



Strategic Plan

2020 through 2021

“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 the resources on organizational priorities.

Mission

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

Vision

The City of New Port Richey shall ensure a solid community through the use of responsible, transparent and innovative local government.

Organizational Values:

- Provide quality public service
- Seek continuous improvement
- Demonstrate respect, compassion and integrity in decision making
- Coordinate internal and external resources
- Ensure fiscal responsibility

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

The city believes that it is important to foster healthy neighborhoods throughout the city by offering residents an opportunity to lead active lifestyles through neighborhood design which includes improvements to city parks, sidewalks and streetscapes. Additionally, the city believes that it is a principal responsibility to provide safe, attractive and a range of affordable housing along with access to services that help residents meet their needs.

- Commitment to Core Services

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

- Responsible Infrastructure and Asset Management

The city will continue to invest in its infrastructure, facilities and assets and supports the principles of environmental sensitivity and historical preservation.

- Sound 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. The goal of economic growth shall be retained as a priority in respect to the continued advancement of the city.

Strategic Objectives

1. Mobilize Reinvestment- Play an active role in facilitating through the establishment of effective partnerships the improvement and growth of its residential and commercial areas.
2. Increase Real Property Tax Revenue-Initiate programs and policies that have a positive impact on the number of properties reflected in the tax base and additionally stimulate an increase in taxable value.
3. Develop a Community Mindset- Develop and maintain a community culture which reflects a sense of pride and an enthusiasm for the future.
4. Improve the Image of the City- Establish a brand image which reflects the quality of municipal services and an enhanced quality of life. The city will also actively identify and promulgate opportunities to promote positive messaging.
5. Develop Partnerships- Cultivate current relationships and actively seek additional partnership prospects which may result in either a service improvement or a cost savings to the city.
6. Communicate Effectively- Provide up-to-date information about its programs and services through the use of efficient and appropriate mediums.
7. Continue Community Policing Improvements- Efforts will be continued to improve the public perception of decreased criminality in the city and maintain a proactive stance in regard to crime.
8. Invest in Infrastructure-Maintain investments in the city's assets to include: water, storm and sanitary systems. Continue to make improvements in the roads, sidewalks and alleys that service the city.

City of New Port Richey
Strategic Plan Objectives and Result 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: 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

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
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 path project <ul style="list-style-type: none"> South of Main to city limits North to Port Richey 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 	<ul style="list-style-type: none"> Implementation of Parking Study recommendations Adopted and updated CRA plan Hacienda RFQ. Designated former Trinity Hospital site as opportunity zone In discussion with property owners about infill opportunities Improvements made to Gloria Swanson Parking Lot and Nebraska Avenue Parking Lot Main Street Road Diet
	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 (Chamber of Commerce, Pasco County, Private Developers) 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 Continue to work with Main Street Organization on programming downtown business events

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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 • <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 	<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 • Identified preliminary enclaves and are moving forward • Amend Comprehensive Plan to provide for greater densities

City of New Port Richey
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	<p>Increase Taxable Value of Residential Properties</p>	<ul style="list-style-type: none"> Upgrade residential housing stock by implementing programs to support citizens and neighborhoods. 	<p>throughout the community</p>	<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 Implement Neighborhood reinvestment program Implement 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 Worked with ULI to perform residential housing program Established municipal civil infraction program Code enforcement fines on tax bills Urban Core Residential Study Continue Code Enforcement sweeps for areas with high call volume Continue Housing Rehabilitation Program

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	<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 		<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 • Submit ordinances to Council as appropriate to reduce blight • Continue to participate in property assemblage • Retail Analysis • Shopability Study • Fund incentive that promote improved stewardship of properties located on U.S. Highway 19 • Work with the County on substandard U.S. Highway 19 properties under their jurisdiction

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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. • Continue to 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"> • <i>Pavement management citizen advisory group</i> • <i>CDBG Task Force</i> • <i>Activate Jasmin Park neighborhood boards and build relationships</i> • <i>Activated Preservation Board</i> • <i>Prioritize and conduct city sponsored family friendly events</i> • <i>Established special event standards</i> • <i>Work with permitted events to encourage family friendly atmosphere</i> • <i>Build and develop plan to celebrate Library 100th Anniversary</i> • Establish customer service standards for city staff. • Continue to promote quality Library and Recreational Programming

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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 Add a marketing position to City workforce Upgrade City website and improve social media presence
	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. <i>Updated Forms, Intergov. Workflow built, Improved renewal process</i> 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 Install Solar Panels at the Library
	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 Addition of StoryWalk at James E. Grey Preserve

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				<ul style="list-style-type: none"> • Increase opportunities for community education via the Library and Recreation Center • Target older areas of the City with redevelopment • Establish Park Improvement and Maintenance Standards • <i>Implement LED Dark Spots project</i> • Construct the Boardwalks at Orange Lake

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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 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 and Tampa Bay Regional Planning Council
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 Mobile App Redesign Web presence – redesign and consolidate existing, and develop new functionality Expand City's GIS capabilities

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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 Continue 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"> Maintain Downtown and Simms Park beat patrol during peak activity times Code Enforcement <ul style="list-style-type: none"> Increase efficiency of Code Enforcement Officers through utilization of electronic case tracking software (Tyler) Increased staff by adding Code Enforcement Officer Adopted Municipal Civil Infraction 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) Drug enforcement <ul style="list-style-type: none"> Continue drug trafficking enforcement strategies (Surveillance Operations) and use of K-9s Develop and use confidential informants Maintain an investigative fund to pay informants for drug related information

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				<ul style="list-style-type: none"> • Continue educational anti-drug programs presented in local schools and to community groups; e.g., homeowners' associations • Continue use of social media to inform public on enforcement results and promote Confidential Tip Line Usage • Connect substance abusers with related services
General Crime Reduction				<ul style="list-style-type: none"> • Continue addressing homeless, trespass, panhandling, and other quality of life issues • Collaborate with homeowners to establish "watch" groups • Collaborate with the Pasco Homeless Coalition of Care to connect indigent with appropriate services • Maintain partnerships with Juvenile Mobile Mental Health Response Team to connect individuals with appropriate services

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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 • Continue to address deficiencies in alleys, 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 Fire Station #2 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. • Continue to complete sidewalks, alleys portion of improvement plan • Pursue state resources to implement septic to sewer conversions • Implement dedicated fiber network between City's facilities