



City of New Port Richey Strategic Plan	JANUARY 17, 2012
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“Directions 2012” is a call to action from New Port Richey’s leadership for a Vision Platform and some clear direction for the City’s Management Team. The retreat held in June of 2011 focused on the City’s Values, Purpose, Envisioned Future and Critical Result Areas. City staff has collaboratively worked to develop the attached strategic goals with the staff, financial and time resources needed to accomplish them.

*“New Port Richey:
The Best of Tampa Bay”*

Developed by City Manager and Management Team

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BACKGROUND

“The fiscal sustainability of the City, through cost containment and economic recovery, is not just an issue for elected officials, the city manager, City Department Heads and the City staff, but the community as a whole”

The City’s major goal is simple: to make the strongest possible recovery from the most severe national recession our country has faced in the post-war era. As we all know, a strong and speedy recovery is not inevitable for New Port Richey. It is going to take planning, dedication, and timely implementation.

New Port Richey is a great community, but it is experiencing: severe economic challenges, changing crime patterns, drug problems, high unemployment, declining demographics, a very high level of foreclosures, increased service demands, federal mandates, decreased revenues, decreased tax base, and the impacts of Amendment #1.

The General Fund is the primary fund from which general government services are to be provided. New Port Richey is unusual in that almost the entirety of the City is covered by a Community Redeveloped Area, which results in the capping of increases in property taxes to support the General Fund.

The City also has a history of utilizing the CRA, Utility and Storm Water Fund to provide significant support to the General Fund. As of this date the CRA and Storm Water Fund are no longer in a position to subsidize the General Fund. In fact the General Fund is going to need to subsidize the CRA in the very near future.

With this and other background information provided to City Council a Visioning and Goal Setting Session was held on Saturday, June 18, 2011 at Peace Hall. Prior to this, City Departments had set organizational goals and objectives for 2011/2012, which was the beginning of efforts to take more control over the destiny of the City. The session was facilitated by Interim Human Resource Director/Consultant Steve Rosenthal. All members of the City Council were in attendance along with representatives from all City departments. Prior to the session, department heads had gone through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis in order to assist the City Council in preparing for the session.

A number of items and issues were decided at this session: Organizational Core Purpose; Delineating A Core Ideology – Core Values and A Core Purpose; An Envisioned Future; and Most Importantly Critical Result Areas. This information was invaluable as we worked through the 2011/2012 Annual Budget Process and with the success of the City’s development of its first Comprehensive Capital Improvement Program (CIP) for FY 2011/2012-FY2015/2016. This document is currently serving as an excellent tool in deciding on grant applications. A number of grants are being discussed and planned for at this time. Some will be applied for with in-house staff and others will be done by consultants for the City. As you will recall a small budget was set aside in the Development Department for assistance in the procurement of outside grant monies.

The Strategic Plan was developed by the management team and is based on the direction received from the Council at the Visioning and Goal Setting Session which was held on Saturday, June 18, 2011. The importance of strategic planning has never been more important based on the changed economic environment (see page 6). Our efforts are guided by what is known as “Pareto’s Principle or 80/20 Rule” having to do with the vital few and the trivial many”, the principle that 20 percent of something are always responsible for 80 percent of the results.” This principle recognizes that not all things can be worked on at the same time and that it is important to decide what the most important items are to focus on is critical especially with decreasing staff and budgets.

The Council Strategic Plan is no doubt aggressive, but based on the City’s current fiscal condition and future outlook, we can’t afford to not do everything we can to achieve a better tomorrow. At the same time it must be remembered that similar to an iceberg at least 80% of the work performed by City staff is below the surface and not visible to the public.

The Council Strategic Plan is intended to serve as a “road map for the next year” with the steps necessary to “prepare the City for the Green Flag” and the desired destination of an economically prosperous community. The analogy of preparing for the ‘Green Flag’ refers to an article that was previously discussed by City Council: “Preparing for the Green Flag: Positioning Your City for Economic Recovery” written by Lance Decker.

Following this background information is a visual representation of the strategic planning process model. This document is highlighted at the top of the triangle, which is denoted as Council Strategic Plan. The level below or Management’s Organizational Goals which are what the staff initiated in 2011. (I.e. goals for each department) These goals are currently being reworked for inclusion in the 2013 Annual Budget. I will provide my goals for Council’s review at the appropriate time for your input later this spring.

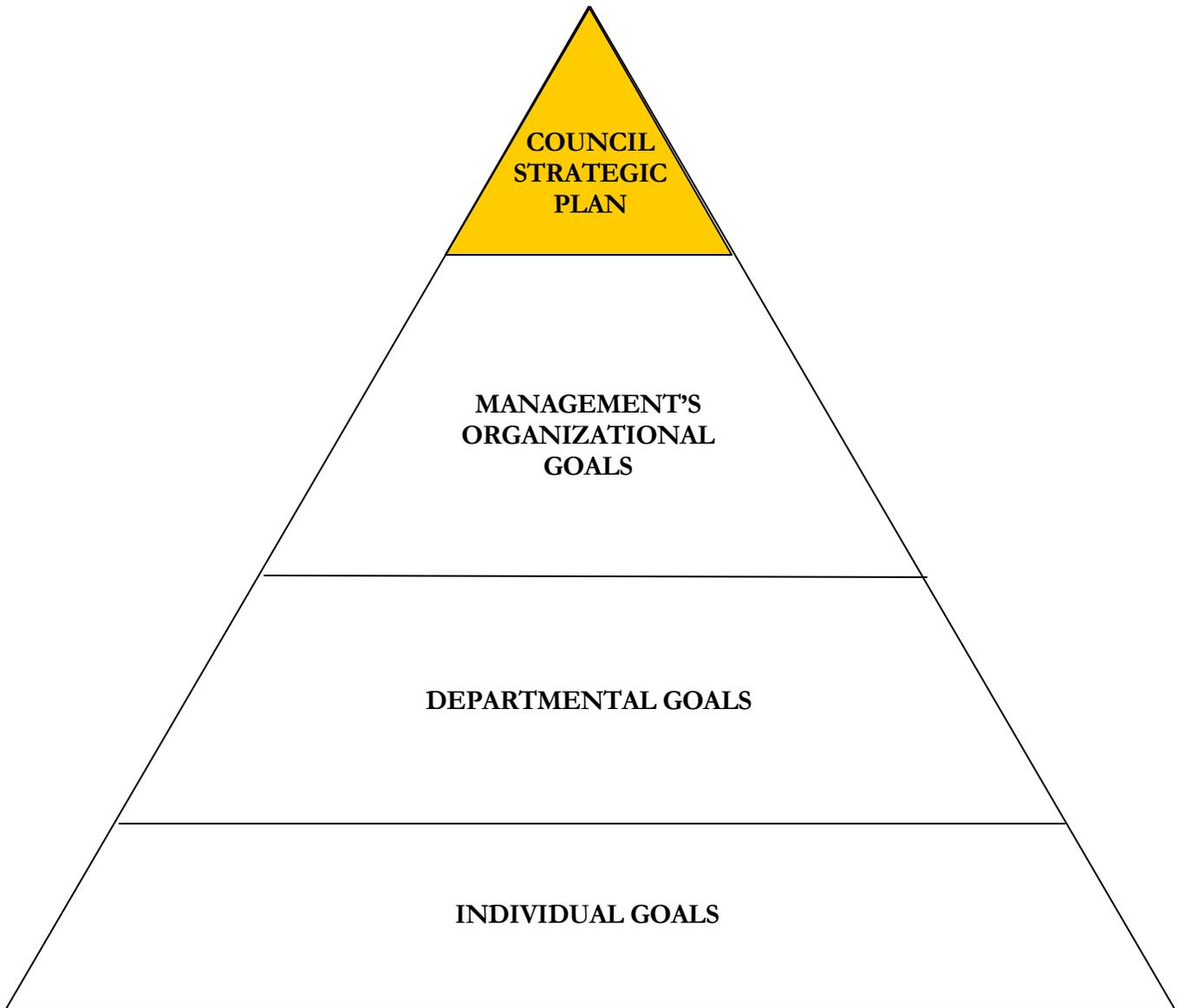
Inclusion in the 2013 Annual Budget of organizational and departmental goals will provide additional accountability to City Council and the public in that we will be adding a program orientation on top of the standard line item budget. It will also help us achieve one of management’s goals which is to ultimately receive the Government Finance Officers Association (GFOA) Award for the City’s Annual Budget. The City has for many years received the GFOA Award for the CAFR. From managements perspective the Annual Budget Award is more valuable than the CAFR Award, even though both are great accomplishments.

These “targets” or objectives are how we will measure the accomplishment of the “Critical Result Areas” or goals that were set by Council:

- To maintain, and enhance where possible, the quality of life enjoyed by citizens.
- To increase proactive redevelopment efforts included in the soon to be adopted 2012 CRA Master Plan, based on the 2011 Strategic Redevelopment Action Plan.
- To increase the fiscal sustainability of the City of New Port Richey in a manner that enables the City to provide the services they have come to expect from the City.
- To increase economic development opportunities through the hiring of an Economic Development Manager and collaboration of existing staff.
- To increase the utilization and protection of the City’s many natural and historical assets.

One of the characteristic marks of our City employees is dedication to public service. Implementation of the 2012 Strategic Plan will be the responsibility of the New Port Richey staff who will rightfully take pride in doing this work. The goals and objectives included in the 2012 Strategic Plan are truly, and out of necessity, only a small percentage of the work completed by **the city employees**.

STRATEGIC PLANNING PROCESS



THE CHANGING ECONOMIC ENVIRONMENT FOR LOCAL GOVERNMENTS

The “New Norm”

- The economy will not automatically rebound
- Revenue sources are realigning, possibly permanently
- State and County are in deep financial trouble
- Short-term fixes won't bridge the gap anymore
- Structural change is coming

“2012 New Port Richey Strategic Plan”

I. Delineating a Core Purpose *“New Port Richey: The Best of Tampa Bay”*

II. Delineating a Core Ideology - Core Values and a Core Purpose

Stating Our Core Values

a. Effective

Create effective, efficient, and economical solutions using best practices in the provision of quality-of-life services for our citizens’ health, safety, and welfare.

b. Integrity

Act with honor, honesty, and sincerity to create trust between ourselves and our community.

c. Leadership

Courage to lead from the front, and shape the future of our City with care, kindness, and professionalism.

d. Communication

Communicate within our organization and the community to build partnerships and teams for the betterment of our citizens.

e. Continuous Improvement

Institute a continuous improvement program where processes and methods are continuously examined, with the emphasis on improvement, by all employees.

f. Partnerships

Encourage more and better partnerships with citizens, citizens groups, businesses, other institutions, and organizations both within the City and Pasco County.

III. Create an Envisioned Future – Where we want to go. Looking ahead twenty years to what we want our City to become:

“We will build a Renaissance city that, in the future, will provide our citizens with cultural and leisure activities such as fairs, festivals and markets, the arts, green space, exceptional educational facilities, which spin off business opportunity, public/private partnerships, and diverse economic activity.

“Coming in from an improved, tree-lined U.S. 19, we find a safe, clean, family - and pet-friendly city that is a regional destination - with open spaces, shaded walking areas, a vibrant mixed-use downtown with low vacancy rates, sidewalk cafés connected to newly-paved streets, pedestrian and bike trails, bustling activity around the historic Hacienda Hotel, interactive fountains, and many scenic views of our river, in harmony with our natural environment.

“Our people own their homes, love their neighborhoods, celebrate their cultural diversity, are engaged in volunteering and community activities, and are truly appreciative of our excellent police, fire, EMS, and other innovative City services. We have showplace City destinations focusing on our history, our marine education center on the river, our library/arts/cultural center, and our high-tech, green, and modern business district.

“Our retail areas have the coolest businesses, which create a popular pedestrian shopping area that appeals to all ages. Our citizens are happy, joyful, engaged, educated, fully-employed, and connected to each other and to our participatory and open government, which provides an unparalleled quality of life.”

V. Critical Result Areas

- Financial Sustainability

- Enhanced Quality of Life

- Redevelopment

- Economic Development Opportunities

- Nature and Historic Preservation

VI. City Strategic Goals
Staff Initiatives to Address Council Critical Result Area

Goal #1

To maintain, and enhance where possible, the quality of life enjoyed by citizens.

OBJECTIVES

- A. Complete Main Street Widening Project between Congress Street and Rowan Road.
Owner(s): **Robert Rivera**, Sherman Applegate, and Lisa Fierce
Timeline: Substantial completion by end of March, with final completion July 1, 2012
- B. Conduct scientific community survey to gain valid information from New Port Richey citizens as to their perceptions of City service delivery priorities. (Support Budget and Policy Development)
Owner(s): **Lisa Fierce**, James Steffens, Susan Dillinger, and Elaine Smith
Timeline: March 1, 2012
- C. Reinvigorate and empower existing City Boards and Committees through evaluation of existing mission statements, accomplishments over the past year, status of membership, compliance with applicable ordinance(s) and resolutions, and whether there is a process in place to report progress to the City Council.
Owner(s): **Doreen Summers, Susan Dillinger**, Marilyn Mercado, and Lisa Fierce
Timeline: May 1, 2012
- D. Develop a realistic and practical “City Communications Plan” to better inform citizens about their community and encourage their involvement with the City. Implement new City Web-site in order to better market the City.
Owners(s): **John Schneiger**, Ann Scott, Doreen Summers, Jackie Smith, James Steffens, Doug Haag, Alex Onishenko, and Clark Jones
Timeline: June 1, 2012
- E. Continue strong emphasis on Public Safety, with quarterly community meetings with citizen involvement, and Citizens Police Academy/Volunteer Program.
Owner(s): **James Steffens**, Arthur Madden, Marilyn Mercado, Liz Nichols, Sherman Applegate, and Doreen Summers
Timeline: On-going
- F. Hire additional Code Enforcement Officer utilizing CDBG Funds in order to beautify and bring residential and commercial properties into compliance with the City Code.
Owner(s): **Doug Haag**, James Steffens, Steve Rosenthal, and Liz Nichols
Timeline: February 2012
- G. Implement Animal Control Partnership with local advocacy group and cancel contract with Pasco County.
Owner(s): **James Steffens**, Greg Williams, Steve Rosenthal, and Doug Haag
Timeline: April 1, 2012

Goal #1 - CONTINUED

To maintain, and enhance where possible, the quality of life enjoyed by citizens.

OBJECTIVES

H. Monitor and ensure effectiveness of Red Light Traffic Safety Program on U.S. 19.

Owner(s): **Doug Haag, James Steffens**, Tim Exline, and Robert Rivera

Timeline: Periodically

I. Look for public and private grants and alternative revenue sources for all departments focusing on those projects included in the Five-Year Capital Improvement Program. Utilize “Penny for Pasco Funds”, which is the primary City source of Capital Improvement funding as a result of 2014 Sun Setting program. Utilize budgeted funds for grant consultant as necessary.

Owner(s): **Economic Development Manager**, Doug Haag, John Schneider, and **All**

Timeline: On-going

J. Bridge the information gap for community citizens by enhancing city services to 24/7 through the use of digital technologies

Owner(s): **Susan Dillinger**, Doug Haag, Steve Rosenthal, and Clark Jones

Timeline: On-going

Goal #2

To increase proactive redevelopment efforts included per the 2012 CRA Master Plan.

OBJECTIVES

A. Make revisions and amendments to the CRA Redevelopment Plan to include recently developed Strategic Redevelopment Action Plan consistent with the requirements of Florida Statute Chapter 163(3).

Owner(s): **Lisa Fierce**, John Schneider, and Mike Davis

Timeline: Initial Discussion January 10, 2012 @ City Council Work Session

B. City Council to adopt CRA/City Inter-local Agreement that provides a mechanism for General Fund to subsidize CRA tax increment revenues when they are not adequate to cover CRA debt service and then have mechanism for CRA to pay back the General Fund once it returns to fiscal health.

Owner(s): **John Schneider**, Lisa Fierce, and Mike Davis

Timeline: Initial Discussion January 10, 2012 @ City Council Work Session

C. Initiate a small area planning process for the “Grand/Marine District,” which is composed of Community Hospital in conjunction with HCA, neighboring property owners, and businesses to prepare a plan for future adaptive re-use or redevelopment of the area.

Owner(s): **Lisa Fierce**, Tom Kohler, John Schneider, Richard Gehring (Pasco County), and HCA/Community Hospital

Timeline: Spring 2012

Goal #2 - CONTINUED

To increase proactive redevelopment efforts included per the 2012 CRA Master Plan.

OBJECTIVES

- D. Utilizing a Request for Qualifications (RFQ) and Request for Proposals (RFP) to identify a developer to redevelop The Residence at Orange Lake Site (Formerly First Baptist Church) consistent with the CRA Strategic Action Plan recommendation of a multi-family development with a density of 15 units per acre and limited commercial.
Owner(s): **Economic Development Manager, Lisa Fierce**, Tom Kohler, and John Schneiger
Timeline: Initiate December 2011
- E. Pursue “Term Sheet Agreement” with Community Development Partners Inc. for the Hacienda Hotel Project.
Owner(s): **John Schneiger, Lisa Fierce**, and Tom Kohler
Timeline: January 2012
- F. Implement Streetscape Agreement in conjunction with completion of Shell Building. Review and approve Site Plan Submittal and work toward new Development Agreement and ultimate completion of the project.
Owner(s): **Lisa Fierce, Sherman Applegate, Robert Rivera**, Steve Wasson, and Tom Kohler
Timeline: September 30, 2012 for Shell Building and Streetscape
- G. Consider alternative uses of Post Office Property with intent of shedding cost of deteriorating building no longer considered as a part of Hacienda Hotel Plan and making it an economic development asset to downtown.
Owner(s): **Economic Development Manager** and Lisa Fierce
Timeline: Possible Council Workshop in 2012
- H. Continue to work on gaining entitlements required for development of South River Road Church Property consisting of 2.31 acres for a residential density of 10 units per acre as per CRA Strategic Action Plan. (Short-term we continue to look for opportunities to lease this facility so that the City’s assets bring in some revenue prior to implementation of long term plan.)
Owner(s): **Lisa Fierce** and John Stansbury
Timeline: On-going

Goal #3

To increase the fiscal sustainability of the City of New Port Richey in a manner that enables the City to attempt to provide the services citizens have come to expect from the City.

OBJECTIVES

- A. Accept the challenge of a General Fund, which is the primary fund from which City services are provided, that appears to lack the revenues necessary to fund services at current levels based on decreasing revenues, increasing costs, and future need to subsidize the CRA over the next five years. Declines in the community population, assessed values, and a CRA that caps growth in revenues in the General Fund are in conflict with the goal of fiscal sustainability. Continuously look for opportunities and strategies to support the solvency of the General Fund over the next five years.
Owners: **Doug Haag, John Schneider**, and all
Timeline: On-going (January 24, 2012 Budget Kickoff)
- B. Complete and review Comprehensive User Fee Study leading to update of user fees as necessary each year beginning in summer of 2012, or as part of 2013 Annual Budget. Follow this procedure each and every year thereafter. Adopt philosophy that assumes that the purpose of user fees is to cover that cost of the service and that in general services for which fees are charged are not to be subsidized by the General Fund, which can no longer afford to do so.
Owner(s): **Doug Haag**, Doreen Summers, John Schneider, and Department Heads
Timeline: May 1, 2012
- C. Review and implement policies and programs recommended as a part of the Recreation & Aquatic Center User Fee and Marketing Study and increase cost recovery percentages to support the fiscal distress of the General Fund. Develop "Action Plan" with a performance schedule following a review by Council and staff.
Owner(s): **Elaine Smith, Doug Haag, John Schneider**, and Ann Scott
Timeline: April 1, 2012
- D. Revise City Streetlight Ordinance in order that assessments are perceived as more equitable by citizens, making it possible to set assessments so as to be able to collect 100% cost recovery. Analyze existing funding gap in the Storm Water Fund in order to substantiate necessary increase to maintain self sufficiency of Storm Water Fund. From an accounting perspective, set up Street Light Fund in a similar independent manner as Storm Water Fund. Meet NPDES Storm Water Permit Requirements. Revise and adopt necessary ordinances, fees, and budgets.
Owner(s): **Doug Haag**, Sherman Applegate, Robert Rivera, and Consultant
Timeline: September 30, 2012
- E. Work collaboratively with Public Safety Unions/Pension Boards to improve sustainability of public safety pensions.
Owner(s): **Steve Rosenthal, Doug Haag**, John Schneider, Alex Onishenko, and James Steffens
Timeline: September 30, 2012

Goal #3 - CONTINUED

To increase the fiscal sustainability of the City of New Port Richey in a manner that enables the City to attempt to provide the services citizens have come to expect from the City.

OBJECTIVES

- F. Review all City owned property and buildings to determine if there are surplus properties for which the City may not need and be able to generate some one-time revenue sources to help maintain fiscal sustainability until the local economy turns around. Schedule a City Council Work Session to discuss. (E.g. Post Office, Second Fire House, and CRA Properties...)
- Owner(s): **Susan Dillinger, Alex Onishenko**, Doug Haag, Lisa Fierce, and Bernie Wharran
Timeline: April Workshop
- G. Have an independent contractor/organization storm hardening assessment completed for the Public Works Warehouse/Fleet, City Hall and Library and conduct an energy assessment of all City owned facilities as part of a “green initiative” to identify energy conservation projects and potential cost savings.
- Owner(s) **Robert Rivera, Susan Dillinger, Mike German, Alex Onishenko**, Sherman Applegate, Lisa Fierce, and Doug Haag
Timeline: June 1, 2012
- H. Proactively decide upon the special events for which City Council will provide in-kind City services sponsorship with maximum not to exceed budget, amend applicable special event and alcohol oriented ordinances, adopt special event rates as part of Comprehensive User Fee Study, amend budget and execute memorandum of understanding with special event organizers.
- Owner(s): **Susan Dillinger, Alex Onishenko**, James Steffens, Sherman Applegate, Doug Haag, and Lisa Fierce
Timeline: March 1, 2012
- I. Records management is a serious issue for the City. A plan needs to be developed to get back with an electronic imaging program that was initiated almost a decade ago by the City Clerk and Development Department. The City’s current system is extremely ineffective, inefficient, and uneconomical. It is also susceptible to destruction with no plan in place for securing of documents.
- Owners: **Doreen Summers, All**
Timeline: Initiate as time permits, with development of long-term plan.

Goal # 4

To increase economic development opportunities through the hiring of an Economic Development Manager and collaboration of existing staff.

OBJECTIVES

- A. Hire Economic Development Manager in early 2012 to assist with economic development/redevelopment projects.

Owner(s): **John Schneider** and **Steve Rosenthal**

Timeline: January/February 2012

- B. Develop economic development/redevelopment page as part of new web-site that assists in marketing City owned and other vacant buildings in the City. Assemble a list of potential incentives the City can offer or help facilitate the procurement of through other agencies. (e.g. Brownfield Incentives, Financing Impact, and Fees)

Economic Development Manager, John Schneider, and Lisa Fierce

Timeline: July 1, 2012

- C. Partner with other organizations interested in the economic development of the community including Greater New Port Richey Main Street, West Pasco Chamber of Commerce, Pasco County Community Development, Pasco County Growth Management and Pasco County Economic Development Council to assist in cultivating a positive image for the City and area.

Owner(s): **John Schneider, Economic Development Manager**, and Lisa Fierce

Timeline: On-going

- D. Develop a realistic and practical City Marketing Plan to promote the Greater New Port Richey Area. Develop unified approach to branding the City, including adoption of branding specifications that help unify City departments and present a more consistent brand for the City.

Owner(s): **John Schneider**, Economic Development Manager, Doreen Summers, and Ann Scott

Timeline: September 1, 2012

- E. Be attuned to opportunities that may present themselves regarding business retention, expansion or recruitment – including development of much stronger relationship with all other local economic development organizations. Do everything possible to support local businesses.

Owner(s): **Economic Development Manager**, John Schneider, and Lisa Fierce

Timeline: On-going

- F. Work with Main Street Organization and West Pasco Chamber of Commerce to develop special events, similar to the City of Dunedin, that focus on recently completed investment in Railroad Square, but are inclusive of other Downtown businesses that wish to participate.

Owner(s): **Economic Development Manager**

Timeline: As time permits

Goal # 4 - CONTINUED

To increase economic development opportunities through the hiring of an economic development manager and collaboration of existing staff.

OBJECTIVES

G. Develop a plan to modernize and update City Land Use Regulations with associated budget for inclusion in 2013 Annual Budget, if not sooner, utilizing services of a consultant. Outdated Land Use Regulations are a hindrance to the positive growth and development of the community. Set Council Work Session to discuss during 2013 Annual Budget process.

Owner(s): **Lisa Fierce**, John Schneiger, and Mike Davis

Timeline: June 2012 Council Work Session

H. Develop NPR Economic Development Summit, in partnership with West Pasco Chamber of Commerce and Greater New Port Richey Main Street later in the year to include all local economic development organizations and businesses once an Economic Development Manager has been hired.

Owner(s): **Economic Development Manager**, Tom Kohler, John Schneiger, Lisa Fierce, and Susan Dillinger

Timeline: Summer 2012

I. Work with Greater New Port Richey Main Street Organization in partnership and accordance with City funding agreement in the areas of **promotions/marketing, economic restructuring**, design and organization to assist in fulfillment of Main Street's mission, as time permits. Support efforts for Greater New Port Richey Main Street to become financially self sufficient.

Owner(s): **Economic Development Manager**

Timeline: On-going

Goal # 5

To increase the utilization and protection of the City's many natural and historical assets.

OBJECTIVES

A. Consider recruiting members to serve on City's Historic Preservation Committee, which has never been activated.

Owner(s): **Lisa Fierce** and Doreen Summers

Timeline: 2013

B. Work to take advantage of City's primary natural asset the River, including Grey Preserve (e.g. outfitter, kayaking).

Owners: **Elaine Smith** and Sherman Applegate

Timeline: 2013

C. Work toward development of City-wide Trail Plan that connects with County-wide Plan. Work to make community more pedestrian and bike friendly.

Owner(s): **Lisa Fierce**, Elaine Smith, and Sherman Applegate

Timeline: 2013

Appendix:

Reviewing Staff-Prepared SWOT Analysis - This document was prepared by the administrative staff to identify Strengths, Weaknesses, Opportunities and Strengths of our City for Council to consider as they focus on identifying the Critical Result Areas (CRAs) for yearly success in making our Vision a reality.

STRENGTHS

- Geography: parks, river, Grey Preserve, and boat ramp
- Sports complex (Plummer's Field)
- Access to Gulf, beaches, and the greater metro area
- Facilities: Recreation & Aquatic Center, Library, etc.
- Recreation and Library programs
- Strong utility systems with low rates / reclaimed water
- Large, mature volunteer base
- Growing hospital "quality"
- Good-quality medical facilities and care (doctors' offices, etc.)
- Good mix of schools inside City limits
- City-owned redevelopment properties
- Public transportation system with numerous routes throughout City
- Historic downtown area, including Richey Suncoast Theater, restaurants, etc.
- Special events and festivals
- Full range of City services
- Attractive home pricing / low cost of living
- City staff
- Small-town character
- Professionally run Council-Manager form of government

WEAKNESSES

- General economics
- City economics (Budget)
- Lack of sense of community
- Lack of identity
- Lack of common vision
- Inertia regarding decision-making
- Irregular City boundaries
- Limited job opportunities
- Lack of economic growth
- High crime and poverty rate
- Poor and aging housing stock
- Rising homeless population/mental health issues/drug and alcohol abuse
- Lack of City marketing
- Property unattractiveness (US 19 corridor and other locations)
- Right mix of business types in downtown
- High percentage of rental properties vs. owner-occupied
- High percentage of multi-family structures
- No Economic Development program
- Lack of community organizations coordination with City
- Loss of large medical presence (HCA)
- Lack of tax base and declining population
- Lack of trails and bike paths

OPPORTUNITIES

- Ability to connect to surrounding bike and trail systems
- Improve public transportation via facility connectivity (Rec. Center and Senior Center), more holidays and evenings
- Partnerships with community, County, organizations, and hospitals
- Improve cultural offerings
- Capitalize on City history
- Quality-of-life enhancements: River (Blue Way), Bike Hub, internal City walking trails
- Update and amend ordinances
- Redevelopment (Hacienda, City properties, and US 19)
- Annexations
- The name “New Port Richey” has a draw from beyond its municipal limits
- Re-branding
- Downtown and riverfront properties

THREATS

- Natural disasters
- Juvenile crime, general crime, and pill mills
- Community Hospital relocation
- Economy/Budget
- Population decline
- Unfunded State mandates
- Legislative impacts
- Lack of staff development monies
- Housing market
- Employment opportunities
- Slowness to change
- Small-town politics
- CRA debt service
- Further property devaluation
- Lack of funds and staffing to provide services
- Lack of ability to sustain quality staff or attract new staff
- Rising insurance costs and pension costs