CITY COUNCIL WORK SESSION

CITY OF NEW PORT RICHEY

COUNCIL CHAMBERS, FIRST FLOOR, CITY HALL, 5919 MAIN ST., NEW PORT RICHEY, FL 34652

July 7, 2026

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. (F.S.286.0105)

ORDER OF BUSINESS

1. Call to Order - Roll Call
2. Discussion Items
   a. Strategic Plan Update
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 Manns, City Manager

DATE: July 7, 2026

RE: Strategic Plan Update

DISCUSSION:
The purpose of this work session is to conduct a review of the outstanding strategies, objectives and goals related to the Strategic Plan. As Council will recall, a work session was conducted on June 2, 2026 to review updates to this year's plan. Due to time constraints, not all of the strategies were able to be discussed. The remaining strategies, objectives and goals to be discussed at this work session are as follows:

- Promote Environmental Stewardship
- Cultivate Human Resources
- Maintain a Dynamic and Connected Downtown Area
- Advance Emerging Technologies
- Improve Customer Experience
- Optimize the City's Emergency Preparedness Response and Recovery Services
- Optimize the Resiliency of the City

RECOMMENDATION:
Staff recommends that City Council conduct the work session to discuss the outstanding strategies, objectives and goals related to the Strategic Plan.

ATTACHMENTS:
- 2026-2027 Strategic Plan.pdf

Strategic Plan

2026 through 2027

“Working Together to Build a Stronger Community”

Introduction

The Strategic Plan is a document that outlines a systematic 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, provide opportunities for the business community, and maximize the visitor experience to the city.

Vision

The City of New Port Richey shall be the best walkable, waterfront historic city 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.

<u>Objectives</u>

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 and integrate 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	• 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 safe, stable, and permanent housing for residents
		• Project completions leading to increases in:
		  ○ 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	• Develop a community mindset • Deliver high quality municipal services • Enhance quality of place • Inspire community pride and enthusiasm for the city's future	• Increased participation • Voter turnout • Volunteer rates • Positive news mentions
Strengthen Relationships	• Focus on current relationships to provide an enhanced quality of place for our residents, businesses and community partners	• Cost savings and service improvements through partnerships and collaborations
Communicate Effectively	• Provide efficient, up to date, integrated communication about community services and programs	• More informed citizens • Greater participation and use of services
Continue Community Policing Improvements	• Continue and enhance the community oriented policing program	• Reduction in key crime statistics • Increased attendance at city events and observable increases in pedestrian traffic in the downtown area

City of New Port Richey
Executive Summary

Strategy	Objectives ("Achieve X")	Measure ("As measured by Z")
Invest in Infrastructure	• 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	• Sustainable programs • Reduced flooding • Adherence to regular maintenance schedules • Growth in capital infrastructure
Promote Environmental Stewardship	• Renew our natural environment to ensure sustainability for future generations	• 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	• 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	• Results of Customer Service Questionnaires • Employee turnover rate • Position vacancy rate
Maintain a Dynamic and Connected Downtown Area	• Maintain an active and connected Downtown area • Facilitate synergy between the City and the business community	• Number of cultural, outdoor recreation, or unique events hosted in the downtown area • Number of visitors • Growth of business community
Advance Emerging Technologies	• Enhance City technology to support secure data collection, storage, performance management, decision-making, internal communications, and data sharing with the community.	• Migrate existing systems to cloud based technology solutions • Conduct Systems Analysis and on automation processes within existing systems, implement automation with Tyler, implement citizen facing tools into existing technologies to improve self service opportunities • Introduce security standards and enforce compliance metrics
Improve Customer Experience	• 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	• 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

City of New Port Richey
Executive Summary

Strategy	Objectives ("Achieve X")	Measure ("As measured by Z")
Optimize the City's Emergency Management Preparedness Response and Recovery Services and Resiliency	• Hone knowledge and skills across departments to better prepare for emergencies with a specific focus on our ability to deliver safety services	• 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	• Pedestrian crossing and intersection enhancements at Marine Parkway and US Hwy 19
		• Consider Pedestrian Overpass over US Hwy 19 at Main Street
		• Grand Blvd. multi-use path project design south of Main to Marine Parkway
		• Railroad Square Phase I
		• Railroad Square Phase II
		• Acquire the Former Gulf High School Property
		• Solidify plans for Former Gulf High School Property
		• Create Vision for Riverside Inn Assemblage
		• Determine future use of the River Road & Main Street Assemblage
		• Let RFP for Main and Bank Building
		• Reissue Rivergate/Palm District RFP
		• Work with developer on the implementation of the Villa del Sol Project
		• Establish workforce housing at former Fire Station No. 2 property
			Project completions leading to increases in:
			• Taxable value
			• Economic impact
			• Quality of place
				• Completed FDOT requirements for Golf Cart crossing at Marine Pkwy and US Hwy 19
				• Completed Pedestrian High Emphasis Crosswalks at Marine Pkwy and US Hwy 19
				• Completed Streetscaping at Marine Pkwy and US Hwy 19 to include landscaping, parking, wayfinding signage, and multi-use path improvements
				• Completed design and construction for Grand Blvd. MUP
				• Design and construction of Grand Blvd. Streetscape Improvements Project Phase I and II
				• Riverside Inn:
				  ○ Finalize Interlocal Agreements with Pasco County to complete assemblage
				  ○ Create workable site plan to include public boat launch
				  ○ Pursue grant opportunities
				  ○ Obtain CRA Board direction on site plan and next steps
				  ○ Release RFP with design in place for private-sector development
				• River Road/Main Street Assemblage:
				  ○ Continue working with consultant on concept plan
				  ○ Obtain CRA Board direction on site plan

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
				○ Release RFP with design in place for private-sector development, if applicable • Main & Bank Building: ○ Release RFP for redevelopment/use ○ Negotiate with potential users/purchasers and finalize transaction • Rivergate/Palm Assemblage: ○ Engage new real estate firm to market ○ Re-release RFP • Monitor status of high speed bus transit line project • Apply for build grant
	Partner to catalyze investment	• 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 • Ensure development of Villa Del Sol continues • Facilitate the Aqua Harbor development • Continue to work with the owners of the Davis Plaza/Dollar General Plaza on the redevelopment of the site and other retail plazas as necessary		• 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 • 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 Villa del Sol

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
		• Work with the owners of Motel 6 property on redevelopment • Actively seek a development partner to construct resiliency improvements for the South Gateway Inundation Park Project • Market CRA grant programs		• Continue discussions with South State Bank in relationship to their interest in establishing a downtown presence
	Expand the tax base	• Conduct annexation needs assessment and strategy • Articulate value of annexation • Develop Long Term Annexation Plan • Adopt Leisure Lane/Van Doren area into the city • Put publicly-owned parcels back on the tax role with sales to the private sector	• 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	• Public back to private land holdings: ○ Rivergate / Palm Assemblage ○ Main & Bank Building ○ Riverside Inn Assemblage ○ River Road Assemblage ○ Various City-owned lots/homes
	Increase Taxable Value of residential properties	• Upgrade residential housing stock by implementing programs to support citizens and neighborhoods • Support efforts to promote safe, stable and permanent housing for residents • Create Residential Grant Programs	• Identify programs that support home ownership • Support and promote programs that provide home repair	• Continue residential rental inspection program • Assess existing housing programs and inspection services to identify strengths and gaps • Consider offering funding assistance for residential and business upgrades through Small Cities Residential Block Grants and potential

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
			services to improve safety and the maintenance of existing housing stock • Identify funds to be used to implement a rental rehabilitation program • Actively partner in community efforts to end homelessness	• CDBG/HUD Grant Assistance • Establish Infill Housing Program • Implement Neighborhood Reinvestment Program • Consider Certificate of Compliance program • Adopt a Rental Rehabilitation Program. ○ 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 for residential housing stock • Launch an enhanced Rental Inspection Program • Seek funds to support programs that provide opportunities for home ownership • Identify and prioritize neighborhood areas that need redevelopment • Implementation of NICE Program
	Increase Taxable Value of commercial properties	• 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 • Promote Commercial Property Grant Programs		• Produce marketing package for recruitment of commercial businesses • Develop a plan for reinvestment in the US Highway 19 Corridor • Promote facade 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

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
				• Proactively communicate ordinances to new businesses • Submit ordinances to Council as appropriate to reduce blight • 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 and Massachusetts Avenue which are in substandard condition and warrant address for ordinance related deficiencies • Update landscape and tree replacement ordinances • Develop plan for redevelopment of Southwest/Schwettman Oaks 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	• 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	• Increased participation at city events • Voter turnout • Volunteer rates • Positive news mentions • Increased social media engagement interactions	• Continue publication of the city newsletter • Establish a neighborhood signage project • Establish a Neighborhood Improvement Program • Continue to upgrade and maintain municipal facilities • Prioritize and conduct city sponsored family friendly events • Continue to utilize volunteers to strengthen involvement in community-wide initiatives and programming such as the Centennial Celebration • Continue to promote quality programming and community outreach opportunities offered by the Fire, Library, Parks and Recreation, and Police Departments • Improve Digital communication channels and maintain content (MyCivic App) • Utilize internal and external employee-related media campaigns, i.e. PSRW, etc. • Updated city website and functionality • Continue to partner with marketing to educate the public and increase awareness of City events and services through targeted social media campaigns

	Deliver high quality municipal services	• Deliver consistent, high quality customer service across the City – friendly, responsive, reliable, and customer focused • Establish high standards for municipal programs and projects • Maintain the administration of projects to ensure an appropriate degree of quality control • Conduct quality control reviews of work product and employee experience ratings	• High levels of citizen satisfaction	• 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 • Implement business applications online through Energov • Continue to enhance utility web presence to improve and streamline the customer experience • Pilot once a week afterschool meet-up at Frances Avenue Park with recreational staff members • Explore after-school programming with local schools ○ Begin researching steps to become licensed afterschool program • Offer informational resources and essential library services at regularly scheduled ELROY Mobile Library visits at preschools, community gathering places, and senior/high-density housing locations • Expand access to aquatic facilities and programs while increasing water safety and swim proficiency within the community

	Enhance quality of place	• Foster the revitalization and preservation of older areas of the city • Develop / redevelop new areas, amenities, and services • Develop Public Arts Master Plan • Create Public Art Grant • Enhance park safety and user experience by maintaining clean, well-managed, and actively programmed parks that are welcoming and accessible to all residents • Implement Alley improvement Program	• Number of participants at events	• Implement Phase I and II of the James E. Grey Preserve Expansion Project • Increase opportunities for community education via the Library and Recreation Center • Design and construct renovations to the city's existing skateboard 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	• 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 • Explore relevant training programs and identify collaboration opportunities with local municipalities to enhance knowledge sharing and regional partnerships	• Cost savings and service improvements through partnerships and collaborations • Cost savings for trainings and certifications	• 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, Premier Community Healthcare, and Tampa Bay Regional Planning Council, Florida Sports Coast, MPO, and Pasco County Library System • Conduct regular meetings with NPRMS and Richey Suncoast Theatre • Partner and collaborate with other Counties and Cities on training initiatives that will lead to cost efficiency • Strengthen partnerships with Pasco County and identify underutilized internal resources to improve collaboration and operational effectiveness
Communicate Effectively	Provide efficient, up to date, integrated communication about community	• Expand use of digital media • Ensure that City communication platforms are easily accessible and user friendly • Provide internal communications on resources to generate staff awareness	• More informed citizens • Greater participation and use of services • Track utilization and participation reports	• More use of electronic / social media / video content • Enable City sites to be mobile friendly • Update website and maintain regularly • Create dashboard for key projects • Redesign and consolidate existing web presence and develop new functionality • Develop Marketing and Public Relations Master Plan

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
	services and programs			• Expand City's GIS capabilities • Upgrade digital signage • Introduce Open Data budgeting and financial reporting platform that provides an intuitive interface for full transparency to constituents • Launch PEAK Agenda Management System from Granicus • Utilize Gravity Platform for budget planning • Launch new library website, utilizing the subsite feature in Granicus

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 Maintain Police Department Accreditation status	• Maintain Accreditation compliance and continuous improvement • Promote community-engaged policing practices that foster trust, communication, and collaboration between law enforcement and residents • Strengthening community policing initiatives to enhance cooperation and mutual accountability • Promote a "See Something, Say Something" culture to encourage community reporting and shared responsibility for public safety • Partner with County and State law enforcement agencies as force multipliers to ensure timely compliance with City ordinances and Florida State Statutes • Utilize advanced surveillance technology and crime data analysis to identify high-risk areas and deploy resources strategically • Establish clear Key Performance Indicators (KPIs) to measure the effectiveness of crime prevention and community engagement strategies, and adjust tactics based on data-driven outcomes • Invest in ongoing training and professional development for law enforcement personnel in community engagement, de-escalation techniques, mental health, quality of life	• Compliance with audit standards • Reduction in key crime statistics • Increased attendance at City-sponsored events • Observable growth in pedestrian activity and economic vitality in the downtown area • Strengthened community trust and improved perceptions of safety • Measurable improvements in service referrals and diversion outcomes for individuals experiencing mental health or substance abuse challenges	**Accreditation** • Conduct annual internal audits of all accreditation standards • Assigned an accreditation manager to maintain and ensure compliance • Annually review and update all General Orders • Prepare for CFA assessments • Maintain organized proofs of compliance in accreditation software **Downtown & High-Activity Areas** • Maintain dedicated beat patrols in Downtown and Sims Park during peak activity periods to enhance safety and public confidence • Downtown Problem Solving Unit (DPSU) initiated to address needs and issues specific to the downtown areas **Anti-Prostitution Initiatives** • Continue street-level surveillance and online enforcement initiatives targeting prostitution-related activity • Conduct proactive suppression strategies, including undercover operations • Collaborate with local business owners and managers to promptly report and deter prostitution-related activity

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
		concerns and modern crime prevention strategies		• Continued collaboration with the County and other agencies to conduct operations that target prostitution and other crimes **Drug Enforcement Strategies** • Continued targeted drug trafficking enforcement operations, including surveillance initiatives and the strategic use of K-9 units • Utilize social media platforms to inform the public of enforcement outcomes • Continue working with PSO and FDLE to address illegal drug activity • Hire a second social worker to work with the police department's LIFT Team • Continue to 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 • Transition from Verra Mobility to Red Speed USA for our Red-Light Traffic Safety Camera program. • Implement Red Speed USA School Zone Speed Camera Traffic Safety 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
Invest in Infrastructure	• 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 n critical city facilities	• 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 • 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 • Ensure all required annual inspections are conducted and thoroughly documented to maintain compliance and support operational accountability	• 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 • Passing internal and external inspections	• 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. Beginning with the complete modeling of the existing sewer collections system • 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 Utility Revenue Sufficiency Analysis • Wastewater Treatment Plant Refurbishment Project • Complete the Fire Station No. 1 Hardening Project • Complete UT 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
				• Develop Smart LED streetlights in the downtown area • Implement the CDBG-CV Sidewalk Project • Conduct and document annual inspections • Improvements and Lighting upgrades to Acorn Street • Complete the Grand Boulevard Multi-Use Path Project

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Promote Environmental Stewardship	• Renew our natural environment to ensure sustainability for future generations • Implement projects in a more sustainable fashion when possible	• 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 • Encourage resilient Coastal Cottage product in flood-prone areas • Develop and implement diverse environmental education, volunteer and	• 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 • Number of participants in	• 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 • Expand the Adopt-A-Tree Program and increase the City's Reforestation Program • Hydrocarbon Testing for the Pithlachascotte River • Continue Stormwater Best Management Practices

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
		outdoor recreation programs that foster community awareness, conservation practices, and appreciation of natural resources	environmental education programs offered	• 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	• Professionally serve those who live in, work in, or visit the city • Providing respectful, high quality service and assistance	• 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 the Wellness Committee and Safety Committee • Empower employees to optimize their roles and improve both city and departmental operations/functions • Develop mandatory employee training programs specific to city/department operations • Provide appropriate equipment and technologies to ensure efficiency and customer driven service standard • Continue to support Tuition Assistance Program • Increase utilization of employee benefits	• Results of Customer Service Questionnaires • Trend of application submittals and volume • Employee turnover trends by department • Position vacancy rate • Exit and stay interview results • Review of benefit plan utilization and trends • Track utilization and participation reports • Decrease in Worker Compensation claims and accidents	• Update city policies and incorporate trending practices to meet the needs of today's workforce • Strive to increase utilization of 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 • Create an electronic employee evaluation system to capture 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. (Coffee with the City Manager program) • 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

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
		• Conduct quarterly risk management reviews to identify and analyze claim trends which will enable proactive mitigation strategies and improved risk management outcomes		• Promote Employee Suggestion and Awards Board Program • Provide educational programs and services to assist employees • Enhance Employee Recognition and Anniversary Program (e.g. Public Service Recognition Week, Summer Picnic, Holiday Lunch) • Expand employee activity events • Provide expanded education and resources for medical, financial wellness, and self-care components to support overall employee well-being • Identify claim trends • Provide enhanced safety training for key departments, and create a safety culture throughout all city departments

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	• Maintain an active and connected Downtown area	• 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 spaces
		• Expand public transportation opportunities
		• Encourage upper-floor residential grants to mobilize the establishment of more downtown residential units
			• 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
			• Number of in-person visits to businesses
				• 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
				  ○ Acorn Street
				  ○ Railroad Square Project
				  ○ Grand Blvd. Bumpouts
				• 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 courtyard project on the S.E. corner of Main St. and US Hwy 19
				• Pedestrian business wayfinding signage project
				• Implement the features of DART tracking program by offering real-time location updates through the addition of QR Codes at each DART stop
				• Development of Streetscape Enhancement Projects
				• Implement communications strategy for downtown
				• Schedule visits with businesses each month

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
				• Address additional parking • Establish a public restroom • Add new sidewalks at Main Street and Florida Avenue

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Advance Emerging Technologies	• Enhance City technology systems to support secure data collection, storage, performance management, decision-making, internal communications and data sharing with the community • Enhance police operational capabilities through technology • Building Security improvements	• 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 • Increased usage of current technology investments • Create and launch a publicly accessible, data-driven dashboard to improve transparency, track project progress and support data-informed decision making	• 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 • Increased productivity of staff • Track time savings for tasks completed using AI • Conduct Staff AI tools satisfaction survey	• Implement dedicated fiber network between City facilities • Increase Cyber Security education, training and process controls per legislation • 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

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
	• Establish AI Policy and Governance Framework • Build Staff AI readiness and implement productivity tools • Deploy AI assisted CIP or key projects performance dashboard	• Leverage artificial intelligence (AI) technologies to enhance City operations, improve service delivery, and support data-driven decision-making, while ensuring transparency, equity, and the protection of citizen data		• 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 • Implement testing of Incident response plan • Process improvement to utilize our Tyler ERP software solutions which collect and provide analytics for staff • Collect data analytics utilizing internal and external tools • Integrate access control system to existing software to effectively manage entry • Migrate existing systems to cloud based technology solutions • Conduct systems analysis to provide optimization and improve workflow processes • Analyze and update current Tyler Munis ERP/HRIS system for reporting, usage and efficiency • Evaluate dashboard platforms for compatibility with existing City approved and enabled systems • Map desired CIP and/or key projects to the dashboard and define update protocols • Conduct an assessment to identify eligible departments and evaluate suitable AI-powered productivity tools for implementation • Develop an organizational policy to guide the responsible use of AI technologies while protecting citizen and City data

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
				• Engage other Florida municipalities to explore shared AI Tools, vendor contracts and best practices

Strategy	Objectives ("Achieve X")	Goals ("By doing Y")	Measure ("As measured by Z")	Action Items
Improve Customer Experience	• 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	• 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 owners desiring to make improvements • Review internal processes for improvements	• 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	• 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 • Implement Tyler Citizen Self Service • 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 • Create an American Disabilities Act Transition Plan and implement annual programmatic evaluations for City departments

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
				• Ensure ADA Title II Compliance on websites and published documents. Implement automation tools and training for compliance
Optimize the City's Emergency Preparedness Response and Recovery Services	• 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	• 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 • Increasing technology for emergency response	• 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	• Continue to operate within the Statewide Emergency Response Plan • Continue to operate within the Pasco County All-Hazards Comprehensive Emergency Management Plan and Interlocal Agreement • 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

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
Optimize the Resiliency of the City			• Post event critiques of the response by the City to the emergency incident • Strength of City Disaster Plan • Performance of City operations during EOC activities	• Improvements to the City's designated Emergency Operations Center • Operate utilizing the newly implemented Forerunner Program for damage assessments and recovery services • Integrate Tyler with Forerunner • Complete a city-wide Vulnerability Analysis and Action Plan • Annual assessment of building conditions • Laptop technology for mobile activations • Conduct an Annual Hurricane Expo • Achieved Storm Ready Designation by the National Weather Service