports programs are great for children to stay active, learn sport and develop character

Parks & Recreation are good but need more money

Parks & Rec are always very responsive & so pleasant & informative

Superb Parks & Rec.

Parks & Rec.

Recreational Facilities

Recreational facilities & activities

Recreational Facilities

Good Parks & Rec Facilities

Parks & Rec.

Rec Center - well run but needs serious updating & replacement of much of the fitness equip

Parks & Recreation - makes TT a gem!

TT Rec center has been a major asset to our family & community. It is the heart of where old & young can safely participate in sports & other misc. empowerment activities.

Parks & Rec clean, well operated, family fun

Recreation

Lightfoot

Rec Center - having it

Rec Center

Rec Center

Parks & Recreation has excellent programs.

Good Parks & Recreation

Community Centers

Parks & Recreation

Recreational Programs (although diminished from the past)

The Recreation Center

Rec. Areas

Parks & Recreation

Parks and Recreation Amenities

Parks & Recreation

Parks & Rec phenomenal

We take a pride of our Recreation center & safety in temple terrace

Rec Center activities beyond expectations for city this size

Temple Terrace has a good cohesive youth program and safety of our children has been a high priority.

The Recreation Centers provide good facilities and programs to all levels and ages.

Opportunities for children to participate

Rec center

Rec. Center

Ball fields

Excellent Parks & Rec - Leisure Services

Parks Services

Parks Services

Very well done Parks/Rec Department - love the Rec Center/Fields/Etc.

Parks & Rec does a great job. They help us greatly with our elderly. A tough job but they help our neighborhoods look great.

Rec Center (nice facilities)

Rec Center-facility & activities

Recreational /Sports facilities

Great recreational facility

Recreation Center and its programs

Rec center

Parks & rec for adults & students

I think we have a great Rec Center for all ages.

Rec center

Our Recreation Center compares favorably with those in New Tampa, Brandon, etc.

TT Rec

Parks & Rec programs

Recreation Center

Great Rec Dept.-use it daily

Parks & Rec do a great job.

Parks & Rec

Parks & Recreation

Parks & Recreation

Recreation

Parks and recreation department is 1st rate

Great rec services - something for everyone

The Recreation Center on Whiteway is a real asset to the city.

Parks & Recreation very helpful for all citizens

Varied programs provided by Parks & Recreation for all ages  
Great parks & family complex rec center  
Parks & Recreation  
Parks & Recreation are real assets.  
Rec center  
Rec Center  
Recreation is important  
Recreation Center (Swim Team among other programs)  
Family Rec Center = Activities provided for children/families  
Recreation center  
Good rec. center with tennis, swimming, etc.  
Parks and Recreation activities and green spaces  
Our community center is fantastic.  
Good public facilities  
Recreation Center  
Parks & Recreation are doing well. I enjoy them.  
City parks & recreation services  
Parks Dept.  
Wonderful Parks Dept.  
Parks are great  
Parks are well maintained  
The parks are kept usable, clean, nice for customers.  
Arborist help  
Good assistance in knowledge of Trees & etc.  
Arborist assistance to homeowners  
The trees and flowers are well groomed.  
Medians are great  
Trees & maintenance  
The care given to every park in our city  
Landscaping in medians- super job  
Medians on roads - immaculate  
Well maintained medians  
Beauty of medians, landscaping  
I do like the way our Parks & Recreation keep the parks clean.  
Parks throughout the City are places for the community to interact  
For most park our city is beautiful  
Well designed, clean city parks  
Landscaping & maintenance of parks, medians etc. is well done  
Islands on 56th & Fowler makes community pretty & rich looking if maintained  
Beautiful parkways, entrances  
Landscaping (Public Works) Looks pleasing.  
Great landscaping  
Great Parks that are well kept.

Parks well maintained

The parks that we have are very nice & well taken care of

Parks are well kept & plentiful

The parks are well cared for!!!

Landscaped areas

Trees are well kept.

Parks/recreation seems to do a good job maintaining public areas

The Parks are well cared for neat and well planned

City's medians are gorgeous! Beautiful choices of plants, flowers, and decorations.

Beautiful local landscaping, etc.

## **Library**

Library is always very helpful

Library facility

Library

Great library facility

Library

Great Library

Our library is an excellent provider of reading material & computer sources.

Library

Library - educational services

I take pride in the Temple Terrace Library and the activities provided by the library to support and motivate kids to read.

The library!

Library

Library services

Library services

Library Services

Library Services

The library is one of our wonderful assets.

Library is great

Love our Library

Great library services and resources available in the community.

Library better than most

The library has great resources

Good Library

Library services

Library

The Library is well kept and useful.

Library

Library

Excellent programs at library

Library facility and resources

Library does a good job but needs more money

Library Services are an excellent community resource offering necessary services for all people, especially lower income residents

Library is a place for the community to interact

Library

Library

Library

Library

Good library

Library

Wonderful library & staff

Library meets needs of young & old.

Library

The Library

Love the library

Library phenomenal

Love our Library

The library

The library should definitely stay where it is.

Library-Great asset

Library

Library

Library

Library

Library well-staffed and helpful.

Great Library Services

Library Services

The Library

Library

Library needs more funding

Library folks are very helpful. Services are super. I use books on tape for all trips. Now download books to phone.

Library is a gem!

Library-great

Great Library

Library services

Library Services are great.

The Library has an excellent staff.

Library Services

The library has a good collection and provides activities for residents too like story times, puppet shows, tax help...

Broad and inclusive library services

Library Services

Library needs to join Hills Ct system

When we had voting booths for election, they ran incredibly smooth.

## **Senior Services**

Senior Services

Senior Services

Senior Center offers a lot for them.

Service for Seniors

Thank you for Senior resident low rate!

Services for Seniors

Senior exercise at Rec Center

## **Street Maintenance**

Streets are cleaned regularly

Roadways

I like the street sweeper cleaning the streets.

Roads are great.

The roads & intersections

Cleanliness of streets - so proud of them

City Streets

I do like the way our Public Works keep the roadways clean.

The streets are maintained well

Keeping the streets clean

Good response to damaged trees & streets

Spraying streets with mosquito truck

Maintenance of roads (trees, cleanup, etc.)

Very clean & well-kept streets

Great street cleaning

The roads are well kept

Streets :)

There isn't any litter on the street.

Streets are well kept.

## **Garbage Collection/Recycling**

Garbage Service

Sanitation Dept./Public Works - quality employees & service

Our Waste Services pick up are the best with dedicated workers, Julio, Carl, & others

The Public works (garbage, recycle) men are great.

Dependable garbage service

Excellent waste management

Public works does a great job w/ trash pickup

Recycling

I "love" to hear the garbage truck brakes twice a wk.

Garbage/recycling pick ups

Great recycling  
Sanitation services -outstanding!  
Public Works - excellent solid waste/trash collection  
Nicest garbage collectors ever!  
Our public servants (trash pick-up and garbage personnel) are always courteous and go the extra mile  
Yard Waste pick up  
Garbage Service  
Public Works garbage men  
Garbage service is excellent.  
Trash pick-up is best I've had. Personnel are great.  
Our trash picker-uppers are wonderful!  
Public Works does a great job, but need to keep tabs on garbage cans on 56th St.(Yes, I calling frequently)  
Garbage service is adequate  
Trash Collection  
Sanitation dept. is great  
GREAT TRASH GUYS  
Garbage pickup - great. Guys are nice.  
Our trash men , (Alan, Carl & ??) are wonderful & courteous - put our cans up by gate to help older clients  
Public Works/Garbage  
I like that trash collectors are city employees!  
Garbage collection is awesome!  
Men of Garbage Services go beyond  
Trash collection  
Praises to garbage collectors  
Garbage collection is excellent  
Friendly garbage men  
Services - trash and garbage service - EXCELLENT  
Recycling program is excellent  
Once a year big garbage pick-up  
Waste management personnel efficient & courteous  
Garbage & Recycling Collection is on-time  
The new recycling program is really Awesome.  
Garbage pick-up 2 x a week  
Services (Public Works) are exceptional mainly garbage pick up  
For 30 years trash pick-up has been reliable, friendly, and helpful.  
Love having 2 trash pick-ups a week  
Refuse collection  
Sanitation Dept.  
Public works - Sanitation and trash removal  
Trash men put containers near house-how special is that!!!

## Water

Water

Water Dept.

Water Dept. very diligent on testing H2O and keeping it safe

Utilities are excellent

Utilities - timely response w/ problems such as water problems, back-ups, etc.

Public Water Works - Great water - compared to other Tampa areas...

Water

Water Service

## Delivery of Service (Overall)

Public Works does a good job- we have very conscientious & friendly workers at our location.

Public Works Administration is efficient and I have had no problems with services.

Public Works always does a great job for us

Great Public Works

Public Works - can't be without

Public Works

Public Works

Public Works

Good Public Works (water, etc.)

Public Works is excellent

Public Works does a great job on keeping the City clean

Public Works

Keeping City clean

Public Works

Cleanliness of the City consistently good

Services-garbage etc. are managed well

Keeping area clean (Streets, Tree Trimming, etc.)

Public Works

Public Works has been very helpful.

Public Works

Services provided by Public Works

Our Public Works department is doing a great job

Public works

Public Workers (City looks nice)

Public Works is doing good

City is relatively clean compared to other areas in Tampa.

Roads and public areas are clean and well maintained

The streets, buildings, right of ways, and common areas are clean and well maintained.

Public areas are well maintained.

Consistent water, sewer, solid waste services

Cleanliness of City

The City utilities

## Amenities

In very close proximity to a variety of stores, businesses, etc.

The feeling of everything close by

Temple Terrace is located in a central area in Hillsborough/Tampa - great location!

Tourism

Beautiful location

River

Golf Course

Entertainment - Hotels close to major attractions.

Access to other areas of Tampa

Country Club

TT country club/golf course

Good country club

Host USF

Golf course

USF Alzheimer's (Byrd)

Good hospitals with good services

:) Mel's Hotdogs :)

The many restaurants available

Golf Course

Good golf course

Beautiful golf courses

Beautiful golf course

Golf course

Golf Course within city

Fire Dept./Library/Schools close proximity.

Great parks.

City amenities ( park, rec center)

Parks are great!

Parks are special & needed

There are beautiful parks well maintained, dog park

Beautiful parks

Great Public Parks

Beautiful green space/river/parks/golf c.

Beautiful Parks & Green Areas

Parks

Parks

Beautiful parks

Beautiful golf course-nice public roadways

Green spaces/parks

The public areas & parks.

Riverhills Park is great.

Centrally located to access surrounding area

Good parks  
Wonderful Parks  
Parks in the city  
Wonderful Parks  
Easy access to interstate  
Proximity to USF  
Close to USF  
City Parks  
Parks  
Location to I-75  
River access  
River & boat ramps  
Golf course  
Golf Course  
Golf course  
Golf course  
Parks  
Parks  
Golf Course  
Golf course  
Golf course  
Open areas & golf course  
Wonderful private & public golf courses.  
Parks  
Convenience to services  
Location in relation to interstate/USF  
Golf course & Country Club  
Golf course in the city  
Great Parks!  
Parks  
The Temple Terrace Golf Club  
River parks  
Hillsborough River running through the city  
Parks  
Parks  
Excellent parks to use  
Parks  
Temple Terrace Golf Club!  
Golf course and being a part of the history of Florida  
Golf Course  
Closeness to I-75  
Connection to USF is a plus.  
Location

Easy access to interstates  
Golf Course  
Proximity to USF, Busch Gardens, MOSI  
Golf Course & Country Club  
Location near USF, I-75, I-4, I-275  
Parks-many located thru-out city  
Good Parks  
Golf Course/Country Club  
Proximity to Busch Gardens, USF  
Next to USF  
Proximity to USF  
Close to Interstate Access  
Access -multiple highway routes in/out of city - 301/56th/I-75/275  
Nice Parks  
Central location for mobile business people (interstates/airport)  
Golf Course & TTG &CC  
We have a great location  
Good number of parks scattered through-out City and river access  
Great Parks and green space  
Golf Course  
Lovely golf course which gives focus to community: friendly to walkers!  
Golf Course  
City Parks  
Riverhills Park  
Woodmont Park  
Parks (Riverhills, Ben Lomond)  
Parks - we use the 113th Ave. Location  
Good outdoor parks  
Abundance of parks for the children  
Beautiful Golf Course-open to all residents  
Bike paths  
Access to walking & biking  
Love the Bike lanes & places to walk  
Walkable area  
Close proximity to USF/I-75  
Temple Terrace Golf & CC  
Golf course  
Lots of recreational opportunities - Rec. Center, parks, river, bike paths

### **Nature/Preservation**

Natural beauty - trees, river etc.  
Trees, river  
Trees and urban forest

Osprey Nest on River  
River  
Hillsborough River  
The Hillsborough River  
Preserved land along Temple Terrace Hwy.  
River  
The River  
River  
River  
Hillsborough River  
The wonderful river is another great asset.  
River  
River  
Hillsborough River  
River  
Our great tree restoration project!  
Tree Protection program  
Tree Preservation  
Tree project-improving Tree City USA  
Beautiful trees -code compliance  
Safeguarding big trees is well done  
Joe Gross' Tree Planting project is awesome!

## **Community Development**

Community Development helping the state to grow. I never use this service, but they are doing a beautiful job.  
Community Development  
Community development  
Community Development  
Community Development  
Began development  
Redevelopment so far  
Building beautiful Plaza's and keeping the area with great landscaping.  
How development looks super  
Community development  
Community Development  
The community development - I am very impressed with  
Consistent look & theming throughout area  
Progressively minded while maintaining the small town feel of genuine community  
Street Layout  
Development of roads/buildings/landscapes  
Development & growth has been well planned  
The shopping area-newly renovated

New construction blends well into community  
Community Development is out front  
The City is looking to the future with redevelopment.  
The Downtown CRD has a lot of potential  
Wide variety of housing stock  
Eclectic choice of homes  
Would like to see something done on 56th Street  
Redevelopment on 56th & Busch  
CBD was on the right track and hope problems are all resolved.  
Develop 56th & Busch!!!  
Organizations are focused on growing community  
New Development (Retail) areas  
Growth has stabilized  
Property values are stable  
Strong business climate  
Growth of Business  
A nice variety of businesses  
Not having a Walmart in T.T.  
Publix is close  
Police office in plaza

### **City Beautification/Improvement**

Main Street paving & lighting  
Good lighting  
Street lights  
Good lighting for streets  
Our community is enhanced by developing the infrastructure of and façade of our inner city.  
Desire to make TT the best it can be  
Renovation of some areas  
I love the covered bus stations; it provides dignity and shade to our many pedestrians during really sunny days or really rainy ones.  
I also love the various beautification efforts going on in TT, it removes the "ghetto" stereotype that's often thrown around  
Moves toward walkable downtown  
The development looks great - gives great pride to drive down 56th St. from river to Bullard, but must forge ahead  
City desire to improve old areas  
Public areas  
The new public area is very clean  
Wide streets  
Parks Beautification  
Streets/Roads Beautification  
The businesses keep up with appearances as well, although 56th Street seems to need additional help. I think they need to have more of a presence.

Beautification project going well

Haven't been a resident of TT for too long a period of time however I have lived in the area since 1973 and have seen it go through good times & bad. In recent years, the movement to bring the area back on a high note, especially in community appearance is quite positive.

Currently, the City of Temple Terrace has done a great job w/ how the city looks providing a cleaner look all around.

It seems to be more welcoming.

56th Beautification

The new Entrance on the River. :)

Entrance is most attractive (Southside)

Pavers downtown

Lamp posts & Bus Stops, Rail across River

City and store front improvements make a difference

Beautification of Temple Terrace

The improvement city made during last few year was wonderful, such as improvement of building, planting trees, etc.

Beautification efforts around the city.

Improvements along 56th St, river to Druid Hills Rd & push to have businesses adopt a Mediterranean style

Renovations

Remodeling done.

Lamp posts are great

Tunnels under Bullard

Lamp posts & Bus Stops, Rail across River

## Image of City

I am grateful to be living in such a special, well-managed and well-maintained community. Thank you.

Well-maintained communities

TT is attractive and well cared for. Its neighborhoods are kept clean and litter free.

Generally well maintained by residents

Tree City USA/Green Space

Trees

Trees

Beautiful streetscapes

Affordable

Safe City

Quiet in Temple Terrace where I live

Clean

Safe City

Appropriate size population

Small & relatively clean city

City has the feeling of warmth

Keeping our small town ambiance

Physical appearance of City well kept up

Trees are valuable for the beauty of the city and the environment.  
Visually attractive residential area built around the golf course  
Many tree-lined streets  
The tree-lined streets with lots of pedestrian areas.  
Trees  
Trees and beautiful landscaping  
Landscape - Trees, River, Golf Course  
Can't leave without commenting about the beauty in our community! Guess it's both inside & out!  
Small town feel  
Small town atmosphere/you get to know a lot of people  
Temple Terrace is a very pleasant place to live!  
Small community -  
The City is clean  
Cleanliness of City  
Beauty of area/river  
Cleanliness of City  
Our City is **Beautiful**, our trees and neighborhoods define us, have loved living here for 43 years  
We have a beautiful city  
Large trees  
Trees  
Cleanliness  
Cleanliness of our city  
Overall community feel & quality of life is good  
Tree Canopy  
Trees of Temple Terrace-Canopy is outstanding  
Neighborhoods are generally quiet & safe  
Quiet neighborhood  
Clean & easy to travel through  
Great People  
The people  
Established neighborhoods  
Beautiful trees and river area  
Diversity  
Beautiful neighborhoods  
Clean street & neighborhoods  
Safe neighborhoods  
Feel safe walking/living in most of the community  
Low crime rate  
We live in a great nice neighborhood. There is so much greenery here and I feel very comfortable and safe here.  
I'm so grateful that I live where I live.  
I like living in Temple Terrace  
Size  
Like small town

Trees

Oak trees

Small town feel

Great small town community feel

Quiet

Quiet neighborhoods

Environment

Trees

The city is clean and takes pride in its self.

Great community identity and structure

Clean

Community atmosphere

Trees!

Trees, green spaces

Trees

Tree City

Trees & Public Areas

Small town atmosphere

Trees

Quiet atmosphere

City's livability

Trees & landscape

Trees

landscaping

Nice landscaping throughout city

Trees/canopy

20's architecture

Homes in old TT with nice structures & lawns

Great old 1920s houses & old trees

Older homes

Old Houses

"Small-town" attitude in the greatest area of Florida - Tampa Bay

Small town feeling

Beautiful tree-lined streets

Clean

Cleanliness

Clean City

Cleanliness

City looks very clean

City has a hometown feeling

Peaceful residential area

Small town feel

Small town feel

Tree lined streets  
Golf Course provides wonderful landscapes.  
Open space provided by golf course  
Community safety  
Large trees on Riverhills Dr. between Fowler/Bullard Pkwy.  
Trees-mature community look  
Appearance of residential areas  
Trees  
Safe Community  
Beautifully maintained trees  
Safety-safe to walk at night/few speeders/no gangs  
Small Town Feel  
Small community  
Over all look of T.T.  
Oak trees  
Our Beautiful Oak Trees  
Beautiful Oak Trees  
Low Crime Rate/Feel Safe living here  
The City seems to be (relatively) crime free & safe  
Isolated from urban feel, yet close  
Beautiful setting - trees, well maintained housing stock, river, golf course  
Safe place for families (Police/Fire/Community Awareness)  
Compact & well planned  
Incorporated municipality  
We are starting to learn who we are again  
We are a multimodal community  
Love the green spaces, fact we are a Tree City USA and multimodal community  
The City has great assets  
Small size  
The Neighborhoods  
The personality of the City  
"Stability" of community  
Highest educational demographic in state  
Established  
Small City  
Love the "small town" feel of TT  
I love Temple Terrace! I am happy to live and work here.  
Neighborhoods  
Nice neighborhoods  
Small community environment  
T.T. seems like a nice little City.  
Not being afraid to walk or bike alone  
I feel safe, physically when visiting or driving thru Temple Terrace.

The appearance of Temple Terrace  
Friendly City to walk to bike through  
Trees  
TT is a clean city  
The Community is clean  
Cleanness  
Trees  
Trees  
Trees  
Beautiful golf course community  
Golf cart community  
Older neighborhoods with trees  
Being a small community  
Small town feel  
Environment  
Low Crime  
I feel safe living here  
City is clean, pretty, safe  
Small town feel  
Size of the city  
Feel of a small town community

### **Community Pride/Involvement/Cooperation**

Community feeling  
Community pride  
Sense of Community  
Sense of Community  
Feeling of "community"  
Feeling of Community  
Sense of community  
Community Civic Groups, churches  
Community Pride - "Family"  
Tight-knit community  
Opportunity to get involved (clubs, civic groups)  
Community organizations involvement  
Sense of history  
Historical Buildings  
History of architecture represented  
Golf course and being a part of the history of Florida  
History  
Interesting history  
Parents take good care of their children  
Active volunteer and community groups

Engaged Community

Citizen involvement

Good outreach to citizens - Open House at Fire Dept., Arbor Day, Open City Council Mtgs.

Friendly Community

The coordination of efforts between City, Country Club, and Florida College (all three are vital parts of growth)

Historic efforts within the city

Sense of Community

Sense of Neighborhood

Generally civic-minded population

The volunteer groups like Jr. Women's Club, Kiwanis, SERVE, etc. do so much to help.

Organizations that are active in community

A sense of a real community

Woman's Club

General citizen friendliness

Friendliness

City Pride

Sense of Community

More of an old fashion neighborhood, all people care about each other

Historical buildings

Historic homes

Community involvement

Proud to live in Temple Terrace

Historical landmarks

Sense of community (parades, churches, etc.)

Historical Preservation

Community Unity

Community feel

Sense of community

I love the unity of the community.

Community pride with a small town feeling

"Small town" feel/sense of community

Community involvement of long-time residents

Historical homes

History our Spanish Style homes

Community involvement

Community Pride

Pride in the community

Community Awareness

Business Community

Local Restaurants like Luptons, Old World Cheese

Small business makes it a wonderful community.

There is a great interest in the look and feel to our city.

Great citizens, supportive community  
Community involvement in government,  
Tight-knit community, community unity  
We are a diverse community (socially & economically)  
Strongly connected community  
Tight-knit community  
Great support of arbors/trees in yard  
Friendliness  
Clubs for all to join  
Clubs (Friendship, Garden Club)  
Garden Club, Woman's, Jrs.  
Strong sense of history & community  
Active social/community groups  
Community involvement  
Active citizen participation  
Active community clubs & org.  
The community support is very important to our success.  
Schools, Public departments and businesses work together  
That we are a viable city unto itself  
We're our own city  
City identification as its own city

## **Community Events**

4th of July Parade & fireworks  
Great annual fireworks show on July 4th  
Community events-well run & family friendly  
4th of July Parade  
4th of July Parade/fireworks  
Open House @ fire station  
Community events  
Events as 4th of July Parade, arts & crafts festival  
4th of July Parade  
4th of July Parade  
4th of July fireworks are very well done as well as the parade.  
Ability for TT to have events on a smaller scale (i.e. 4th July Parade) separate from City of Tampa  
Lots of community events  
Annual July 4 Parade  
July 4 Parade & etc.  
July 4th Celebration  
Arts fest  
4th July Events  
Community-wide events (like 4th of July)  
Community events

City has many activities for citizens (library, parks, rec. events)

Community Events

Art festival

4th of July parade

Events

Do a medication gathering 3-4 times a year to prevent people from flushing them down the drain!

Celebrations in City - 4th of July, Holiday activities

Community Events - TT Reads - 4th of July - Step Out

Activities that bring community together - 4th of July parade/fireworks

4th of July Parade

Community events

City events are well planned and organized

My family & I enjoy the activities (art festivals, winter program) available to the community.

Community events

Community Events and Involvement Parks

The Community events - Temple Terrace Reads, Fourth of July Parade/Fireworks.

Community - Involvement Events

Community activities (parades, etc.)

Art show

Open House for the Fire Dept.

Temple Terrace Reads

City 4th of July parade & fireworks.

Community events

Availability of special events throughout the City

Activities around community

## **Home Ownership**

The high % of home owners compared to renters

Neighborhood - retention of our home owners

More Homeowner than renters

## **Marketing**

New logo looks lots better

Love new TT Logo, excellent

We are starting to market ourselves

## **Temple Terrace Golf & Country Club**

Partnering with TTGCC

## **Schools/College**

Florida College improvements

Florida College

Fla College

Florida College  
Florida College  
Florida College  
Florida College Great Asset.  
Lewis Elementary  
Good schools  
Schools  
Schools  
New Riverhills Elementary IB Program  
Great schools  
Schools  
College  
Education  
Schools maintained and patrolled

### **Chamber of Commerce**

Awesome Chamber of Commerce  
Chamber of Commerce focused on small businesses

### **Bat Tower**

Happy to see we are going to have a new Bat Tower.  
Plans for Bat tower is a plus

### **Transportation**

Bus service is good.  
Multi-modal alternative transport

### **Churches**

Good churches in city.

### **City Services (Overall, Infrastructure)**

The City Services that are not numbered in this statement do excellent in providing the city with their performance.

Overall city service very satisfactory

City Infrastructure - strong w/ Code Compliance, Water, Trash

Everything o.k.

Thanks for all the good work and efforts.

Public Services

Take pride in all

We thank all of our services.

The areas that are very visible that seem to work well is the TT Police Dept., the Fire Dept., Code Enforcement and the Utilities office seems to be working in a way that feels above average or good.

The helpfulness of City services Police-fire etc.

Good response to requests.

Prompt follow-up/reactions to questions; problems, etc.

Responsive city services

Courtesy going above

Efforts to outreach

Comprehensive plan

Infrastructure is good

Public Services

Easy access to city-call for a problem and get an answer-not a lot of red tape

Clean city (sanitation, code compliance)

City Services

City Services are excellent

No concerns, Great work :)

We are pleased with the services

Great city services - especially Fire/Police, Water

Temple Terrace seems to function smoothly without a lot of problems!

Simple & effective visit to city offices & services

Management of City

Independent services such as Police/Fire/Trash

Great services - police, fire, trash, recreation

Services - Police, Fire, Public Services

Love our Fire Dept., Police Dept., Public Works!!, Parks & Rec

Very proud of Police, Fire, & Code Depts. And our Public Works staff is great

Well run City - Fire & Police

Civil services including fire and police depts... very good

Self-contained services - both retail and municipal

These firemen, police, parks and rec etc. are vital to our success

Quick response from fire, police, water department, etc. any time services are needed.

I am happy to have city services that provide so much to the residents here.

Compared to County, we have much better services in the listed areas (Public Works, Code, Police, Fire)

### **Elected Officials/City Manager/City Attorney**

City Attorney helps the people from the city

Great Leadership

City government

City Council is responsive to residents

City Manager very open to citizens voices and concerns

Manager is accessible & responsive

The City Council

Access to elected officials

Elected officials

City council

The Mayor

Strong local government

City Attorney

City Manager

City Attorney Services

City Manager

Our officials are striving hard in difficult days to move ahead in "downtown dvlpmt." Thank you!

City Government - Small town Good

City Attorney

City Manager

Openness of local government to citizens' concerns

Accessibility to leaders unlike big cities

City Manager very willing to work with citizens, employees, etc.

Local government

Ability to communicate with City

Local representation/council mtgs.

Our government

Good representation in City Council

Feel like resident opinions matter

Local Government

Friendly Government

Elected Officials

Good government

Availability of City Officials

City Atty. dealing with developers

City Manager keeps us informed.

Easy access to officials

Good City Council/small representative gov't.

Small town Feel - involvement my city officials in the community

Access to City officials and staff is excellent

A more proactive City Council with an eye to the future

Easy access to city officials

Leadership focus on maintaining TT position as a good family town

Mayor's involvement with Greater Chambers of Commerce promoting new business.

That anyone can appear before Council with concerns

City Council availability

## City Clerk

City Clerk provide proper administration and management

City Clerk

City Clerk

City clerk's office staff is very knowledgeable

City Clerk

## **City Staff ( Overall)**

Great City Staff

Polite & helpful telephone "answerers"

Friendly staff

Friendly employees-good services

Great customer service

City offices/personnel very accessible /helpful

Great City Staff - Friendly, Helpful, Professional

Dedicated/involved city employees

Quality employees

Responsive

City Employees are excellent at responding.

Friendly, supportive of each other

I like living in Temple Terrace because it is small enough to know our city staff. The City's emphasis on serving the residents is fantastic. Everyone, from City Manager's office to trash collectors has been responsive and pleasant to work with.

Strong customer/citizen-orientation commitment of city employees

Access to City officials and staff is excellent

Courteous and helpful information provided by all who work at City Hall.

City employees are smart & pleasant!

## **Finance**

Finance Dept.

Finance Dept.

Helpful personnel in billing - City Hall

Finance

Good grasp of finances

City's finances seem to be in good order (not spending needlessly)

## **Human Resources**

Human Resources Dept.

Human Resources Dept.

Human Resources

Human Resources w/ new employees

## **Information Technology**

Information Technology

INF -Technology

Info. Tech

## **Public Information Officer**

Public Information Officer

Public Info. Officer

City Website for public info.

Improved communications & outreach from City to public

The information provided the community

### **Other Comments**

Management of Meadowood

Burger King employees are very polite (56th Street) :)

I applaud the city for going forward with this strategic planning project, and for making the time to meet with various diverse organizations

## Areas of Concern (Raw)

### Traffic/Pedestrian Safety

Traffic flow on 56th St during "rush hours"

Traffic in A.M. & P.M.

Jay-walking

Traffic

Traffic control

Traffic Congestion on Fowler Avenue at Hillsborough River

Traffic congestion on Fowler-Gillette to 56th St., not always but certain days in the morning

Traffic congestion @ 56th & Fowler at rush hour, it takes 3 stoplights to proceed N & S and E & W

Red light cameras

Morris Bridge & Fowler intersections. More lanes to turn left

New traffic lights please @ Morris Bridge and Fowler-need turn arrows!! ; Better light situation for intersection of Fowler & 56th!!

Special traffic at Morris Bridge; 56th Fletcher, 56th Fowler Ave

Heavy traffic on 56 St.

Traffic's been a lot on 56th and more traffic everyday

Traffic on 56th Street

On streets that is posted 25mph many times there are cars that tailgate law abiding citizens while driving on these streets.

Neighborhood speeders, while patrol car parked @ Jimmy Fischer Ins.

Red Light Cameras - Police Chief claims reduce accidents, State Senator says opposite, Channel 11 says opposite - who's correct?

Red Light Cameras

Traffic lights w/ cameras!!

Why can't traffic signals be synchronized?

Traffic Cameras and the two Cameras on Whiteway & 56 what are they for??

Speeding cars

Speeding on side & cut through streets

Speeding cars in residential areas

56th & Busch Blvd.

Traffic on 56th street

Photo enforcement light on 56th St. & Fowler - I know I didn't run red light, had green arrow \$158

Not bicycle or golf cart friendly throughout city

Cars blocking sidewalks! Think we can fix this??

Traffic is becoming so much of an issue & most is pass through, not contributing financially to community

Traffic congestion everywhere in city

Bad traffic lights/This buck always gets passed on

Timing of traffic lights

Timing of traffic lights

Driver Education (slow down or turn slightly) when coming down the hills to preserve our roads

Too many signs not allowing turns (especially hard to get out of CVS - forced to go a long, long way trying to turn around)

Traffic in city is getting congested.

Traffic

Traffic Congestion on 56th

Traffic light heading south @ 56th St, not enough time on left turn onto Fowler

Speed limits on 56th St. They were 45mph-now some places 35mph some 45mph-too many changes- all should be 45 mph

Red Light Cameras

Please keep red light cameras - They appear to save lives

Traffic camera's

Traffic on 56th Street

The roads/traffic

Traffic on Fowler & Morris Bridge Rd.

Turn on Riverhills Dr. & Fowler (across from gas stations), safety issue for bikers & pedestrians

Bikes on street

School children (middle school) crossing at intersections where there is no traffic control light, police officer or safety patrol student.

USF Area Pedestrians-students/residents crossing major hwy. at areas other than crosswalks

A way to block people from crossing 56th between Fowler & Busch-crazy amount of people who cross w/o going to the crosswalks! Dangerous!

Bikes allowed to ride in lanes

Buses stop in lanes & not in pull ins

Changing speed limits without warning

USF Lot traffic/jaywalking

Quick changing yellow to red

Traffic lights - seems to be overly aggressive.

Traffic is becoming a problem

Too short yellow traffic light at Fowler & Riverhills Blvd-making left hand turn on to Fowler

Bluffs - Cars parked on both sides of street-concern about fire or police vehicles going to a home

Ensure private & city foliage is not blocking any views of traffic corners or hindering safety concerns

I live on the corner of Ridgedale & Park Ridge-Ridgedale has cars going as if on 56th St.

People parking on streets that are too narrow

Excessive street parking, especially in certain parts of the City. There seems to be very little in the way of restriction or control of where vehicles are allowed to park on our neighborhood streets. In many of our neighborhoods, streets are only 2 lanes wide, and parking on both sides of the street and parking too close to intersections can make travel on these roads difficult, especially during evening hours, and especially for emergency vehicles like fire trucks. It also compromises the esthetics of our neighborhoods.

I am concerned about the dangerous intersection (dangerous for pedestrians) across 56th. Dunedin has special "no turn" signs that light up when a pedestrian is ready to cross when headed along Curlew to Honeymoon.

Temple Terrace could use these on 56th.

Speeding on Temple Terrace Highway

Too many speed humps instead of speed tables

Not enough speed bumps (especially on Druid Hills)

Improve traffic congestion (56th and Fowler)

The speed limit on Bullard parkway should be raised

Traffic congestion on 56th St.

Traffic flow on 56th

Traffic on Busch Blvd

Traffic - although light traffic system works, however it is very congested at 56th & Busch (Bullard)

Traffic enforcement

Red light camera.

Traffic camera on some intersection can cause accident

Traffic lights and tickets based on camera photos are aggressive. The camera's don't take into account real life situations.

Enforcing 35 mpg speed limit on 56th between Whiteway & Busch - I get honked at by plenty of driver's speeding through.

Traffic need to be improved.

Red Light Cameras

Cameras on traffic light need to increase the time from 5 second to 7 second to a change to cars to complete their crossing

The traffic on Fowler & 56th St. is terrible - the light is short and only few cars can pass.

Traffic on 56th and Fowler

56th St is a Bottle Neck! How can it be widened?

56 & Fowler - too short light cycle

Traffic flows at peak hours

Enforce 25 speed limit

## **Code Compliance (Enforcement of Codes)**

Sometimes excessive code enforcement

4 or 5 cars parked@ single family homes on regular basis

Code enforcement

Codes not reinforced uniformly

More attention to housing code compliance

Poorly maintained lawns & homes

More codes for home/property

More residents keep up their yards- but enforcers could help in this are (unkempt yards)

Code Enforcement overlooks infringements, not enough power for enforcement of laws

Do new homeowners or renters know the rules?

Apartments lack of code enforcement, focus on residence that are not in compliance & not be so picking about ones that are

Code enforcement at apartments

Focus on residents who are in compliance rather than those with multiple violations

Codes are not enforced

Houses not cared for

Compliance by home owners not committed to correcting code violations - after process begins

Awareness of community of code changes etc. Need more resident awareness- to code requirements

Have ordinances that are meaningful, enforceable & applied across the board - not exceptions for elected

officials and former officials

I see a lot of apartments that the yards are full of trash & just a mess.

Code enforcement is sporadic

Codes need to be modernized.

Kinda worried about taking too long to destroy homes or buildings that are infested by numerous varmints

Code enforcement

Code Compliance

Signage code enforcement is not pro-business

Code enforcement for garbage behind strip centers is too lax

More aggressive code

Code enforcement is too strict on small businesses; they need to be able to have good signage.

Code compliance in certain communities

Code Compliance did not address a concern -vegetation too close to corner at stop sign blocking view to left in violation of set-back

Number of homes not keeping up with outside landscape in TT

Ensure all signage updated & readable e.g. "Community Watch"

Code compliance - inconsistent

Code Compliance is unenforceable

There are some houses that are empty and not kept up to code-Mission Hills- brown house 2nd from 56th St.!!!!

Not enforcing code enforcement

Code compliance violations

Would like some of the surrounding areas with more code enforcement understand the "parameters" involved

Code Compliance could do more about vacant properties

Care of overgrown, damaged properties

Zoning enforcement

56th Street-lack of consistent building & signage ordinance enforcement

Code violation-must enforce

Trashy yards, even fenced in back yards-sometimes leave gates open

Lack of caring for upkeep of homes & lawns

Vacant homes

Abandoned or partially kept property

Properties in bad repair ( specifically 56th/Mission Hills first block heading towards golf course)

Code Compliance-Nuisance abatement

Maintenance of common areas and right of way is upkeep of residences and renters in City

Rental properties that are not maintained

I particularly don't like that code enforcement requires concrete or rocks for parking in ones backyard.

It is not ecologically correct I never want to see our City turned into a deed restricted type community.

Seem the codes are not always enforced

Code Compliance needs strengthening. I live in a nice neighborhood in Theresa Arbor. But, abandoned & ill maintained house right next door has been awful for years now!!

Area needs cleaning up - old vacant buildings.

Code enforcement is a little too quick to give citations. I'm not sure all citizens are fully aware of the codes we are expected to follow.

Code - liens don't clean up the nuisance

Code Enforcement on Abandoned/Foreclosed house/properties.

Can the city do anything to improve (or remove) the Doral Apts.? I know people who live there and their comments about the place are not encouraging.

Abandon houses

To make people pay their fines for code violations

There are some area resident hoarders

See more work done to move foreclosed homes to be sold and have residents live in them

Code Enforcement does not seem to treat all property equally. Everyone in TT should be treated the same.

Code enforcement should treat everyone equal.

The people that live in the wealthy section of Temple Terrace should be treated like everyone else in Temple Terrace

Riding down Riverhills Dr. you see campers and boats in each driveway. We get a citation if you see just a little part of your boat over a fence. I am speaking from experience.

Code Enforcement at times is not consistent in enforcing the code equally

Code Enforcement actions on property that is not cared for

Too much unimportant code compliance

City too hard on property owners

Code enforcement should be more forceful

## **Raintree**

Failure to consider closure of west end of Soaring Ave. to isolate Raintree Community

End of Soaring

## **Police Department**

Police Department need to focus more on serve and protect & less on speed traps

Crime spreading from outside TT to City

Increasing crime

Greco students from Summit West walk down middle of street cursing, defying traffic, fight & throw trash in our yards

The Police protecting the Temple Terrace Elementary School as soon as possible - shortening response time.

Increased crime

Encroachment on borders of high crime areas, becoming an island surrounded by slums

Crime in "downtown" and adjacent areas

Loud Music from Cars

Homeless people

Crime - need more officers

Increase in crime

Crime

Crime

More Police patrols to deter crime

I do not see police patrolling like I have in other areas I have lived, like S. Tampa. I always just see them on 56th waiting for speeders.

Too many tickets are given on Fowler & 56th St.

Crime control & gang action (of sort)

More police protection between Fowler & Busch on 56th Street

Safety in some areas

Multiple areas with high crime rate-cars broken into

Burglaries seem to be up (?)

We need to find ways to shift crime out of the city. Crime will happen-let's get it to happen elsewhere

All of the drug dispensing companies that have sprung up in our city

Crime-walking in area feels unsafe where it used to be safe

Use of professional policing in bringing people together to create better community

Police lack of respect to citizens-they are to serve us-not us to serve them

Crime

Crime increase

Reduce crime

Crime!! Section 8 housing

Crime in the area

Somehow have to cut the crime down

Crime

Crime

Crime

More police around K-mart

Vandalism

Loitering

Orange River has many break ins/more police driving around

Not a strength, Police Dept., have had episodes with them and they haven't help.

Police - sensitivity - common sense

Sensitivity training to police

More police training about diversity of residents and how to deal with them

Police - attitude/sensitivity (manners)(polite)

Police department - rude & not sensitive to the needs of the community.

Spy cameras on police car

Over ticketing on Bullard.

For a while police were harassing joggers for taking up space on the roads. I'm glad that seems to have ended & hope it doesn't return.

I think the community would appreciate more police patrols and presence in neighborhoods and surrounding schools.

In-city speed enforcement could be improved

## **Fire Department**

Rental Fees too low & enforcement of code on rental properties too lax.

As a landlord of multiple properties I am concerned with the recurring \$200 fee for properties. I think \$200 is fine for the first inspection, I think the fee should be lower for the next inspections if no problems are found.

Fee for rentals \$200

## **Mutual Aid & Collaboration**

Securing both Emergency Service response, Code Compliance - issues with adjacent municipality shared properties (i.e. CDB plaza) ensuring Temple Terrace standards are maintained.

TECO does not respond or very slow to repair overhanging of trees which is a problem for fire dept. response!

We are in Tampa, why must when we need an ambulance or police, why must we have one come from 30th St. Tampa. Instead on TT down the street from us? We have to wait longer for one.

Utility poles along 78th St. (between TT Hwy & Harney) are splitting

## **Safety (Overall)**

Always concerned with safety - PD does great job & so does fire dept.

Safety of residents of Temple Terrace

Nighttime safety at businesses

Safety

The crime around 56 and Hillsborough that affect apartment complexes and businesses.

The crime rate and the safety of those in TT

Quit finding ways to protect gun shooting people

Safety of City especially west of 56th and south of Busch

More proactive action (both crime and nuisance abatement) must be undertaken along the west corridor with Tampa as well as the 58th Street corridor with the County

Safety at night around businesses & homes.

Crime and safety are an area of concern.

Feeling safe in my community, crime

Could we educate people on driving and safety?

We need more patrols around the city. I see a lot of stranger in my community than before.

Safe areas

## **Parks & Recreation (Center/Facility Improvement, Upkeep, Fees, Programs)**

Recreation facilities need to be updated

Investment in city services - look of Rec. Center is deteriorating

Investment in Rec Center to attract families

Need to continue to fund recreation

Aging recreational facility on Whiteway

Pricing is too high for the average T.T. Family

Parks not really having a lot of fun play equipment for kids - i.e. new Riverhills Park

Parks & Recreation

Landscaping could use some serious attention & regular maintenance & upkeep on weekly basis

Maintaining our trees

Rec. Center needs updating badly! Bathrooms are terrible. Treadmills-maintenance issues are constant.

TT Rec. Center

Keeping the Rec. Center

In the past 25 years, City population has doubled, Rec. Ctr. size is the same- need to have members of Rec. Ctr. be **Residents Only!** Or triple fee to non-residents-maybe 4x

Rec. Ctr. Fitness equipment needs more periodic replacements. Equipment is worn-old.

Recreation complex is in much need of more space and or renovations. Machines are old & constant need of repair; Trying to keep fees down. Workout room is dingy & dirty due to carpet, etc. Restrooms are usually full of odor with no replacement of existing hand blowers. Complacent management showing no attempt to improve future of facility

The recreation center on Whiteway needs a budget established for the repair, replacement and/or the maintenance of the equipment in the Fitness Room. Recently treadmills broke down, stationary bikes broke down and was not usable. Other equipment has rusty parts which make adjusting it to personal use. Other items have worn or torn padding. Several lockers in the men's locker room are broken. There is a whole wall of small square lockers are mostly unused because they are too small or too low for senior citizens to bend and use. The Fitness Center gets over 200 people using it daily during the week.

Lower price for the year-more people would come to Lightfoot. Some people are interested, but I mention the annual price, they turn, shake their heads & say too much. I personally get a lot from Lightfoot and I enjoy all the people here so the management is doing a great job.

Update/Fix Rec. Ctr. restroom, stall locks (all rusted!) and faucets (sometimes won't stop -Men's handicap restroom)

Parks & Recreation - needs more equipment at Rec Ctr. & playgrounds

Desperate need of new equipment in the Rec. Center fitness room

Would like to see spinning (cycle) classes and pilates @ Rec Center

Some of the parks - we need more people to watch that. Riverhills Park - they need more police officer around especially where our children play.

Safety @ Rec Ctr. - children's program, parking

Recreation Center complex is a great and affordable benefit of living in TT. However, it could use some upgrades to the weight room and lockers.

While Rec Center is a strength, the facility, and fitness center in particular, has not been upgraded or expanded while the population has grown tremendously & several areas have been annexed over the years. Fitness needs new equipment - old equipment is not being replaced at all.

Recreation center could be further expanded, and equipment that needs repair done in a more timely manner.

More space would allow more stationary bikes for spin classes! Also a yoga studio.

Would like to see family complex renovated/updated

See expansion of fitness facility to improve quality of offerings to clients

Update showers/bathrooms at Rec Center

Growth of rec. center is great, but do we need to upgrade some things

Fitness center improvement for equipment.

The condition of facilities like the Rec Center

Clean up park/river area

Ensure adequate green space/recreation areas

TT Recreation will not return at 4:00 to pick-up student from tutoring. Therefore students are losing valuable education time.

The parks

Expensive rates for gymnastics or to be a member of parks & recreation discounted for residents

Parks and Recreation needs to come pick up our ELP student at Temple Terrace.

Ball fields on Ridgedale - what is going on? Travel teams playing? Charging admission?

Up Keep of surrounding areas outside of golf course area.

## **Services for Seniors**

Transportation - elderly

More activities/program for older women at Rec Center- activities seem geared toward either children or men

Senior Center more accessible

Leaders in Senior Center - need more meetings to keep Seniors informed of important going on

I am 88 years old & they (center) will not pick me up because I have a car. I need bus service.

## **Library (funding, hours, management)**

Funding of library

Library development

Library needs more funding

Increase library hours

Library - needs to be open more hours & Sunday

Restore Library hours, open Sundays

More "adult programs" at library

I do not want our library to close - if we can afford downtown, we should be able to support our library

Citizens miss Sunday hours for Library

The library administrators should have the power to make people shut up & get off their cell phones & keep their annoying kids from running around!

Library hours need to return to pre-recession hours.

Library-needs more money to increase service

Library hours reduced

Library needs to be expanded with more computers available to patrons (and a much larger fiction section!)

I expect friendly service at library

Library needs to be dropped from TT & joined with Hills. Ct.

Reduced hours of library operation

County budget support to T.T. Library

Library parking spaces

Future of Library

## **Masque Community Theatre**

Publicize Masque Community Theatre better, involve a USF marketing class in the effort = "Win Win"

## **Water & Sewers**

Mosquito Control

Water usage seems excessive

Would like to have TT water

Why can't all of TT be on TT water?

Water for washing & drinking

Water is so hard! Ruins my dishes and dish washer

Water Dept. - Information seems very manual

Water expensive, too expensive

High water/sewer costs

Water Quality & Supply & Reserve

Assistance with Annex Lands to Water/Sewer Services such as in Line Breakage Assistance Condos.

Drainage Ponds & Systems of Annexed Property whether maintained & included in City Planning.

## **Street Maintenance**

Keeping commercial parking clean

Road repair needs attention

Length of time for road construction completion

Roads

Road conditions

Potholes on TT Hwy due to heavy truck traffic

Roadside trash- I personally picked up over 200 pieces in last 2 weeks in Greco area.

Street repair is lacking

Road work (repairs of asphalt surfaces)

Influx of population, and traffic - surfaces of roads needing repair

Some streets need to be repaired.

Roads conditions

Pot Holes!! Length of time to identify and repair

Road markings esp. on Fowler

Lots of road work, very distracting at night

Roads (potholes) everywhere in City of Tampa

Streets deteriorating

## **Garbage Collection/Recycling**

Too many Mondays missed on garbage due to holidays.

Two days of solid waste pick up is a bit much

Spring Clean up

Bring back Spring Clean Up - It's amazing how it encourages the neighbor to clean up

Miss Spring Clean Up

Public Works needing more funding as Raintree has 12 dumpsters, 4 of which need replacement.

They are rusting badly and are at risk of falling apart. Raintree pays \$55K or more per year for trash collection. We can do better!

Trash cans placed in roadways and on public sidewalks. Think we can fix this??

In our community, we have garbage truck issues (ruts) in our roads that we cannot resolve with the city.

More ambient trash pickup

Trash cans on 56th St.

Garbage trucks going too fast through areas, creating ruts on hills, endangering residents.

I would not like to get the roll garbage cans that other areas have-too industrial looking

Would encourage more recycling even to greater extent in public places, especially aluminum cans and plastic bottles. Receptacles should be everywhere, incl'g. more at Rec. Ctr., & every place where vending machines are located! Esp. Publix, churches, 7-11's, all parks.

Days and/or places to dispose of electronic, etc.

Public Works Trash & Garb pick up

### **Service Delivery/Management**

Public Works Dept. not good after hrs. & weekend-they seem to be kind of stupid.

Most areas of Public Works departments - functions require some attention- for example - street maintenance, sidewalks and right of ways.

Need chair-organizer

Follow-up

Raintree Subdivision does not get the services that residents south of Fowler do- Our streets are never cleaned

### **Marketing of the City**

Young families moving to Westchase & similar communities instead of Temple Terrace

Need a logo" The beautiful city with the friendly people"; make city attractive to prospective buyers visiting the city & to young families by making sure schools, rec. center, library, clubs, etc. are first class, need to advertise its safety, police & fire response time, small town atmosphere; a family community, services are local; TT is a well-kept secret

We need more to Draw people to City

Getting out the word that Temple Terrace is a viable part of Tampa Bay Area

No identifiable Welcome Center or Chamber Visibility

Not well advertised - unknown

Public affairs - Temple Terrace best kept secret

Lack of marketing of the City

Lack of outreach to families--big old houses, aging population, schools losing population- WE NEED TO ATTRACT FAMILIES & NOT JUST CATER TO AGEING POPULATION - MARKETING FAMILIES!!!!

Commercial Development - How to attract it; surrounding areas - poorer areas intruding on look of city; aging population & aging housing stock make it less attractive to investment & new families

Need for young families to move in

Lack of young residence

We need to keep businesses interested in staying in TT, so many are leaving.

I'm concerned about businesses leaving T.T.

High taxes yet not able to bring young families into our area

That the left hand knows what the right hand is doing (i.e. Does the marketing team knows about this survey?)

That the "old guard" is passing on  
Not enough family are moving here  
That the "young guard" isn't moving here  
T.T is largely unknown  
That we haven't marketed ourselves in 40 years  
We should have tried to have closer ties to USF -to be their community  
Pride in being separate from Tampa Bay creates isolated mentality. Would like to see more involvement/support in conjunction with the greater TB area.  
We need to find ways to attract new business into the city  
Not enough community promotion  
Diminishing younger population - They need enticements of top notch facilities, forward thinking oversight of city, good schools, well planned public areas.  
No new/younger home buyers for next generation of residents  
Lack of awareness of community with USF & other large employers that have new employees moving to area-potential new residents  
More contact with other close city near Temple Terrace  
Improve presence in area as "City of Temple Terrace"

## Image of the City

At one time, TT was the place to live. Use to be very safe and family friendly. This is no longer the case. Many "old" TT families are leaving the area because it has changed so drastically.  
Too many businesses that cater to negative population  
Somewhat "trashy" appearance in many areas, esp. businesses along Busch; neon signs along 56th give a "strip club" environment feel  
Very concerned that downtown area in no way reflects the rest of the community. Those hideous LED lights that are going around all the windows of our retail shops - particularly the rainbow colored ones on the Hookah bar next to Dairy Queen.  
"Blight" along 56th St.  
Incidence of abandoned or neglected houses seems to be increasing  
There are many homes which are abandoned and they make community look run down. Businesses that are shut down are often broken into and garbage left.  
Abundance /excess of run-down rental communities & homes  
Poor condition of downtown area  
Area is old run down  
Increasing number of "run down" properties  
Abandoned houses  
Improve outside of businesses' appearance (Codes)  
Lack of holiday decorations such as Christmas  
Also that there was absolutely no Christmas decorations anywhere to show that we are a City on our own.  
Home values reflected in appearance; curb appeal  
That T.T. is regarded as a retirement community  
That T.T. is thought to have been built in the 1960's as USF Housing  
T.T is reported in the media for crime only  
Changing demographics - getting older

Community seems to be changing to negative rather than positive

Changing demographics - lower socioeconomic trends

Changing demographics around 56th/Busch

Concern of keeping the small community feel by getting lost in "bureaucracy" or legal process- don't lose touch of people living and working together

Some of the houses are not maintained well and can be quite an eyesore, a lot of vacant or appear so

Curb appeal needs improvements & updating

Facade of commercial strips - some have renovated but there seems to be no standardization of what is or is not within the city plan. It's like anything goes. Guidelines should be in place for future architectural renovations.

Perception of City by those outside of community

Hookah Lounges are an eye sore.

Public Perception - high crime

Hookah Lounges are an eye sore

Needs maintenance & trashy

Rapidly becoming the "Hood", deteriorating demographics

Own a business located on Fowler Ave. & live of Temple Heights, so my reality is different than it was in 78 when I moved here

We need to preserve the historic homes/buildings which give Temple Terrace its unique aspect - some sort of preservation guidelines requirements seem necessary.

Ensure the protection and conservation of the other buildings which makes this City so distinctive.

The City needs to be very active in preservation of historic properties. The City should not give in to vocal minorities who may be against preservation.

Deterioration of historical area/buildings

There is no character to downtown in a City almost 100 years old.

Need to continue developing/improving & adding elements that help create identity for City and establish boundaries (i.e. entry power & 56th St. improvement in redevelopment quadrant)

Lack of pride in the community

The pride that the people take in their neighborhood.

Maintaining the feel of small town

Let's keep TT a place I can invite my grandkids to visit

Image of being a "poor community"

## **Annexation/Surrounding Properties/City Borders**

Stop annexing more territory, take care of area we have

No more annexation unless area is upscale or upper middle class-way too many homes in TT with values under look - this leads to rentals.

Bordering high crime areas tarnish our reputation

We are being surrounded by Tampa

Increasing urban blight from Tampa & County

Annexation of areas that are so expensive to provide services to (fire & police (over use of))

Influx creep from perimeter city-undesirables

Outer lying around town

Some fringe areas are not very attractive

Control of surrounding areas  
Crime rates just outside Temple Terrace  
Area around Temple Terrace bringing down the city  
Certain housing areas of TT seems run down  
Environment  
Decline of surrounding neighborhoods  
Poverty increase in the area  
Encroachment of Section 8 Housing adjacent  
Crime surrounding city boundaries  
Blighted encroaching areas around city  
Tampa neighbors  
City borders - plan/protect proper borders to enable code & conduct enforcement  
Clean separation between city low/high income. I do not personally live here but it is evident from working here.  
Suitcase city  
City Boundaries- how do I know if I'm in Temple Terrace or Tampa (I drive a taxi)  
Maintenance of "border" - a hard one!  
Stop annexing more territory

### **Community Development (Retail, Arts, Neighborhoods)**

Lack of quality retail  
Need to attract businesses  
Need more upscale restaurants  
Nowhere to shop  
Severe lack of dining opportunities  
\*Much of business corridor on 56th serves non-city pop. to west  
Need more upgrade stores/restaurants  
We need good restaurants  
Lack of unique attractors for shopping, dining, tourism  
Limited quality restaurants, shops - have to go to Wiregrass or downtown  
No major shopping, department stores and big box stores for miles & miles from Temple Terrace  
Lack of small businesses - shops, boutiques  
I would like to see more businesses succeed in our area. We have very limited places to shop - a sad K-Mart... now that Big Lots is gone. The Publix stores are always nice to visit and clean.  
Empty Businesses  
Some building For sales and not used  
Community Delp.  
Aggressive economic development on outer city limits  
% of business vacancies  
% of Business to Residential Ratio  
Need a Walmart  
Work to get a Walmart  
New development-underutilized-need more anchor store/restaurants

Low scale retail shops on 56th  
Lack of great restaurants, lack of quality shopping, too many strip malls  
Not using locally owned businesses  
Use of non-resident vendors  
Concern over Hookah Lounges being permitted -way too many  
What's up with Hookah lounges on every corner - this is a disgrace.  
Would like to promote area for some upscale restaurants  
Stores on 56th & Bullard- CVS area & north stores-concerned about it going a little downhill  
Few new businesses coming to city  
Opening of new jobs for people  
West side -no plan  
Better shopping!  
Better shopping  
Community Development both in the redevelopment area and in both the south and north business districts in the City  
Development of SW Section Busch & 56th  
Need better class of business  
Community development - Help!!  
Limit "Chain" businesses in area-encourage small local business development  
It is particularly harder to find shopping or retail as I get older  
Wish we could get more restaurants  
Less "hookah" lounges & more cafes for lunch/dinner or wine/beer  
Need healthy option store (Whole Foods)  
Need for more high quality availability of stores and restaurants - less hookah lounges!  
Hookah lounges - do we really need more than 1?  
So many Hookah Lounges. Enough already!  
Hookah lounges - too many  
More variety of internship should be offered  
Jobs/careers  
Family Friendly Communities  
More job opportunities for civilians would be great, Jobs for civilians within the Temple Terrace PD.  
Commercial Development - organization, preservation  
Not having enough good places to eat  
Too many pharmacies  
The past few strip malls built on 56th Street were not needed. The stores in them are not real popular & many storefronts are still empty.  
Lack of nice retail ( restaurants, especially)  
Arts development  
Risk of intrusion of commercial development along near-residential areas  
Meeting space  
Economic development of struggling neighborhoods  
Economic development in struggling neighborhoods.  
Arts - need more city support- theatre, art museums, etc. to be developed

## Housing/Home Ownership

Too many apartments

Rentals

Too many rental properties in the City

Public Housing future plans

Renters & Rental Housing

Low income housing

Can we reduce our RENTALS to home OWNERSHIP?

% of rentals

Too many low income multifamily properties

Too many rental single-family homes

External encroachment of lower income properties

Increase in rental/non-owner occupied properties

Encroaching areas of low income homes threaten safety of community

So many rental units

Section 8 housing and a lot of people renting

Rentals

Amt. of foreclosures - and approaching banks should be done more aggressively, too many sitting without repairs

Too many apartments

No more stupid apartments for low-lives!

Potential introduction of low income housing on redevelopment site

High # of rental units

More than half of our population are renters -not good!!

Do not need any more rental units!!

Increase of number of people renting instead of owning.

Increase in rental properties

Concern about the number of rental properties and how these impact the city demographics

Too many apartments for such a small city

High rental properties vs home ownership

Home ownership - promote ownership & maintenance, support owners

Too many renters/rental units (nearly 50%)

No more apartment buildings

We do not need any more apartments complex (Doral Oaks Apartments need to have better management & better tenants - this will cut out the drugs dealers & crime!!!)

High percentage of rental properties

The future of the housing market

High number of rental properties, owned by people that aren't TT residents.

Section 8 housing/low income housing.

Excessive low-income housing

Section 8 housing!

Section 8 housing

Section 8 housing prevalent

Temple Terrace has become an apartment community rather than a the single family community it was known & respected

A lot of rental homes

Rental properties (single family)

## Schools

High School is not acceptable

Schools have a direct impact on young families choosing to live here. The city should actively pursue a common goal to improve our aging schools appearance

Schools that are Title 1

Schools - All are Title 1

Lack of young residents - not coming to TT due to low educational expectations & performance

Quality of schools overall and how it effects property values & ability to attract new families

Inability to control schools within the city!

Public Schools - esp. Greco bringing in so many (at least 12 bus loads) of out of area students

King High School-the area that surrounds the school does not create a safe school environment.

School Safety

Security in the schools

Routine check-in/surveillance at the school. The more protection - the more likely parents will send their students to our school

Schools- City doesn't have much influence

Quality of public schools (middle & high school)

We should have our own school district. The public schools need work.

Schools are not as highly rated or safe as previous years

Quality of educational opportunities

Safety at our local schools

Greco Middle School is no longer attended by most of the neighborhood due to poor reputation, etc.

Schools - but have seen huge improvements in past few years

Schools

Weakness of schools (public)

Schools

Lewis Elem. Seems to be higher priority than T.T. Elementary.

School quality and image

Good schools & school facilities

The performance of schools in Temple Terrace

Schools in the City & King HS

Schools becoming Title 1- consider closing/redefining use for one of the elementary schools so 2 are left as schools

Schools

School boundaries - 3 Title 1 schools (all) OUCH!

Students are being bused in from further neighborhoods.

Change the boundaries of where we get students from.

Ratings of schools

May be hard to affect, but quality of public schools (or parental quality) needs to be improved. Too many TT residents are choosing to send their kids to private or charter schools. We need to do a better job of promoting our schools and filling them with TT residents so that they can really be neighborhood schools with smaller boundaries.

## **Downtown Redevelopment (Progress, Resolution, Upkeep)**

Downtown redevelopment at a standstill

Provide entertainment in redevelopment area while waiting for good idea on how to use it

"Downtown" redevelopment

Too slow in renewal of city

Redevelopment project - need to resolve problems - move forward

Lack of town/city center coming to fruition

Incomplete revitalization downtown

The downtown redevelopment quagmire

Redevelopment problems

Redevelopment mess

Redevelopment

Redevelopment area

Development on 56th

Downtown - apts. going up in Tampa- everywhere BUT Temple Terrace

Development of 56th St.

Get downtown working - no apartments, condo only

Downtown Redevelopment

The non-development of the city center

City Center Redevelopment!!

Redevelopment area & failure to strike a deal w/ developer

Redevelopment must continue, forget pettiness & compromise

Progress of the downtown development

Disappointment in the redevelopment program lack of progress.

Downtown needs to do more than law suits against each other. Somehow put more shops and move library and concert hall

The corner of Busch & 56th St. where the plaza was

Redevelopment Area - so many concerns... please try to get back on track. As a city we are beginning to look foolish to outsiders

Downtown?

Redevelopment area

Redevelopment area not being redeveloped.

Completion of Downtown Redevelopment

The town center problems

Problems with town center

Don't give away property even for development

We're suing the developers! Makes no sense! We gave away land! Why don't we just settle. We don't have to have apts.

We can't afford a law suit. It will be the end of a beautiful city. Put a park on the property or something. Redevelopment area on 56th is a big concern. I expect our "leadership" to "make it happen" and "make it right".

It is an embarrassment to our community

Do something NOW w/ downtown, condos only above shops

"Downtown" development!!!\*

Lack of progress on redevelopment threatens momentum of progress

The city development @ SE corner of Busch Blvd. needs to be completed. It has lagged to long.

Future of redevelopment area

City development - lack of downtown dev., develop more people not businesses

Redevelopment

Redevelopment- this entire process is a joke; 12 years for some face-lift and demolition? Now the developer is trying to extort money to revert unused property to the city. Citizens have little or no confidence in City leadership regarding this project.

Downtown redevelopment

I'm really concerned how many years it will take to develop the southeast quadrant, will it be apartment, condos, businesses, or a combination thereof.

Inability to move forward/complete downtown redevelopment

Downtown redevelopment area!!! (Big Concern)

Condos on 56th Street/Developer

Would like to see resolution of Town Center

Downtown development areas

New addition

Redevelopment Issues

Don't like construction project on 56th & Busch to go on, will increase taxes & have more Section 8 housing, bad for city. Make it like it was 25 yrs. ago & I will have no concerns. Now everything I see disgusts me.

Concerns - \$ spent on plaza @ Busch/Bullard & 56th St. - What is the purpose? Who uses it?

Redevelopment- are we ever going to see it finished??

Redevelopment area

What's going to happen to down town development some parts are an eye sore.

What's going into downtown area

Downtown area

City needs to figure out what the heck they plan on doing w/ the Redevelopment Center! We have no good stores here like in the past.

Lack of development in downtown

Downtown Project

Lack of downtown development

Downtown Redevelopment

Redevelopment

Get out of redevelopment-Vlass-better vacant than more apartments

Downtown redevelopment taking too long! Can the dream really come true?

Is redevelopment going to happen in my lifetime? Fire Vlass!

The redevelopment of course

Development of city (i.e. Bullard & 56th)

New development on 56th-Why do they keep having so many problems? Let's get it together. It's beautiful so far.

Let's get some businesses & restaurants in there.

Lack of progress of redevelopment

Get your act together on the downtown development, this is embarrassing, tired of hearing about it, get it done

Redevelopment. Get 'er done!!

Future of our downtown redevelopment

Who and what will finally get our downtown developed? It is pathetic.

The downtown development area!

"Downtown" developed in poorest area

Downtown is becoming Dollar Stores, Cheap Suit Stores

The redevelopment and the finance

Shopping - in redevelopment area where the astro turf

Gazebo area is starting to show vandalism, very important to address!

City area-not developing Town Hall - ever going to happen?

What's happening with downtown?

Advancement of downtown area

Worried about the still unfinished "Downtown" area. The first floor businesses should definitely be included in the development. That land is supposed to be a "Downtown" area, not a residence only area.

Concerned about the Bullard/Busch development that is undeveloped

Downtown redevelopment stopping

Stalled redevelopment

Failure to move in a timely manner on the Downtown Redevelopment, possibly forfeiting the opportunity to preserve the character of the city.

Need to finish the area in 56th & Busch Blvd, around "Sweet Bay". No information available.

Concerned about the 56th Street development area, due to a very slow progress

CRA/Development misguided towards architecture/performing arts center, not real problems of CRS, financial problems due to CRA mistakes. worried about 1 million yearly interest will drain funds from essential city services

In the future find reliable developer the first time! Give away no land to developer! Have clear, vibrant system to fully communicate to residents including "downtown dvlpmt", "City Center": March forward!

No more stalling!

In future allow many contingencies in planning, ref. "ceiling height setbacks", etc. Have Plan B-C-D, etc. ready.

Give 6 mo. Free rent to businesses in order to jump start "Downtown Center"

The redevelopment area is a disaster.

Lack of redevelopment going forward

The redevelopment of the downtown area has been moving too slow.

Debt load by stalled city center dev.

Loss of taxes from downtown land.

Downtown awful

Property at Busch Blvd. & 56th St.

Downtown Redevelopment Delay

Redevelopment area needs to be completed as soon as possible. City has become blighted in that area  
Empty downtown section!

City Center

The Redevelopment Area-current & future

Stalling of community development property

Redevelopment

Redevelopment plan & implementation

If we do not move forward in a productive manner with redevelopment, we will cease to exist.

Beginning to resemble shanty town in stalled redevelopment area

Plans for redevelopment & lawsuit

Redevelopment?

Completion of city center project

Development of City - i.e. new store fronts in Redevelopment

Lack of movement in redevelopment area

There are massive wasps' nests in the Gazebo in the downtown plaza that need to be removed. Harmful to people/kids who are allergic.

Cleanliness in redevelopment area-trash prevalent

Area across Bullard from fire dept. needs cleaning up (old Burger King)

Get Vlass out & ask Marshalls to put a store there

Redevelopment area?

Downtown has been a failure

Developers with their own ideas of what is best for T.T.

Downtown Dev. Is a major concern

Getting the Town Center back on action

Finish the redevelopment area

Please please help us to develop a city centre which is pedestrian friendly, has small shops, art centre was once envisioned.

Can't something be done in the open space sitting there vacant - a park? A playground? It's a beautiful area but dead right now.

Certainly I want to see the condos (as planned) in our central area.

Development of City center? If it's not going ahead could it be made into a park, rather than just an expanse of grass.

Concern over urban renewal area where the old Publix was. As it may be years before this area can be developed, how about a park there. Dog park, skateboard runs for teenagers. Sitting area for adults.

Downtown redevelopment would frequent a Tea House, would occasionally go to nice restaurant in that area.

Maybe shop??

Stalled redevelopment major concern for future of City not sure of any long term plans 10/20 years in works now.

What's up w/ the development area?

Of Course, progress in redevelopment area

We need quality stores businesses in our new "downtown"

We must keep the new downtown neat, clean, orderly. Sidewalks need to be pressure washed where soiled.

I am concerned about the stalemate/lack of progress with the "redevelopment" area

The redevelopment area convinced us to buy a house in Temple Terrace. It has been disappointing it has not happened.

Not getting any businesses in the new "redeveloped" area

Redevelopment

Find an answer for empty space on 56th

Plans and resolution of the redevelopment area

Completion of 56th & Busch re: redevelopment

Lack of development of "downtown" core of TT

Downtown redevelopment - constant problems

Statue of living politician is inappropriate

Everybody wonders what is going to happen with revitalization.

Lack of progress with redevelopment

### **City Projects (Bat Tower, Investments)**

Bat Tower- Why?? - too many concerns to list

Why a bat tower? This is stupid!

Bat Tower- Please make a decision or move on!

The bat tower was a great idea with health benefits since mosquitoes would be better controlled what happened?

Get "Bat Tower" built!

Unfinished projects (Maybe city should not be involved in private business investment)

### **Golf & Country Club**

Country Club financing

Money management

Golf Course (TTG'CC) financial problems

Golf course, future of? (Centerpiece of city)

Find a solution to Golf Club financial issues

Why can't the City save the golf course?

Future of Golf & Country Club & Golf Course

Golf Course Future & Maintenance of same

What's going to happen to the area if the TT Gold Club becomes public-will it affect the house values?

Do not close the country club

Need to protect tax base through reasonable support of TTGCC

Keeping the golf course community

The future of the TT Golf Course & CC

Country club - coordinate w rec center for exercise, pool, tennis

Financial problems of T.T country club

Concern over city bailout of Country Club, turn it over to Club Corps for management

### **Permits**

Permit Process

Permitting Dept. takes your money but never inspects

Overbearing permit requirements for construction, etc.  
Prohibitive permitting - It's tough to remodel/build/repair in the city. I think it may be keeping out people who are afraid to buy a "fixer upper"  
Permits required for general home & yard maintenance - not new construction  
Cohesive community progress- permitting & code enforcement to allow rehab & progressive improvement  
Permitting of construction projects  
Permitting Procedures in Condo areas differ from residential area

## **Post Office**

Location & parking  
New post office area - poorly designed -parking & street area  
Location -parking - lack of drive thru letter drop off  
The post office parking lot is **TERRIBLE!!**  
Post office parking lot is scary!

## **Taxes/Millage Rate/Revenues**

Rising taxes  
Highest taxes in Hillsborough County  
Taxes & fees always going up-need to reduce City expenses to reduce our taxes  
Our millage rate too high  
Property taxes too high for a declining real estate market  
Revenues  
Lack of diverse tax base  
Future tax roles revenue to run the city  
Tax base  
Fund sources  
Tax base erosion  
Limit our tax increases  
High taxes

## **Transportation**

More mobility in transportation  
More bus contact & more accessible to public  
Bus to contact other parts of Tampa  
Closer Buses to other parts of Florida & City  
Need better transportation

## **City Beautification/Improvements**

Street lights not bright enough in TT for visibility  
Rainy conditions @ night - hard to see  
Street lights need a white glow for safety & visibility  
Need new street light program

Lack of sidewalks  
More bike racks would be great  
Sidewalks/crosswalks & ways  
The need for Community revitalization  
Some more spots to make u-turns  
56th St. Corridor - Traffic - appearance  
Widen Fletcher  
Improving sidewalks  
Parking lots are not accessible (CVS)  
The entrance to the GTE Credit union is very awkward  
Expand the width of 56 St. bridge to ease the traffic.  
All neighborhoods need sidewalks on both sides of street

### **Hillsborough River**

Hillsborough River  
Would like to see the problem with salvinia in the Hills. River at Riverhills Park cleaned-up.  
Continued Control of Hills. River  
River area "care"

### **Community Involvement/Events**

Not enough community involvement events  
Schedule more community events to bring residents together. For example have Neighborhood Watch/Night Out in Spring & Fall  
More citizen involvement  
Gaining more public participation  
The Community activities that are provided.  
Collaborations (Public-Private-Nonprofit) Community events  
Education opportunities after school & during breaks.  
Optimizing engagement of all of TT community areas  
Lack of weekend events  
Would live more Temple Terrace events like Orange Festival  
I miss the Riverfest every year

### **Conservation**

Conservation, especially watering lawns in drought condition (deed restrictions that require St. Augustine grass need to be lifted) - encourage xeriscaping, etc.  
Ecologically responsible (recycling, encouraging "green" buildings, supporting renewable resources & energy  
Land use/conservation

### **City Staff**

City is losing some great employees - need to find a way to keep employees - raises, incentives, etc.  
Retention of City Staff

We are ? & don't compensate good employees, thus we lose them  
Employees - losing too many experienced (non-union) people due to low pay or lengthy periods between pay raises  
Low pay  
City needs to compensate its staff for the work they are providing to citizens  
Code Enforcement - Let's be serious and staff the organization to the proper level  
Code Compliance - sufficient staffing  
Code enforcement more people  
Few numbers of code enforcement officers.  
Losing dedicated employees when economy turns  
Maintaining quality staff and future hires  
We need more police officers and code enforcement people  
Crime - need more officers  
The response to calls of service by Police is having to say all personnel are responding to priority calls.  
Need additional Police.  
Fire Dept. Growth - no charge to residents in the city for services like City of Tampa & the growth for new equipment  
See to many city workers doing landscaping & property maintenance-recommend contracting out these services!!

### **Elected Officials/City Manager/City Attorney**

"City Manager/Mayor" gov't does not work. The City needs a strong Mayoral form of government like the City of Tampa does.  
City Council dysfunctional  
There needs to be some requirement for City Council members to have a business background.  
City Management since Tom Banfield has been poor in relation to Mr. Banfield's tenure  
Bickering at City Council  
Lack of legal knowledge in city leadership  
Poor long-term planning  
That T.T. has a sorted past w/ elected officials that embellished themselves at the expense of the community  
City officials (elected) should be better compensated to get high quality officials  
City should have single number districts so that all areas of the City are represented  
The City Manager & Staff must lead Council, not the other way around  
Last 40 years=lack of vision  
A lack of trust of government (elected)(This may be indicative of a national trend.)  
"Business as usual mentality"  
Lack of long term vision  
The Bureaucrats grabbing too much power, or one individual thinking he/she is King  
Better communication of future direction from City Officials  
No minority in leadership  
Strong leadership needed from the top - City Mgr.  
Need more contact or knowledge of the councilman- who are the councilmen, what can the council person do or recommend

Lack of expertise on council

Council shows personal agenda not what's best for city

Lack of good legal direction

Financial problems ahead

City Attorney inappropriately inserts opinions and runs his issues-about to rack-up **huge** payday by getting us embroiled in lawsuit-needs to be replaced. Hire an employee who works for the city--would be much more economical than the huge fees we are currently assessed.

I expect to have an opportunity to be heard & worry I'll not hear about those opportunities.

Too slow to react to present & future.

Short sightedness of future.

Maintain contract manager

### **City Services (Overall)**

Seems like services are better for the areas of TT with money, i.e. Trash men don't leave trash cans in the middle of driveway and sidewalks are taken care of while less \$ areas are bothered by Code Compliance.

Right now I have no concerns. I think that every department is doing a good job. Thank you one & all.

Diversity - recognizing & providing services for those in low-income housing within Temple Terrace

Some of service information is not provided to condo owners that are provided to other residents.

Delegation of City to various neighborhoods the maintenance of City property. City has delegated maintenance of landscaped area along 113th to Rustic Village development. This delegation causes, in some cases, conflict among homeowners who refuse to cooperate with one another in keeping the area properly maintained.

### **Public Information**

Improve web-site - It is a major source of info for residents.

Speakers @ City Hall need fixing, sound on TV is bad

Complexity of keeping public informed

Make more information available

Public Information

Notifications of development

More communication needed - "informal" (like this! - survey)

Need for a survey which would be addressed with this

I don't see enough advertisements for public events that Temple Terrace puts on. This is a concern for the public information dept.

More information about events/activities at rec center

### **Finance ( Budget, Management)**

Prioritize spending

Need to provide appropriate funding for service provided

Concern about monopolies in the areas of services, are we getting the best deal on our garbage, water, and other city services?

Does our permitting and growth service branch work together to allow positive change to happen without inordinate cost?

City attorney - need to get a new one that is less expensive

New City Attorney - too expensive, money could go to Code, Police, & Fire Depts.

Non-disclosure of the financials

Electronic payment services to City for monthly utility bills

Cost of City service via tax burden – i.e. consider contracting out certain services like grounds keeping, garbage, etc.

Rumors of lawsuits, bankruptcy are abundant with little good news coming forth.

Stop sending envelopes with the water bill when the customer is signed up for auto pay. It is such a waste.

City budget

Lawyers' fees for redevelopment

Extravagant pensions of Police & Fire Depts.

City debt

Debt

Budget problems

How much was spent on grandiose T.T. entry

## **Other Concerns**

Focus on health

Fowler (?) Org by Walmart is a tad untrustworthy

## **Comments**

Thank you, those past & present for the difficult task(s) of the many facets of running a community.

We especially thank those who have been involved in the many hours, weeks, months, yrs., of the "Downtown Development"

I have only worked in Temple Terrace for 5 months & do not live here. So far I have not seen any areas of concern.



## TEMPLE TERRACE

*Amazing City. Since 1925.*

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