



City of North Richland Hills



2024 Strategic Plan

Mission – Vision

Goals – Objectives – Action Items

July 2024

Report prepared by Pennington Performance Group

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City of North Richland Hills Mission

To promote an exceptional quality of life for our community by being resident-focused, fiscally responsible, and business-friendly.

City of North Richland Hills Vision

To be the standard for transparent, resident-focused, fiscally responsible, business-welcoming municipal government in Texas.



How we want the community to look, feel, and act in the year 2030

- Fiscally sound, resident-focused, business-friendly
- Anticipatory and flexible in how we operate
- Family oriented and child friendly – a city where people choose to live and raise their family
- Welcoming – we feel like a community
- Quality full service – healthcare, shopping, transportation
- Broad citizen education on and involvement in civic affairs
- Ages well/gracefully – continued investment in the community
- Suburban community with urban access amenities
- Excellent value for the cost of living in NRH

Our community will appeal most to people who value:

- Being part of a community. They appreciate and are good neighbors.
- A community with predominantly single-family homes that has pockets of other types of housing where appropriate.
- A conservative lifestyle and traditional values.
- An active lifestyle and like the feel of NRH.
- A great place to raise a family
- A city government that is always looking to improve.
- Quality education
- Convenience and a high level of service.
- A municipal government that is resident-focused, transparent, and welcoming to businesses that enhance the community

North Richland Hills Strategic Goals

(Established July 2024)

- Drive operational excellence into every area.
- Become easier to do business with.
- Steward the public's money well.
- Be a great place to work.
- Revitalize neighborhoods and commercial corridors.
- Engage residents to enhance connection with the city and their neighbors.
- Improve safety, security, and infrastructure every day.

Note:

- Objectives that follow are staff generated in keeping with the "Staff rows the boat" philosophy.
- Second level bullets are action items. and reviewed every 2 years in North Richland Hills. This is in keeping with the "Staff rows the boat" philosophy.
- Objectives and action items are confirmed through the budget process.
- Priorities are based on feedback from Council on most important issues to address in the planning cycle. Priorities provide guidance to staff on where to devote energy and resources based on disruptions.
 - Important: Critical to accomplish.
 - Medium: Important but not critical.
 - Low: Do if time and resources allow.
- Council receives regular updates on progress toward objectives.

North Richland Hills Objectives

DRIVE OPERATIONAL EXCELLENCE INTO EVERY AREA.

HIGH PRIORITY OBJECTIVES:

- Create and reinforce a continuous improvement mindset that seeks to drive efficiency and effectiveness into every area of the operation and make the best use of resources.
 - Conduct a staff reorientation that shares our focus on continuous improvement.
 - Create an electronic employee suggestion box to solicit ideas for efficiency improvement and cost savings.
 - Publicize and celebrate operational excellence wins to build momentum.
 - Create an incentive program for suggestions that result in improved efficiency or cost savings
- Implement continuous improvement tools and techniques.
 - Complete Lean Six Sigma yellow/green belt certifications
- Equip team members with tools and training to measure and improve effectiveness and efficiency.
 - Conduct performance/outcome measure training with directors
 - Create measures directly related to strategic objectives
- Develop the *NRH Standard* to define and describe expectations for operational excellence in each service area.
 - Every department and service area establish objective measures for efficiency and effectiveness that will be tracked regularly.
 - Implement measurement processes and tools.

MEDIUM PRIORITY OBJECTIVES:

- Create and establish an organizational analysis and development function/process and team to be the primary driver of continuous improvement in the city.
- Create and establish an employee academy and resource kit that can be used with new hires to teach them the NRH Standard.

City Council Committee on Efficiency

The North Richland Hills City Council and city staff are committed to ensuring that city government operates efficiently and effectively for the benefit of residents and businesses. To advance this commitment, the Council has established a City Council Committee on Efficiency, appointing three of its members to work alongside the newly formed staff [NRH LINKS Unit](#). Together, they will identify and implement improvements that enhance service delivery, streamline processes, and maximize taxpayer dollars.

The NRH LINKS Unit is focused on driving efficiency across all city operations. Comprising staff from multiple departments, the unit is actively engaged in Lean Six Sigma training to refine problem-solving and process improvement skills. Additionally, efficiency audits are already underway for three city departments, with more planned in the future.



BECOME EASIER TO DO BUSINESS WITH.

HIGH PRIORITY OBJECTIVES:

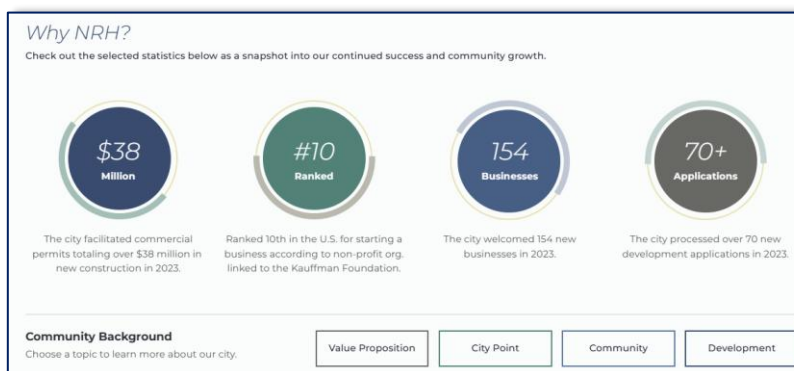
- Evaluate resident-facing processes and regulations and create a list to be revised to improve processes and/ or processes that can be eliminated.
- Streamline application processes for all resident-facing functions based on evaluation.
- Provide a follow-up survey opportunity after each customer interaction.
 - Consider placing survey link in email signature to promote feedback.
- Create a process improvement advocate for every department.
- Create one- page documents that clearly communicate processes along with info graphics
- Identify and understand each department's role in various processes to ensure cross department communications that lead to the best outcome for customers
 - Break down walls/silos between departments.

MEDIUM PRIORITY OBJECTIVES:

- Integrate innovative technology in every department to gather customer feedback and improve ease of doing business. Consider:
 - Self-service options for customers
 - Solicit feedback with every interaction (Phone, In-person, Online)

LOW PRIORITY OBJECTIVES:

- Establish a customer service concierge for all customer interactions.
 - Crosstrain staff to be subject-matter experts to effectively provide information and connect citizens to the correct department.



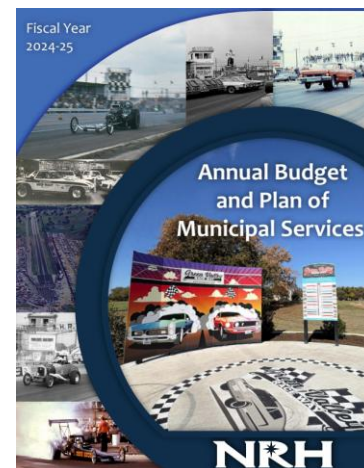
STEWARD THE PUBLIC'S MONEY WELL.

HIGH PRIORITY OBJECTIVES:

- Continually improve financials policies and procedures based on best practices.
- Collaboratively develop a long-term financing strategy for capital needs (debt vs. pay-as-you-go).
 - Complete a water rate study
- Revise the 10-year improvements CIP
 - Maximize the benefit of public funds through effective cash flow management.
 - Conduct targeted, credible efficiency audits of City operations with the goal of maintaining or improving service levels with fewer resources.
 - Increase collaboration with the community in the budget development process.
 - Go beyond compliance as the minimum standard for determining the best use of public funds. Set a higher standard for transparency and stewardship. Treating budget as financial scope document. Best highest use of dollars across the city.

MEDIUM PRIORITY OBJECTIVES:

- Emphasize understanding of municipal budget through public education and input into budget development. Implement Budget Road Shows and other communication activities.
- Educate the public on how the city manages its finances:
 - Capital cost plan
 - Pay as you go and debt service plan
 - Budget preparation
 - Cost accounting



BE A GREAT PLACE TO WORK.

HIGH PRIORITY OBJECTIVES:

- Utilize technology and tools for recruiting candidates.
 - Evaluate and present options for technological enhancements which make the application process easier and provides more information to job seekers.
 - Use social media to promote job openings and the City's culture to attract potential candidates.
 - Conduct online skill assessments and pre-employment testing to evaluate candidates' capabilities and fit for the City's culture.
 - Analyze recruitment data to understand trends, improve processes, and make informed decisions about hiring strategies.
 - Implement onboarding platforms to streamline the process of bringing new hires into the City, ensuring they have access to necessary information and training from day one.
- Celebrate successes internally and externally.
 - Acknowledge employee achievements during department staff meetings, City newsletters, special recognition events, and on all forms of social media.
 - Regularly recognize employees for outstanding service and achievements.
 - Create a "Wall of Fame" in City Hall to display photos and achievements of top performing employees.
- Adapt the culture to focus on operational excellence, continuous improvement, and serving **NRH** citizens.
 - Provide opportunities for professional development and career growth for employees who excel in their positions.
 - Offer successful employees the chance to mentor others, acknowledging their expertise and leadership skills.
 - Foster a culture of open and transparent communication where employees feel comfortable sharing ideas and feedback.
 - Develop an efficiency incentive program.
 - Encourage a healthy work-life balance.
 - Encourage and facilitate employee participation in community service and volunteer activities.

MEDIUM PRIORITY OBJECTIVES:

- Utilize cross-departmental kudos to celebrate small success.
 - Host events such as lunches or parties to celebrate team or City- wide accomplishments.
 - Create more frequent feedback opportunities for employees to tell us how we are doing and what we can do to make their job easier and more enjoyable.
 - Conduct exit interviews with departing employees to understand their reasons for leaving and gather constructive feedback.
 - Use short, quick "Pulse Surveys" to gauge employee sentiment and identify any immediate areas of concern.
 - Enhance the marketing of NRH as a great place to work.
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- Share stories and content that showcase the City's culture, values and work environment on the City's website and social media platforms.
- Highlight policies and practices that support work-life balance.
- Detail the City's comprehensive benefits package offered, including health insurance, TMRS and other benefits.
- Make sure that the "Job Opportunities" page of the City's website is engaging, easy to navigate, and provides a clear picture of what it's like to work in the City.
- Continuously evaluate and upgrade job descriptions.
 - Review and update job descriptions as needed when positions become vacant and prior to the recruiting process.



REVITALIZE NEIGHBORHOODS AND COMMERCIAL CORRIDORS.

HIGH PRIORITY OBJECTIVES:

- Enhance the BIG Program.
 - Engage former recipients of BIG Program funds for feedback on their experiences.
 - Establish a vision and mission statement for a renewed program.
 - Adopt a new program policy document as well as marketing materials. Determine whether to consolidate with enhanced EZ Street program (3.5) or keep separate.
 - Push the revamped program out to targeted businesses first, then all businesses.
- Proactively create incentive packages for desired uses by developers in designated areas.
 - Identify eligible properties and establish economic development agreements.
 - Create a model incentive package that can be used on various properties, seek general direction from Council on target industries and areas.
- Utilize and promote neighborhood and commercial revitalization programs or reinstate in another area or zone.
 - Engage former recipients of NRP funds for feedback on their experiences.
 - Establish a vision and mission statement for a renewed program, reevaluate the minimum thresholds for eligibility of the program and discuss program expansion.
 - Adopt a new program policy document as well as marketing materials.
 - Identify funding source for a reboot of NRP, as previous funds from gas settlement were exhausted in FY23.
 - Push the revamped program out to targeted residential neighborhoods.
- Create and utilize Empowerment zones.
 - Explore other Empowerment Zone opportunities that may not be corridor areas.
 - Determine whether to consolidate with BIG Program (3.2) or keep separate.
- Enhance EZ Streets program & expand in other areas (South of 820)
 - Repeat the inventory and analysis efforts from EZ Streets "Phase 1" to other corridors such as Rufe Snow and Boulevard 26 South (i.e. vacancy rates, code violations, age of structures, etc.).
- Consistently enforce minimum but fair development standards.
 - Process 95% of all repeat offenders in Compliance Court.
- Reduce compliance time for same-type offenses that occur within a calendar year of notification of violation.

- Update the Comprehensive Plan
 - Create a Comprehensive Plan Advisory Committee (CPAC) and initiate the update process. Complete the plan in one year.
 - As part of the Comprehensive Plan update, conduct specific and pointed discussions on what the community's definition and vision of "revitalization" is.
 - Update the Urban Design Plan ("City Image Study")
 - Promote available residential and commercial programs.
 - Increase education and communication about revitalization opportunities by cross-training field staff and preparing informational materials, incorporate into In-Service Training.
 - Create an "Open for Business" campaign and enhance the "ShopNRH" message, letting citizens and businesses know what types of businesses are available.

MEDIUM PRIORITY OBJECTIVES:

- Simplify and ease development standards.
 - Create one or multiple Corridor Overlay District(s) with scaled-back development standards.
 - Apply and enforce minimum but fair standards appropriate to the context of the neighborhood.
 - Explore use of Special Exception Permits for Zoning Board of Adjustment consideration.
 - Consolidate and simplify straight zoning district standards where needed.
 - Improve the table of permitted uses with clear terminology and consistency with land use policies, including definitions for all land uses.
 - Restructure the off-street parking standards to align with updated land use tables, including options for parking alternatives such as shared parking
 - Streamline and update administrative procedures related to zoning changes, site plans, variances, and other applications.
 - Update architectural design standards to provide greater flexibility in design options, with a focus on context-based incentives and standards for infill and redevelopment areas.

LOW PRIORITY OBJECTIVES:

- Revise and focus code enforcement process on repeat violators more than one-off violations. Show understanding early.

ENGAGE RESIDENTS TO ENHANCE CONNECTION WITH THE CITY AND THEIR NEIGHBORS.

HIGH PRIORITY OBJECTIVES:

- Encourage Good Neighbors
 - Expand Fix It Blitz to twice a year.
 - Include a "What have you done to help your neighbor or neighborhood" message in the newsletter.
 - Provide recognition for good neighbor behaviors to residents. Promote "do the neighborly thing."
 - Examine and present ideas on how to encourage enhanced connection between neighbors.
 - Encourage citizen involvement in neighborhood cleanup.
 - Develop an annual "Good Neighbor" award program.
- Expand opportunities to listen and gather feedback from residents.
 - Conduct more surveys to gather citizen input and feedback more frequently (including at City events).
 - Utilize flash vote surveys.
 - Make sure there is always an N/A response options on surveys.
 - Expand in-person engagement in conversations (coffee shop, townhall, etc.)
 - Continue in person engagement at HOAs and National Night Out.
 - Be proactive about city officials and staff speaking at HOAs and other community organizations.
 - Create a plan for the Council to be proactive about visiting businesses and neighborhoods.
 - Create a "You Spoke, We Listened" section on the website or in the newsletter to follow through publicly on surveys and feedback.
- Inform and educate residents about what is going on in the community
 - Continue paper newsletters/ Explore a way for residents to opt out of print newsletters.
 - Implement the NRHTX app.
 - Explore live streaming all Boards & Commissions meetings.
 - Continue communications and promotions for community events on all channels.
 - Encourage citizen involvement in the Citizen's Academy.
 - Explore push notifications for communication with residents.
 - Provide informational booths and materials at City Events.
 - Create a Department Spotlight social media campaign.

LOW PRIORITY OBJECTIVES:

- Explore a way for residents to opt out of print newsletter.
- Examine how to encourage enhanced connection between neighbors.



IMPROVE SAFETY, SECURITY, AND INFRASTRUCTURE EVERY DAY.

HIGH PRIORITY OBJECTIVES:

- Explore new funding strategies for safety, security, and infrastructure, including grant opportunities.
 - Office of Emergency Management (OEM) to further assist other non-public safety departments with pursuing grant opportunities.
 - The Police Community Resources Division will seek grants that enhance public safety's abilities to better serve residents.
- Enhance preventative maintenance strategies.
 - Track costs and improve documentation of preventative maintenance activity.
 - Continue Park Conditions Assessments.
 - Improve Fleet Replacement Assessment Process.
 - Evaluate Fleet Inventory Software and Replacement Schedule Process.
 - Continue to use technology to help with city owned equipment for preventative maintenance programs.
- Enhance community safety outreach programs-open houses, academies, social media.
 - Schedule Bike & Trail Open House (Hike & Bikes) and Family- oriented Bike Safety Day.
 - Public Works will create single page document of safety education material for distribution and social platforms "easily digestible info".
 - Consider "Road Shows" for more than just Budget season.
 - Fire will continue Open House(s) and Citizens Fire Academy (CFA)
 - Police will continue National Night Out, Citizen's Police Academy, and Cop-sicles; Expand on open house events and community classes such as Scam Savvy, Women's Self Defense, CRASE, etc.
 - Emergency Management: Continue quarterly Continuing Education (CE) trainings and engagement throughout the year for the Community Emergency Response Team (CERT) and look at hosting an emergency preparedness fair, either stand alone or in unison with another event such as Fire Department Open House.
 - Public Safety Social Media: Continue development of a comprehensive social media strategy to share safety tips, department updates, and engage with the community regularly.
- Make Police Department recruitment a priority.
 - Develop a targeted recruitment campaign focused on diversity, equity, and inclusion to attract a wide range of candidates.
 - Enhance the department's recruitment website with testimonials.

- Host regular recruitment events, including job fairs, ride-a-longs, informational discussion sessions; participate in other events across the North Texas area and the State.
- Advertise specialized units such as K9, SWAT, drone, etc.
- Human Resources will maintain competitive pay/benefits, consider part-time roles, and flexible scheduling, and evaluate recruiting statistics on a frequent basis.
- Seek innovative ways to bring attention to having a police career at NRH.
- Improve response times by providing resources and updating processes for dispatch.
 - Optimize staffing levels through analysis of data/trends.
 - Implement advanced dispatch software.
- Improve/continue long-range planning (LRP's) for infrastructure.
 - Parks and Recreation Open Space Master Plan (FY25)
 - PARO LRP review and Future Projects
 - AQ Park LRP
 - Golf Course LRP
 - Streets LRP
 - Utility LRP
 - FC LRP
 - Fleet LRP
- Continue involvement with North East Fire Department Association (NEFDA).
 - Continue participation in regional exercises/drills and regional grant opportunities.
 - Attend and host NEFDA-wide trainings, workshops, academies, etc.
- Continue staff training for first responders.
 - Prioritize Unified Command training with Police and Fire.
 - In addition to compliance training/certification requirements:
 - Train on perishable skills
 - Physical skills/fitness
 - Emerging legal and liability issues
 - New trends in the field
- Continue safety training for non-sworn employees.
 - Offer additional training to those employees who wish to go above and beyond, such as Stop the Bleed, active shooter, etc.
 - Create a safety committee with representatives from each department.
- Partner with agencies that share infrastructure (traffic signal enhancement & coordination).
 - Communication with TEXrail, Herzog Maintenance, North Tarrant Express, Texas Department of Transportation (TXDOT), etc.
- Maintain the city's information and technology infrastructure and security.
 - Provide City staff with a robust network infrastructure utilizing latest technologies and security for all data communications.
 - Continuously enhance the city's cybersecurity posture.
 - Monitor network traffic 24x7 to ensure that any anomalies in the data traffic

that could indicate malicious activities or security breaches are addressed immediately.

- Provide Public Safety vehicles a redundant data communication to ensure all calls for service are responded to in a timely manner.
- Provide Cyber Security awareness training to all staff, and address any suspicious emails or data as needed.
- Make sure all applications are updated on a regular and timely basis to achieve latest security enhancements and updated application features and functions.
- Update GIS data layers so all city services are working of the same dataset for all streets and assets
- Expand the Citizen Self Service and Payments web portal

MEDIUM PRIORITY OBJECTIVES:

- Enhance programs & education messaging on community programs available.
 - Emphasize seasonal messaging.
 - Better utilize City Facility messaging/advertising opportunities (NRH Centre and Richland Tennis Center) and the electronic billboards.
 - Enhance lobby signage.
 - Ensure website info is always up to date and post regularly on all social platforms about all community programs.
- Maintenance standard reviews for preventative maintenance efforts
 - Facilities & Construction - Continue use of technology for a comprehensive preventative maintenance program.
 - Parks and Recreation - Preventative maintenance programs that provide insight into equipment replacement plan.
- Creative funding strategies for infrastructure
 - Be in close contact with potential funding agencies such as the North Central Texas Council of Governments (NCTCOG) and regional working groups.
- Continue to build on partnerships with organizations who can help enhance safety and security:
 - Continue training with local partners like Birdville ISO on active shooter raining and lockdown drills; reach out to other schools such as private and daycare facilities and other entities like churches and businesses.
 - When hosting annual emergency training exercise, invite applicable *external* partners to attend and learn with us.
 - Take part in the 2025 Metro X regional training exercise in preparation for the FIFA World Cup coming to North Texas 2026.
 - Look into partnering with entities through creating groups like "Retail Crime Roundtable" or "Hotel/Motel Crime Initiative."
- Improve road safety programs.
 - Reporting programs; quarterly reviews
 - Inter-Departmental Data Sharing
 - Communication with rail systems
- Continue to hold vendors to high standards.

- Develop a "Working with NRH" informational piece that provides potential vendors an overview of professional expectations and standards for departments or projects.
- Promote innovation in the way we provide safety, security, and infrastructure, including cyber security and safety.
 - Execute a cyber-related training exercise with leadership and IT staff (currently scheduled for October 2024) and compile an After-Action Report.
 - Continuity of Operations Planning (continuing and ongoing)
 - Emergency Management: Get off of the Tarrant County Emergency Operations Plan (EOP) and create our own NRH EOP at the next renewal (end of calendar year 2025) to include new risks such as cybersecurity and civil support.
- Enhance staff recruitment for hard-to-fill infrastructure positions.
 - Consider offering competitive incentives such as bonuses/referrals, Centre memberships, and new hire mentorship programs.
- Update long-range plans for safety infrastructure.
 - High focus on comprehensive replacement plans that are strategic in nature and focus on prioritization of equipment and vehicles.

