












# Council Strategic Plan Snapshot **All Statuses**

Data Snapshot as of December 2025

Objective	Status	% Complete	
<b>Goal: Drive operational excellence into every area.</b>			
<b>High Priority</b>			
Continue to 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.	Ongoing	78%	
Provide continuous improvement tools and training that equip team members to measure and improve effectiveness and efficiency.	Ongoing	100%	
Implement continuous improvement tools and techniques.	Complete	100%	
Develop the NRH Standard that describes how we view and implement operational excellence.	In-Progress	25%	
<b>Medium Priority</b>			
Continue process improvements and ordinance reviews	In-Progress	25%	
Explore the feasibility and benefit of establishing a separate process improvement team for the city.	Complete	100%	
Evaluate options for an employee academy and resource kit that can be used with new hires to teach them the NRH Standard.	Not Started	0%	
Establish an organizational development function/process to be the primary driver of continuous improvement in the city.	Complete	100%	
<b>Goal: Become easier to do business with.</b>			
<b>High Priority</b>			
Continue to break down walls/silos between departments.	In-Progress	50%	
Create a process change advocate in every department.	Complete	100%	
Streamline application processes for all resident-facing functions	In-Progress	25%	












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<b>Low Priority</b>			
Establish a customer service advocate/concierge for all customer interactions.	Not Started	0%	●
<b>Medium Priority</b>			
Implement an incentive/recognition program for ideas that make us easier to do business with based on criteria such as: (added 2024)	In-Progress	50%	●
Integrate innovative technology in every department to gather customer feedback and improve ease of doing business. Consider	In-Progress	10%	●
Solicit feedback with every interaction (Phone, In-person, Online)	In-Progress	10%	●
<b>Goal: Steward the public's money well.</b>			
<b>High Priority</b>			
Develop long-term budget and debt strategy that considers future changes mandated by the Texas Legislature.	In-Progress	10%	●
Plan for next year's budget and potential revenue challenges	In-Progress	10%	●
Continually improve financials policies and procedures based on best practices.	Ongoing	50%	●
Collaboratively develop a long-term financing strategy for capital needs (debt vs. pay-as-you-go).	In-Progress	5%	●
Maximize the benefit of public funds through effective cash flow management.	Ongoing	100%	●
Conduct targeted, credible efficiency audits of City operations with the goal of maintaining or improving service levels with fewer resources.	In-Progress	62%	●
Continue to increase collaboration with the community in the budget development process.	Ongoing	50%	●

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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.	In-Progress	50%	
<b>Medium Priority</b>			
Increase NRH revenue sources by creating a tourism strategy and office (Destination / Marketing Organization Management)	In-Progress	0%	
Emphasize understanding of municipal budget through public education and input into budget development. Implement Budget Road Shows and other communication activities.	Ongoing	50%	
Educate the public on how the city manages its finances	Ongoing	100%	
<b>Goal: Be a great place to work.</b>			
<b>High Priority</b>			
Utilize technology and tools for recruiting candidates.	In-Progress	80%	
Celebrate successes internally and externally.	Ongoing	50%	
Adapt the culture to focus on operational excellence, continuous improvement and serving NRH citizens.	Ongoing	50%	
<b>Medium Priority</b>			
Utilize cross-departmental kudos to celebrate small success.	Ongoing	25%	
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.	In-Progress	50%	
Enhance the marketing of NRH as a great place to work.	Ongoing	50%	
Continuously evaluate and upgrade job descriptions.	Ongoing	50%	

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<b>Goal: Revitalize neighborhoods and commercial corridors.</b>			
<b>High Priority</b>			
Enhance the BIG Program	In-Progress	15%	
Proactively create incentive packages for desired uses by developers in designated areas.	Ongoing	50%	
Utilize and promote neighborhood and commercial revitalization programs or reinstate in another area or zone.	Ongoing	25%	
Create and utilize Empowerment zones.	In-Progress	50%	
Enhance EZ Streets program & expand in other areas (South of 820)	Not Started	0%	
Consistently enforce minimum but fair development standards.	Ongoing	50%	
Reduce compliance time for same-type offenses that occur within a calendar year of notification of violation.	Complete	100%	
Update the Comprehensive Plan	On-Hold	0%	
Promote available residential and commercial programs.	Ongoing	100%	
<b>Medium Priority</b>			
Develop vision and plan for NRH owned Smithfield property	In-Progress	10%	
Simplify and ease development standards.	Ongoing	50%	
<b>Goal: Engage residents to enhance connection with the city and their neighbors.</b>			
<b>High Priority</b>			
Engage residents even more for involvement and participation.	Ongoing	50%	
Encourage Good Neighbors	Ongoing	100%	

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Objective	Status	% Complete	
Expand opportunities to listen and gather feedback from residents	Ongoing	50%	●
Inform and educate residents about what is going on in the community	Ongoing	50%	●
<b>Medium Priority</b>			
Increase resident education and communication (explainer videos, town halls, etc.	In-Progress	5%	●
Create a series of videos called NRH University, videos for the Citizen Civic Academy instead of in-person due to conflicts with bond committee next year	Not Started	0%	●
Maximize/communicate existing services to seniors including role of the Advisory Board and potential for the future	In-Progress	10%	●
<b>Goal: Improve safety, security, and infrastructure every day.</b>			
<b>High Priority</b>			
Technology upgrades (catching up with technology, AI, etc.)	In-Progress	15%	●
Explore new funding strategies for safety, security, and infrastructure, including grant opportunities.	Ongoing	0%	●
Enhance preventative maintenance strategies.	Ongoing	50%	●
Enhance community safety outreach programs — academies, social media.	Ongoing	50%	●
Make Police Department recruitment a priority.	Complete	100%	●
Improve response times by providing resources and updating processes for dispatch.	Complete	100%	●
Improve/continue long-range planning (LRP's) for infrastructure.	Ongoing	0%	●
Continue involvement with North East Fire Department Association (NEFDA).	Ongoing	100%	●
Continue staff training for first responders.	Complete	100%	●

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Objective	Status	% Complete	
Continue safety training for non-sworn employees.	Complete	100%	●
Partner with agencies that share infrastructure (traffic signal enhancement & coordination).	Ongoing	0%	●
Continue to maintain the city's information and technology infrastructure and security	Ongoing	100%	●
<b>Medium Priority</b>			
Update the NRH website (make is more user friendly similar to the NRH App)	In-Progress	10%	●
Multi-family and hotel code enforcement and increased law enforcement presence	In-Progress	10%	●
Enhance programs & education messaging on community programs available.	Ongoing	10%	●
Maintenance standard reviews for preventative maintenance efforts	Complete	100%	●
Creative funding strategies for infrastructure	Not Started	0%	●
Continue to build on partnerships with organizations who can help enhance safety and security:	Ongoing	50%	●
Improve road safety programs.	Ongoing	50%	●
Continue to hold vendors to high standards.	Ongoing	100%	●
Promote innovation in the way we provide safety, security, and infrastructure, including cyber security and safety.	Ongoing	50%	●
Enhance staff recruitment for hard-to-fill infrastructure positions.	Ongoing	50%	●
Update long-range plans for safety infrastructure.	Ongoing	10%	●