



Progress Update for 2016 Strategic Plan

April 2019
based on Staff Discussion

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

Progress Update for 2016 Strategic Plan, revised April 2019.

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, and February of 2018. 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 (March 2018). Throughout the document, highlights and commentary added in this update are shown in *Italic print*.



2016 Strategic Plan

Revised March 2018
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 • Facilitate permitting process to enable investment • Partner to catalyze investment 	<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
Increase Real Property Tax Revenue	<ul style="list-style-type: none"> • Expand the tax base • Increase Taxable Value of Residential Properties • Increase Taxable Value of Commercial Properties 	<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
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 • Deliver high quality municipal services • Enhance quality of life 	<ul style="list-style-type: none"> • Positive news mentions • High levels of citizen satisfaction
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

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

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 Pedestrian overpass at Marine Parkway and US 19 Grand Blvd. multi-use project Not yet included in CIP Privately driven – City supported <ul style="list-style-type: none"> 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 (Feb. 2018 Update) <ul style="list-style-type: none"> Parking Study (April 2019 Update) <ul style="list-style-type: none"> Adopted and updated CRA plan Hacienda RFQ. Designated former Trinity Hospital site as opportunity zone In discussion with property owners about infill opportunities
	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"> Joined International Association of Shopping Centers Work with appropriate Economic Development partners. Meeting regularly with other government officials. Hired lobbyist to connect with state issues and advocate on City's behalf. Build and maintain relationships with Commercial Real Estate Community

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Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
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 <i>Develop Long Term Annexation Plan</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>Identified preliminary enclaves and are moving forward</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. Not resourced to do it. Adopt a rental rehabilitation program. <ul style="list-style-type: none"> Identify financing resources to support property owners Foreclose on leined properties re: slum and blight Worked with ULI to perform residential housing program <i>Established municipal civil infraction program</i> <i>Code enforcement fines on tax bills</i> <i>Urban Core Residential Study</i>

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	Increase Taxable Value of Commercial Properties	<ul style="list-style-type: none"> Address substandard businesses currently in operation. Diversify the business mix within the City. 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 Develop a Business Mix Strategy for the Downtown Area Proactively communicate new ordinances to new businesses Bring ordinances to Council as appropriate to reduce blight Participate in property assemblage Retail Analysis Shopability Study

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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. <ul style="list-style-type: none"> • Pavement management citizen advisory group • CDBG Task Force • Activate neighborhood boards and build relationships • Activated Preservation Board • Prioritize and conduct city sponsored family friendly events • Established special event standards • Work with permitted events to encourage family friendly atmosphere. • Build and develop plan to celebrate Library 100th Anniversary • Establish customer service standards for city staff.

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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 • Implement projects in a more sustainable fashion when possible 	<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. • Create visually attractive gateways into the downtown and the city on major roads and avenues. • Improve business tax receipts process. Updated Forms, Intergov. Workflow built, Improved renewal process • Functionality for Utilities added to web presence • Sustainability minded projects <ul style="list-style-type: none"> • Solar powered LED crosswalk systems • EV stations at select locations throughout the City • LED conversion of streetlights
	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"> • Conducted Library space analysis • Design and Develop library improvement project • Implement Phase I and II of the James E. Grey Preserve expansion project • Increase opportunities for community education via the Library and Rec Center • Apply for funding to support the Housing Rehabilitation Program • Target older areas of the City with redevelopment opportunities.

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				<ul style="list-style-type: none"> • Establish Park Improvement Standards • <i>Implement LED Dark Spots project</i>

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
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. 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 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 Implemented City App Redesign Web presence – redesign and consolidate existing, and develop new functionality

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 transient 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"> Established Downtown beat patrol Code Enforcement <ul style="list-style-type: none"> Increase efficiency and educational outreach of code enforcement officers 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.

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				<ul style="list-style-type: none"> Expand use of police department's website and social media to inform public on enforcement results and promote confidential Tip Line usage

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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. • Create an approach to assess development impacts on existing infrastructure <ul style="list-style-type: none"> • <i>Implementing on a case by case basis</i> • Consider the relocation of overhead utilities to underground when feasible. • 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. • Complete Sidewalks, alleys portion of improvement plan. • Pursue state resources to implement septic to sewer conversions.