



CITY COUNCIL WORK SESSION MEETING
CITY OF NEW PORT RICHEY
NEW PORT RICHEY CITY HALL COUNCIL CHAMBERS
5919 MAIN STREET, NEW PORT RICHEY, FLORIDA
June 18, 2024
4:00 PM

AGENDA

ANY PERSON DESIRING TO APPEAL ANY DECISION MADE BY THE CITY COUNCIL, WITH RESPECT TO ANY MATTER CONSIDERED AT ANY MEETING OR HEARING, WILL NEED A RECORD OF THE PROCEEDINGS AND MAY NEED TO ENSURE THAT A VERBATIM RECORD OF THE PROCEEDINGS IS MADE, WHICH INCLUDES THE TESTIMONY AND EVIDENCE UPON WHICH THE APPEAL IS TO BE BASED. THE LAW DOES NOT REQUIRE THE CITY CLERK TO TRANSCRIBE VERBATIM MINUTES; THEREFORE, THE APPLICANT MUST MAKE THE NECESSARY ARRANGEMENTS WITH A PRIVATE REPORTER (OR PRIVATE REPORTING FIRM) AND BEAR THE RESULTING EXPENSE. (ES.286.0105)

**ORDER OF
BUSINESS**

1. Call to Order - Roll Call

DISCUSSION ITEMS

2. Strategic Plan Update - Page 2
3. Communications
4. Adjournment

Agendas may be viewed on the City's website: www.citynpr.org This meeting is open to the public. In accordance with the Americans with Disabilities Act of 1990 and Section 286.26, Florida Statutes, all persons with disabilities needing special accommodations to participate in this meeting should contact the City Clerk, 727-853-1021, not later than four days prior to said proceeding.



NEW PORT RICHEY

5919 MAIN STREET . NEW PORT RICHEY, FL 34652 . 727.853.1016

TO: City of New Port Richey City Council
FROM: Debbie L. Manns, ICMA-CM, City Manager
DATE: 6/18/2024
RE: Strategic Plan Update - Page 2

SUMMARY:

The purpose of this work session is to conduct a review of the City's strategic plan. As you are aware, a strategic plan is a vital planning resource in terms of defining a direction for the city and making decisions on the allocation of resources in order to pursue this direction. Furthermore, the strategic planning process also provides a great opportunity to record a mission and vision statement and organizational values as well as long-term goals and the action plans relied on to achieve them.

The proposed objectives for this work session are as follows:

- To conduct an assessment of what has been accomplished since we last visited the Plan in 2023
- To provide an opportunity to adapt the plan as a result of organizational or environmental changes
- To consider and identify what goals or actions need to be taken to reflect the current needs of the city
- To identify which resources will be relied upon over the next fiscal year to make progress on our strategic plan

REQUESTED ACTION:

Staff recommends that City Council conduct the work session to discuss the strategic plan.

ATTACHMENTS:

Description	Type
▢ 2024-2025 Strategic Plan	Backup Material



Strategic Plan

2024 through 2025

“Working Together to Build a Stronger Community”

Introduction

The Strategic Plan is a document that outlines a systemic process for moving forward a vision in a manner that involves the development and prioritization of strategic objectives and goals along with measurable action items. It also ensures the most appropriate and effective use of the city's resources by focusing on organizational priorities.

Mission

We are committed to providing outstanding city services that enhance the quality of place for residents, to providing opportunities for the business community, and to maximizing the visitor experience to the city.

Vision

The City of New Port Richey shall be the best walkable, waterfront historic downtown in Florida.

Organizational Values:

- Provide quality public service
- Seek continuous improvement
- Demonstrate respect, compassion and integrity in decision making
- Ensure fiscal responsibility
- Foster an innovative culture-driven workforce

Organizational Goals:

- Effective Governance and Professional Administration

The City effectively plans and prioritizes in a transparent manner to efficiently move the city forward. Through sound leadership and effective business practices, we clearly communicate and professionally implement the services that our residents need, want, and are willing to support.

- Safe Healthy and Welcoming Neighborhoods

It is an essential City goal to foster healthy neighborhoods by offering residents an opportunity to lead active lifestyles through neighborhood designs which include improvements to city parks, sidewalks and public infrastructure. Additionally, it is a principal responsibility of the City to provide a variety of safe, attractive housing options along with access to services that help residents meet their needs.

- Commitment to Core Services

The City is committed to meeting the safety and welfare needs of the populace while consistently adjusting service levels to reflect current needs and community expectations.

- Responsible Infrastructure and Asset Management

The City will continue to invest in its infrastructure, facilities, and assets, supporting the principles of environmental sensitivity and historic preservation.

- Fiscal Stewardship

The City shall provide and maintain relevant and accurate data in budgeting and decision-making. The City shall make fiscal decisions based on needs, available resources, fiscal policies, and industry-wide best practices.

- Economic Security and Growth

The City shall foster an environment that provides individuals and businesses the opportunity for economic security. Economic growth is a priority for the continued advancement of the city.

Objectives

1. Increase Tax Base - Initiate programs and policies that that positively impact the number of properties reflected in the tax base and stimulate an increase in taxable value.
2. Improve the Image of the City - Establish a brand image that reflects the quality of municipal services and an enhanced quality of place. The City will also actively identify and promulgate opportunities to promote positive messaging.
3. Strengthen Relationships - Cultivate current relationships and seek partnerships which may result in a service improvement or cost savings to the City.
4. Communicate Effectively - Provide up-to-date information about city programs and services through the use of efficient and appropriate platforms.
5. Continue Community Policing Improvements – Continue efforts to improve the public perception of decreased criminality and maintain a proactive stance in regard to crime.
6. Invest in Infrastructure - Maintain investments in the city’s assets to include: water, sanitary, and storm systems. Continue improvements for roads, sidewalks, and alleys that service the city.
7. Promote Environmental Stewardship – Position environmental stewardship as an organizational value and implement programs and policies that serve to protect the environment.
8. Cultivate Human Resources – Elevate Human Resources functions to improve the development of employees and a workplace culture that is based on organizational values.
9. Maintain a Dynamic and Connected Downtown Area – Encourage the activation of the downtown area by creating a sense of place and offering opportunities for public gatherings.
10. Advance Emerging Technologies – Expand existing technologies as new features reach market.

11. Improve Customer Experience – Facilitate the mindset of servant leadership and advance the customer service experience as one based on genuine interest, compassion and integrity.
12. Optimize the City’s Emergency Management Preparedness Response and Recovery Services and Resiliency – Continue to develop the City’s preparedness to provide a response to emergency situations by delivering appropriate services.

City of New Port Richey
Executive Summary

Strategy	Objectives ("Achieve X")	Measure ("As measured by Z")
Increase Tax Base	<ul style="list-style-type: none"> • Identify key projects • Partner to catalyze investment/reinvestment • Expand the tax base • Increase Taxable Value of residential properties • Increase Taxable Value of commercial properties • Support efforts to promote that residents have safe, stable, and permanent housing 	<ul style="list-style-type: none"> • Project completions leading to increases in: <ul style="list-style-type: none"> ○ Taxable value ○ Economic impact ○ Quality of place • 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 • Identify programs that support home ownership • Support and promote programs that provide home repair services to improve safety and the maintenance of existing housing stock • Launch a Rental Inspection Program • Identify funds to be used to implement a rental rehabilitation program • Actively partner in community efforts to end homelessness
Improve the Image of the City	<ul style="list-style-type: none"> • Develop a community mindset • Deliver high quality municipal services • Enhance quality of place • Inspire community pride and enthusiasm for city's future 	<ul style="list-style-type: none"> • Increased participation • Voter turnout • Volunteer rates • Positive news mentions
Strengthen Relationships	<ul style="list-style-type: none"> • Focus on current relationships to provide an enhanced quality of place for our residents, businesses and community partners 	<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"> • Continue and enhance the community oriented policing program 	<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"> • Continue to make long term and sustainable investments in roads, water, sewer, and storm systems 	<ul style="list-style-type: none"> • Sustainable programs

City of New Port Richey
Executive Summary

Strategy	Objectives ("Achieve X")	Measure ("As measured by Z")
	<ul style="list-style-type: none"> Continue the development and maintenance of facilities, parks, and public lands 	<ul style="list-style-type: none"> Reduced flooding Adherence to regular maintenance schedules Growth in capital infrastructure
Promote Environmental Stewardship	<ul style="list-style-type: none"> Renew our natural environment to ensure sustainability for future generations 	<ul style="list-style-type: none"> Reduction in carbon footprint of City operations (buildings, utilities, fleet) Increase in percentage of city energy provided by renewable sources Increase in percentage of tree canopy
Cultivate Human Resources	<ul style="list-style-type: none"> Professionally serve those who live in, work in, or visit the city Providing respectful, high quality service and assistance Develop employees to ensure confidence in the execution of the role and connectedness to the organizational values and goals 	<ul style="list-style-type: none"> Results of Customer Service Questionnaires Employee turnover rate Position vacancy rate
Maintain a Dynamic and Connected Downtown Area	<ul style="list-style-type: none"> Maintain an active and connected Downtown area Facilitate synergy between the City and the business community 	<ul style="list-style-type: none"> Number of cultural, outdoor recreation, or unique events hosted in the downtown area Number of visitors Growth of business community
Advance Emerging Technologies	<ul style="list-style-type: none"> Enhance City technology to support secure data collection, storage, performance management, decision-making, internal communications, and data sharing with the community. 	<ul style="list-style-type: none"> Migrate existing systems to cloud based technology solutions Conduct Systems Analysis to provide optimization and improve workflow processes Introduce security standards and enforce compliance metrics
Improve Customer Experience	<ul style="list-style-type: none"> Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations Deliver services that exceed customer satisfaction 	<ul style="list-style-type: none"> Number of customers satisfied with services related to development of business regulation Number of businesses or individuals attending trainings to enhance their understanding of City processes related to property development or business permitting and regulation
Optimize the City's Emergency Management Preparedness Response and Recovery Services and Resiliency	<ul style="list-style-type: none"> Hone knowledge and skills across departments to better prepare for emergencies with a specific focus on our ability to deliver safety services 	<ul style="list-style-type: none"> Percentage of designated employees trained to the appropriate National Incident Management System Certification Level Post event critiques of City's performance during EOC operations

**City of New Port Richey
Strategic Plan Objectives and Result Measures**

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Increase Tax Base	Identify key projects	<ul style="list-style-type: none"> Implement key projects within 5 year CIP Parking Study as first step to Parking solution Pedestrian overpass at Marine Parkway and US 19 Grand Blvd. multi-use path project design <ul style="list-style-type: none"> South of Main to Marine Parkway Maximize Development of Vacant Lots in the Downtown Area (Grady Pridgen Property) Redevelopment of Corner of River Rd. and Main St. Railroad Square Phase I Railroad Square Phase II Release RFP on Truist Property/River Road Church/5332 Acorn St. assemblage Acquire the Schwettman Education School Property Implement Alley improvement Program 	Project completions leading to increases in: <ul style="list-style-type: none"> Taxable value Economic impact Quality of place 	<ul style="list-style-type: none"> Implementation of Parking Study recommendations In discussion with property owners about infill opportunities Construction phases 1-5 (Grand Blvd. MUP) Construction of Railroad Square Phase I Purchase of the Montemayor Property Design construction of Grand Blvd. Streetscape Improvements Project Phase I and II
	Partner to catalyze investment	<ul style="list-style-type: none"> Actively seek development partners and expand 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 (Chamber of Commerce, Pasco County, private developers) Meet regularly with other government officials

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
		<ul style="list-style-type: none"> Develop a Master Plan for the former HCA property and surrounding area Facilitate the redevelopment of the Magnusson Hotel property Continue to work with the owners of the Davis Plaza/Dollar General Plaza on the redevelopment of the site Actively seek a development partner to construct resiliency improvements for the South Gateway Inundation Park Project Release RFP for the former County building located at Main and Bank Streets 		<ul style="list-style-type: none"> Build and maintain relationships with Commercial Real Estate Community Continue to work with Main Street Organization on programming downtown business events Working with developer on the reuse of the former HCA property
	Expand the tax base	<ul style="list-style-type: none"> Conduct annexation needs assessment and strategy Articulate value of annexation Develop Long Term Annexation Plan 	<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"> Enter into mutual consent agreement with Pasco County, as appropriate
	Increase Taxable Value of residential properties	<ul style="list-style-type: none"> Upgrade residential housing stock by implementing programs to support citizens and neighborhoods Support efforts to promote that residents have safe, stable and permanent housing 	<ul style="list-style-type: none"> Identify programs that support home ownership Support and promote programs that provide 	<ul style="list-style-type: none"> Continue residential rental inspection program Assess existing housing programs and inspection services to identify strengths and gaps Establish Infill Housing Program

**City of New Port Richey
Strategic Plan Objectives and Result Measures**

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
			<p>home repair services to improve safety and the maintenance of existing housing stock</p> <ul style="list-style-type: none"> • Identify funds to be used to implement a rental rehabilitation program • Actively partner in community efforts to end homelessness 	<ul style="list-style-type: none"> • Implement Neighborhood Reinvestment Program • Consider Certificate of Compliance program • Adopt a Rental Rehabilitation Program. <ul style="list-style-type: none"> ○ Identify financing resources to support property owners • Foreclose on liened properties re: slum and blight • Urban Core Residential Study • Continue Housing Rehabilitation Program • Design guidelines • Launch an enhanced Rental Inspection Program • Establish a plan for neighborhood nodes • Identify and prioritize neighborhood areas that need redevelopment
	<p>Increase Taxable Value of commercial properties</p>	<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 • Adopt design guidelines for commercial properties in the downtown area 		<ul style="list-style-type: none"> • Develop recruitment strategy • Produce marketing package • Develop a plan for US Highway 19 Corridor • Promote Façade Improvements that comply with CRA recommendations to property owners • Identify potential Brownfield Sites and seek grants to remediate for redevelopment • Develop a Business Mix Strategy for the Downtown Area • Proactively communicate ordinances to new businesses • Submit ordinances to Council as appropriate to reduce blight

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
				<ul style="list-style-type: none"> • Continue to participate in property assemblage • Fund incentives that promote improved stewardship of properties located on U.S. Highway 19 • Enter into an Interlocal Agreement with the County for their jurisdictional properties located on US Highway 19 which are in substandard condition and warrant address for ordinance related deficiencies • Update landscape and tree replacement ordinances • Develop plan for redevelopment of Marine District

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Improve the Image of the City	Cultivate community ownership	<ul style="list-style-type: none"> • Clear messaging about the city • Clear roles and contributions for community groups • Continue to reinvest in our infrastructure to deliver a high customer service standard 	<ul style="list-style-type: none"> • Increased participation at city events • Voter turnout • Volunteer rates 	<ul style="list-style-type: none"> • Continue publication of the city newsletter. • Establish a neighborhood signage project • Continue to upgrade and maintain municipal facilities. • Prioritize and conduct city sponsored family friendly events • Continue to promote quality Library and Recreational Programming • Establish a Neighborhood Improvement Program
	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 	<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 • Add functionality for Utilities to web presence • Implement a single trash hauler service program and elements (ie. Supplied residential containers) • Launch JustFOIA Public Records Portal
	Enhance quality of place	<ul style="list-style-type: none"> • Foster the revitalization and preservation of older areas of the city • Develop / redevelop new areas, amenities, and services. • Develop Public Arts Master Plan 		<ul style="list-style-type: none"> • Implement Phase I and II of the James E. Grey Preserve Expansion Project • Completed the Meadows Park Improvement Project • Increase opportunities for community education via the Library and Recreation Center

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
				<ul style="list-style-type: none"> <li data-bbox="1763 280 2505 316">• Continue improvements to the Skate Park

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Strengthen Relationships	Focus on current relationships to provide an enhanced quality of place for our residents, businesses and community partners	<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"> • 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 County Administrators • Regular meeting and coordination with the City of Port Richey • Strengthen relationships with County Commissioners • Conduct regular meetings with Morton Plant North Bay Hospital staff and Tampa Bay Regional Planning Council, Florida Sports Coast, and MPO • Conduct regular meetings with NPRMS and Richey SCT
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 • Enable City sites to be mobile friendly • Update website and maintain regularly • Redesign and consolidate existing web presence and develop new functionality • Continuation of implementation of Marketing and Public Relations Master Plan • Expand City's GIS capabilities • Upgrade digital signage as funding becomes available • Expand online budgeting capacities to gain public input and provide transparency

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Continue Community Policing Improvements	Continue and enhance the community oriented policing program	<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 • Continue anti-prostitution strategies • Continue to promote outreach assistance to individuals struggling with drug addiction issues • Continue providing transient outreach initiatives • 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 provide necessary services to address quality of life issues • Enhance the culture and operational efficiencies throughout the department 	<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 • Enhanced security in the downtown area 	<ul style="list-style-type: none"> • Maintain Downtown and Sims Park beat patrol during peak activity times • Maintain NITE EYES business watch program • 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 ○ Continue prostitution suppression enforcement strategies (undercover operations) • Implement CAD/RMS system to integrate with Pasco County law enforcement • Drug enforcement <ul style="list-style-type: none"> ○ Continue drug trafficking enforcement strategies (Surveillance Operations) and use of K-9s ○ Continue working with the Sheriff's Office and FDLE to address drug activity. ○ Continue to administer the FDLE SAFE Grant for fentanyl eradication

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
				<ul style="list-style-type: none"> ○ Continue use of social media to inform public about enforcement results and promote Confidential Tip Line usage ○ Continue addressing homeless, trespass, panhandling, and other quality of life issues ○ Collaborate with homeowners to establish "watch" groups ● Hire a social worker to work with the police department ● Utilize the Life Improvement Facilitation Team (LIFT) to take a proactive approach to addressing both mental health and drug addiction issues ● Proactively engaging the LIFT team to offer services that address mental health and drug addiction issues that can lead to homelessness ● Applied for State of Florida CFA Accreditation

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Invest in Infrastructure	<ul style="list-style-type: none"> Continue to make long term and sustainable investments in roads, water, sewer, and storm systems Continue the development and maintenance of facilities, parks, and public lands Continue to develop/perform utility studies, interlocal agreements, audits, and permit renewals Continue to make investments in critical city facilities 	<ul style="list-style-type: none"> Continue to perform needs assessments, studies, etc. as needed Maintain a prioritized plan for investment, including a 5 year CIP Continue to address deficiencies in streetlights and sidewalks Continue to create an approach to assess development impacts on existing infrastructure <ul style="list-style-type: none"> Implementing on a case by case basis Continue to consider the relocation of overhead utilities to underground when feasible. Continue to move forward on replacement of facility improvements Increase the opportunities for multi-modal transportation Upgrade the utility with innovative smart technology 	<ul style="list-style-type: none"> Sustainable programs Reduced flooding Adherence to regular maintenance schedule Growth in capital infrastructure Impact fee revenue Reduction of water loss and increase of utility revenues Reduction in roadway speeds 	<ul style="list-style-type: none"> Employ a proactive approach to the necessary upgrades in the water, stormwater, and sewer systems. Seek grants to support a continued investment in the City's parks and public lands. Continue to complete sidewalks, alleys portion of improvement plan Pursue state resources to implement septic to sewer conversions Complete the construction of Fire Station No. 2 Complete the construction of the Fleet Purchasing Warehouse Complete the Water, Sewer, and Reclaimed Water Utility Master Plan Complete the 2024 Stormwater Utility 10-year update Master Plan. Complete the Utility Revenue Sufficiency Analysis Wastewater Treatment Plant operating renewal permit Complete the Fire Station No. 1 Hardening Project Complete Impact Fee Analysis Complete meter changeout program Implement the East Grand Neighborhood Sidewalk Infill Improvements Update Sidewalk Deficiency Analysis Complete the design and construction of the Grand Blvd. Bridge Replacement Project

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Promote Environmental Stewardship	<ul style="list-style-type: none"> • Renew our natural environment to ensure sustainability for future generations • Implement projects in a more sustainable fashion when possible 	<ul style="list-style-type: none"> • Support transportation options that reduce emissions and resource consumption • Provide city facilities that promote the health of employees and patrons and reduces resource consumption • Establish carbon reduction goals and integrate them into the appropriate city plans • Continue to improve the collection rate of recycling materials • Improve compost program for the city 	<ul style="list-style-type: none"> • Reduction in carbon footprint of city operations (buildings, utilities, fleet) • Increase in percentage of city electricity provided by renewable sources • Increase in percentage of tree canopy 	<ul style="list-style-type: none"> • Sustainability minded projects • Solar powered LED crosswalk systems • EV stations at select locations throughout the City • LED conversion of streetlights • Continue to add EV's and hybrids to the city fleet • Research carbon reduction measures • Assess the feasibility and cost of offsetting electricity with renewable sources • Identify and implement water conservation strategies within city buildings and operations • Establish a Single Waste Hauler Program • Expand the Adopt-A-Tree Program and increase the City's Reforestation Program • Continue Stormwater Best Management Practices • Offer Community Education Programs on water quality • Designate a central source of information and programs, services and initiatives that support environmental and food systems within the city

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Cultivate Human Resources	<ul style="list-style-type: none"> • Professionally serve those who live in, work in, or visit the city • Providing respectful, high quality service and assistance 	<ul style="list-style-type: none"> • Recruit and retain a work force that is motivated to exceed customer service expectations • Offer competitive compensation and benefits that enhance employee recruitment and retention efforts • Incorporate technology and efficiency into daily HR functions and operations • Develop a workplace culture based on city values that improves employee engagement and empowerment • Mobilize efforts of Wellness Committee, Safety Committee and Diversity & Inclusion Committee • Empower employees to optimize their roles and improve both city 	<ul style="list-style-type: none"> • Results of Customer Service Questionnaires • Employee turnover trends by department • Position vacancy rate • Exit and stay interview results • Review of benefit plan utilization and trends 	<ul style="list-style-type: none"> • Update city policies and incorporate trending practices to meet the needs of today's workforce • Fully utilize the current ERP system and other supporting software to improve HR functions, processes and efficiency (e.g. applications, onboarding, ESS, open enrollment, etc.) • Publish the employee newsletter on a quarterly basis • Align employee evaluation systems with organizational priorities, practices, and individual performance • Provide a customer service/guest relations training program for city employees • Provide a leadership training program on positive interactions when dealing with difficult situations • Communicate regularly with employees. Establish and hold quarterly meetings involving the City Manager, HR and key department leaders to provide updates on City initiatives, direction, and progress. Listen and discuss concerns. • Acknowledge and reward exceptional service • Provide comprehensive benefits and support for employee well being • Review and evaluate current benefit plans, coverages, contracts, and vendor arrangements • Promote Employee Suggestion and Awards Board Program • Conduct Coffee with the City Manager program • Connect with school officials to determine the possibilities of establishing a link for students

City of New Port Richey
Strategic Plan Objectives and Result Measures

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		and departmental operations/functions <ul style="list-style-type: none"> • Develop mandatory employee training programs specific to city/department operations • Provide appropriate equipment and technologies to ensure efficiency and customer driven service standard 		interested in participating in either internship or apprenticeship programs <ul style="list-style-type: none"> • Provide a Lunch & Learn series on programs and services to assist employees • Improve Employee Anniversary Program • Expand employee events

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Maintain a Dynamic and Connected Downtown Area	<ul style="list-style-type: none"> Maintain an active and connected Downtown area 	<ul style="list-style-type: none"> Support growth and retention of businesses offering services that complement the existing business community Encourage activities in the downtown area that create a sense of place of place and offer a destination for residents and visitors Maintain and enhance quality, public space Expand public transportation opportunities 	<ul style="list-style-type: none"> Number of cultural, outdoor recreation or unique events hosted in the downtown area Number of visitors Growth of business community Rider usage of the DART 	<ul style="list-style-type: none"> Tailor city incentives to achieve maximum impact on growth efforts Increase awareness of opportunities to do business with the City Target incentives to catalyze business start-up and growth Promote a range of special events that highlight and celebrate the city, cultural diversity and outdoor recreation Evaluate and enhance the quality of public space as appropriate <ul style="list-style-type: none"> Railroad Square Project Establish golf cart crossings at US Highway 19 Improve the efficiency of the DART route and consider the addition of more stops at local businesses Construct the public court yard project on the S.E. corner of Main St. and US Hwy 19.

**City of New Port Richey
Strategic Plan Objectives and Result Measures**

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Advance Emerging Technologies	<ul style="list-style-type: none"> Enhance City technology systems to support secure data collection, storage, performance management, decision-making, internal communications and data sharing Enhance police operational capabilities through technology Building Security improvements 	<ul style="list-style-type: none"> Conduct a technology needs assessment and expand the City's technology strategy Create an Information Technology Master Plan Remain current with rapidly changing technologies Modernize, secure, accessible and resilient IT infrastructure that supports city services Provide data analytics to support data-informed decision making for staff Extend Facility Door Access Controls Add Security Cameras Add access control system and turnstiles 	<ul style="list-style-type: none"> Percentage of cloud based solutions Percentage of solutions compliant with security standards Number of services digitized Enhanced technology to reduce crime, enhance service and response times. 	<ul style="list-style-type: none"> Implement dedicated fiber network between City facilities Increase Cyber Security education, training and process controls Create Cybersecurity policies to promote standards Elevate Backup and Disaster Recovery services for emergencies Elevate the community engagement to improve customer experience by providing quality engagement tools for communication Increase the City's GIS capability to support services Provide interactive maps for citizens such a zoning, flood, debris pickup and development Expand city services that can be accessed online Advance solutions based on department needs and City objectives Expand existing technologies as new features become available Provide resources allowing Technology Solutions staff to remain up to date with new technologies Perform annual third party security testing on the City's IT resources to increase Cybersecurity Create and implement an incident response plan with annual testing Process improvement to utilize our Tyler ERP software solutions which collect and provide analytics for staff Collect data analytics utilizing internal and external tools City Building Door Access Control improvements City Building Security Camera upgrades and expansion

City of New Port Richey
Strategic Plan Objectives and Result Measures

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
				<ul style="list-style-type: none"> • Improve Park Security Cameras and expansion • Integrate access control system to existing CRM software to effectively manage entry

City of New Port Richey
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<p>Improve Customer Experience</p>	<ul style="list-style-type: none"> Support a resilient business environment by optimizing processes and regulations for property development and business-related permitting and approval processes and regulations Facilitate permitting process to enable investment 	<ul style="list-style-type: none"> Eliminate unnecessary regulatory processes and revise those that are sub-optimal Streamline access to licenses, permits and approval processes for development applications Increase accessibility of information on property development and business related processes that are available to the public Provide regular training and education opportunities that help users navigate the development and approval process Continue to provide consultation assistance to property 	<ul style="list-style-type: none"> Number of customers satisfied with services related to development of business regulation Number of businesses or individuals attending trainings to enhance their understanding of city processes related to property development or business permitting and regulation 	<ul style="list-style-type: none"> Purchase CRM software Website Redesign Engagement HQ for community transparency Gov Delivery (email blasts from website) Develop written reference tools to assist property owners through the permitting process Provide Ombudsmen service to usher developers through required processes. Review regulatory processes for improvement Research technology applications which facilitate online permitting and licenses Develop customer friendly communication protocols Intentionally and regularly communicate processes to users of the systems and services Conduct a self-service analysis to increase customer service options Provide applicable resources for grant and/or loan programs available to residential property owners

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		owners desiring to make improvements <ul style="list-style-type: none"> • Review internal processes for improvements 		

City of New Port Richey
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<p>Optimize the City's Emergency Preparedness Response and Recovery Services</p> <p>Optimize the Resiliency of the City</p>	<ul style="list-style-type: none"> • Refine knowledge and skills across departments to better prepare for emergencies with a specific focus on our ability to deliver safety services • Deliver timely and efficient response and recovery services • Deliver appropriate timely public messaging • Improve county wide emergency services communications • Build a culture of preparedness 	<ul style="list-style-type: none"> • Maintain plans and communication strategies for all major risks within the city • Ensure that all City employees assigned an Emergency Operations role or cross functional field work are trained to the appropriate level 	<ul style="list-style-type: none"> • Percentage of staff time spent to review the City's response to an emergency after the incident has occurred • Percentage of designated employees trained to the appropriate National Incident Management System Level • Percentage of community members that indicate that the City's response to weather related emergencies is delivered effectively • Preparedness of city staff • Post event critiques of the response by the City to the emergency incident • Strength of City Disaster Plan 	<ul style="list-style-type: none"> • Continue to operate within the Statewide Emergency Response Plan • Continue to operate within the Pasco County All-Hazards Comprehensive Emergency Management Plan • Conduct routine emergency Management exercises with City leadership and or essential staff • Amend the City Disaster Plan annually or as needed • Create plans and communication strategies for all major risks within the city • Ensure that all public information is presented clearly and in a timely manner • Establish links with the appropriate businesses that can potentially play a role in the City's response efforts • Continuously updating employee NIMS training database • Create Emergency Management Committee • Develop workflow to maintain up-to-date employee information regarding sheltering needs • Provide Weekly Tropical Reports to staff during storm season • Improvements to the City's designated Emergency Operations Center • Operate utilizing the newly implemented Survey 1-2-3 Program for damage assessments and recovery services • Complete a city-wide Vulnerability Analysis and Action Plan

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			<ul style="list-style-type: none"> • Performance of City operations during EOC activities 	