



Progress Update for 2016 Strategic Plan

February 2018
based on Staff Discussion

City of New Port Richey
Strategic Plan Objectives, Goals, and Measures

Progress Update for 2016 Strategic Plan, revised June 2017.

This Progress update was prepared at the direction of the City Manager, with input from City Staff.

In this update, we will assess the progress toward the Goals and Action Items set out initially in the 2016 Strategic Plan, and then revised by the Council in June 2017. We will do so in two ways:

1. An assessment of progress using a Green, Yellow, Red rubric.
 - The definitions of the color coding are as follows:
 - **Green** – Either completed, or on target for completion with no major challenges to completion.
 - **Yellow** – Some concerns regarding completing on target based on challenges, barriers, or outside influences. This color is also used to flag areas of concern for discussion with the Council.
 - **Red** – Stopped or not likely to be completed. Used in cases where there's been a decision made to not move forward, or in cases where there are major challenges to completion that are not expected to be overcome.
2. Communicate highlights of progress since the last update (June 2017). Throughout the document, highlights and commentary added in this update are shown in *Italic print*.



2016 Strategic Plan

Revised June 2017
based on Council Direction and Staff Discussion

“Working Together to Build a Stronger Community”

City of New Port Richey
Strategic Plan Objectives, Goals, and Measures

One Page Summary

Strategy	Objectives ("Achieve X")	Measure ("As measured by Z")
Mobilize Reinvestment	<ul style="list-style-type: none"> Identify key projects 	<ul style="list-style-type: none"> Project completions leading to increases in: <ul style="list-style-type: none"> Taxable value Economic impact Quality of life
	<ul style="list-style-type: none"> Facilitate permitting process to enable investment 	
	<ul style="list-style-type: none"> Partner to catalyze investment 	
Increase Real Property Tax Revenue	<ul style="list-style-type: none"> Expand the tax base 	<ul style="list-style-type: none"> Increased federal and state revenue as a result of increased population Increased local revenue as a result of increased valuations More attractive buildings and surroundings throughout the community
	<ul style="list-style-type: none"> Increase Taxable Value of Residential Properties 	
	<ul style="list-style-type: none"> Increase Taxable Value of Commercial Properties 	
Develop a Community Mindset	<ul style="list-style-type: none"> Instill pride and ownership of our community 	<ul style="list-style-type: none"> Increased participation Voter turnout Volunteer rates
Improve the image of the City	<ul style="list-style-type: none"> Develop a brand image that reflects the City 	<ul style="list-style-type: none"> Positive news mentions
	<ul style="list-style-type: none"> Deliver high quality municipal services 	<ul style="list-style-type: none"> High levels of citizen satisfaction
	<ul style="list-style-type: none"> Enhance quality of life 	
Develop Partnerships	<ul style="list-style-type: none"> Focus on nurturing current relationships to provide a better life for our residents 	<ul style="list-style-type: none"> Cost savings and service improvements through partnerships and collaborations
Communicate Effectively	<ul style="list-style-type: none"> Provide efficient, up to date, integrated communication about community services and programs 	<ul style="list-style-type: none"> More informed citizens Greater participation and use of services
Continue Community Policing Improvements	<ul style="list-style-type: none"> Reduce crime and improve public perception of community 	<ul style="list-style-type: none"> Reduction in key crime statistics; Increased attendance at city events and observable increases in pedestrian traffic in the downtown area
Invest in Infrastructure	<ul style="list-style-type: none"> Make long term and sustainable investments in Roads Maintain long term sustainability in Water, Storm, and Sewer systems Continue development and maintenance of facilities, parks, and public lands. 	<ul style="list-style-type: none"> Sustainable programs Reduced flooding Adherence to regular maintenance schedule Growth in capital infrastructure

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Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Mobilize Reinvestment	Identify key projects	<ul style="list-style-type: none"> Implement key projects within 5 year CIP <ul style="list-style-type: none"> Hacienda Parking Study as first step to Parking solution Not yet included in CIP <ul style="list-style-type: none"> Pedestrian overpass at Marine Parkway and US 19 Privately driven – City supported <ul style="list-style-type: none"> VA SFO / Land Assembly Maximize Development of Vacant Lots in the Downtown Area 	Project completions leading to increases in: <ul style="list-style-type: none"> Taxable value Economic impact Quality of life 	Completed (June 2017 Update) <ul style="list-style-type: none"> Improvement to Rec. Center Orange Lake Main St. Landings Completed (Feb. 2018 Update) <ul style="list-style-type: none"> Parking Study <ul style="list-style-type: none"> Increased volume of inquiries regarding Hacienda. Exhausted options for VA SFO – Beginning development of new direction
	Facilitate permitting process to enable investment	<ul style="list-style-type: none"> Continue to provide consultation assistance to property owners desiring to make improvements Review internal processes for improvements 		<ul style="list-style-type: none"> Develop written reference tools to assist property owners through the permitting process <i>Drafts in place.</i> Provide Ombudsmen service to usher developers through required process. <i>In place and ongoing.</i>
	Partner to catalyze investment	<ul style="list-style-type: none"> Actively seek development partners and focus beyond downtown area Devote greater attention to current business community Maintain communication channels with other levels of government 		<ul style="list-style-type: none"> Join International Association of Shopping Centers – <i>complete.</i> Work with Tampa Bay Community Development Corporation or other similar organization. Conduct a business appreciation event. <i>March</i> Establish regular meeting schedule with other government officials. <i>Established regular meeting schedule with County. Increased collaboration across levels. Maintain regular contact with State officials.</i>

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Increase Real Property Tax Revenue.	Expand the tax base	<ul style="list-style-type: none"> Conduct annexation needs assessment and strategy Articulate value of annexation Annex property as appropriate. <i>On target, but considerable effort to implementation.</i> 	<ul style="list-style-type: none"> Increased federal and state revenue as a result of increased population Increased local revenue as a result of increased valuations More attractive buildings and surroundings throughout the community 	<ul style="list-style-type: none"> Continue to work with the City's consultant on this matter. Prepare a recommendation for City Council's consideration. Enter into mutual consent agreement with Pasco County as appropriate. <i>On target, but considerable effort to implementation.</i>
	Increase Taxable Value of Residential Properties	<ul style="list-style-type: none"> Upgrade residential housing stock by implementing programs to support citizens and neighborhoods. 		<ul style="list-style-type: none"> Implement residential rental inspection program Assess existing housing programs and inspection services to identify strengths and gaps Establish Infill Housing Program Implement Neighborhood reinvestment program Implement Certificate of Compliance program. <i>Not resourced to do it.</i> Adopt a rental rehabilitation program. <i>Not resourced to do it.</i> Foreclose on leined properties re: slum and blight Work with ULI to perform residential housing program
	Increase Taxable Value of Commercial Properties	<ul style="list-style-type: none"> Address substandard businesses currently in operation. <i>Operation Clean Sheets. New Ordinances. Cooperation with Police</i> Diversify the business mix within the City. <i>On target for new businesses.</i> Attract additional businesses to the City 		<ul style="list-style-type: none"> Address deficient standards of motels/used car dealerships along US Highway 19 Offer Incentives as appropriate Implement mini – development agreements Develop recruitment strategy Produce marketing package Develop a plan for US Highway 19 Corridor

**City of New Port Richey
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				<ul style="list-style-type: none"> Develop a Business Mix Strategy for the Downtown Area
Develop a Community Mindset	Instill pride and ownership of our community	<ul style="list-style-type: none"> Clear messaging about pride and community Clear roles and contributions for community groups Set the tone for community pride by investing in infrastructure and delivering to a high customer service standard 	<ul style="list-style-type: none"> Increased participation Voter turnout Volunteer rates 	<ul style="list-style-type: none"> Continue publication of the city newsletter. Implement the Way Finding Signage project. Upgrade and maintain municipal facilities. Distribute minutes from all boards and commissions to City Council. Engage the public by establishing citizen groups. <i>Plan in place, not implemented yet.</i> Establish customer service standards for city staff. <i>Draft program developed – not rolled out yet.</i>
Improve the image of the City	Develop a brand image that reflects the City	<ul style="list-style-type: none"> Scope and size a branding campaign in order to understand the necessary resources and resultant timeline. 	<ul style="list-style-type: none"> Positive news mentions 	<ul style="list-style-type: none"> Contract with a marketing company to develop a brand image and campaign strategy.
	Deliver high quality municipal services	<ul style="list-style-type: none"> Deliver consistent, high quality customer service across the City – friendly, responsive, reliable, customer focused Deliver to high standards for municipal projects to set the example Recruit, develop and retain the most qualified individuals for employment with the city 	<ul style="list-style-type: none"> High levels of citizen satisfaction 	<ul style="list-style-type: none"> Maintenance and upkeep of municipal equipment and buildings Provide an integrated system that allows customer input on service performance. <i>Some additional channels for customer input – web, library evaluation, concerts.</i> Create visually attractive gateways into the downtown and the city on major roads and avenues. <i>Way Finding. Landscape improvements – US19, Main St., Madison, Marine Pkwy., Plan for more.</i> Plan for improving business tax receipts process.

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	Enhance quality of life	<ul style="list-style-type: none"> Foster the revitalization and preservation of older areas of the city. Develop / redevelop new areas, amenities, and services. 		<ul style="list-style-type: none"> Family friendly events Conduct Library space analysis Implement Phase I of the James E. Grey Preserve expansion project Increase opportunities for community education via the Library and Rec Center Establish special events standards Seek additional funding to support the Housing Rehabilitation Program Target older areas of the City with redevelopment opportunities. <i>CRA update.</i> <i>Increase efficiency of code enforcement actions.</i>

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Develop Partnerships	Focus on nurturing current relationships to provide a better life for our residents	<ul style="list-style-type: none"> Evaluate objectives with current partnerships and determine future direction and appropriate action steps Build and maintain relationships with key partners Expand relationships with the business community 	<ul style="list-style-type: none"> Cost savings and service improvements through partnerships and collaborations 	<ul style="list-style-type: none"> Inventory current relationships and perform needs and opportunities analysis. <i>No formal document. Adjusted approach as necessary.</i> Partner with School Board, School District Officials and principals of local schools to share facilities and resources Regular meeting and coordination between City Manager and County Administrator / Assistant Administrators Strengthen relationships with County Commissioners Coordinate with Port Richey on common goals. <i>Police and Fire coordinate for training.</i> Maintain open communication with real estate community Conduct regular meetings with Morton Plant North Bay Hospital staff
Communicate Effectively	Provide efficient, up to date, integrated communication about community services and programs	<ul style="list-style-type: none"> Expand use of digital media Ensure that City communication platforms are easily accessible and user friendly 	<ul style="list-style-type: none"> More informed citizens Greater participation and use of services 	<ul style="list-style-type: none"> More use of electronic / social media / video content Integrated web presence and communication look and feel Enable city sites to be mobile friendly Update website and maintain regularly <p>Complete</p> <ul style="list-style-type: none"> Designated a Public Information Officer

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Continue Community Policing Improvements	Reduce crime and improve public perception of community	<ul style="list-style-type: none"> • Promote community – engaged based policing • Partner with County and State enforcement agencies as force multipliers to compel timely compliance with City ordinances • Increase anti-prostitution strategies • Address proliferation of drug activity in the community: • Increase police presence downtown and in Sims Park during peak activity times • Promote a "See Something, Say Something" culture throughout the community • Collaborate with provider agencies to reduce homeless population issues 	<ul style="list-style-type: none"> • Reduction in key crime statistics; • Increased attendance at city events and observable increases in pedestrian traffic in the downtown area 	<ul style="list-style-type: none"> • Anti-Prostitution <ul style="list-style-type: none"> • Continue mailing informational/warning notices to registered vehicle owners when drivers of their vehicles are observed interacting with known prostitutes in areas known for prostitution and illegal drug activity; • Continue collaborating with business owners to curtail prostitution by encouraging business owners and managers to report prostitution activity immediately • Increase volume and type of prostitution suppression enforcement strategies. • Drug enforcement <ul style="list-style-type: none"> • Increase volume and type of drug trafficking enforcement strategies (Surveillance Ops and Reverse Sting Ops) • Develop and use confidential informants • Establish an investigative fund to pay informants for drug related information. • Continue educational anti-drug programs presented in local schools and to community groups; e.g., homeowners' associations, and so on. • Expand use of police department's website and social media to inform public on enforcement results and promote confidential Tip Line usage

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Invest in Infrastructure	<ul style="list-style-type: none"> • Make long term and sustainable investments in Roads • Maintain long term sustainability in Water, Storm, and Sewer systems • Continue development and maintenance of facilities, parks, and public lands. 	<ul style="list-style-type: none"> • Continue to perform needs assessments and updates • Maintain a prioritized plan for investment, including a 5 year CIP • Address deficiencies in alleys, streetlights and sidewalks. <i>Underway, but implementation challenges exist.</i> • Create an approach to assess development impacts on existing infrastructure • Consider the relocation of overhead utilities to underground when feasible. <i>Cost prohibitive to realistically consider at this time.</i> • Move forward on Fire Station #1 Project 	<ul style="list-style-type: none"> • Sustainable programs • Reduced flooding • Adherence to regular maintenance schedule • Growth in capital infrastructure 	<ul style="list-style-type: none"> • Adopt a Pavement Management Plan. • Employ a proactive approach to the necessary upgrades in the water, stormwater, and sewer systems. • Complete the annexation study. • Seek grants to support a continued investment in the City's parks and public lands. • Consider appropriate impact / mobility fee approach. • Complete Sidewalks, alleys portion of improvement plan. • Completed Water and Sewer improvements.