



# STRATEGIC PLAN

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## FISCAL YEARS 2015 & 2016 FY2015 THIRD QUARTER REPORT

*April 1, 2015 – June 30, 2015*

**Mayor & City Commission**

Ed Braddy, Mayor (At-large)  
Helen Warren, Commissioner (At-large)  
Harvey Budd, Commissioner (At-large)  
Charles Goston, Commissioner (District I)  
Todd Chase, Commissioner (District II)  
Craig Carter, Commissioner (District III)  
Randy Wells, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Carlos Holt, City Auditor  
Ed Bielarski, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
Nicolle Shalley, City Attorney  
Gwendolyn Saffo, Interim Equal Opportunity Director

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## EXECUTIVE SUMMARY

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Gainesville is the largest city in north central Florida with a population of 125,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high-quality municipal services.

At annual strategic planning retreats, the Gainesville City Commission identifies goals and initiatives that reflect the needs of the community. The plan enables the city to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Commission. In order to successfully implement the strategic priorities outlined by the City Commission, the city has drafted a strategic plan that guides the implementation of a systematic strategy to accomplish the City Commission goals through the most cost-efficient allocation of resources.

The City Commission has identified a number of strategic goals that encompass a variety of city services, including public safety, economic development and redevelopment, human capital, governance, infrastructure and transportation, quality of life, the environment and energy, and community partnerships. Each stated goal is supported by a series of initiatives for which progress updates are reported each quarter.

On an annual basis, city government refines its strategic goals and initiatives to ensure that they align with the needs of our residents. Our strategic planning and budgeting processes are linked to assure that the city's budget reflects the city's strategic priorities. Our residents tell us that Gainesville is a great place to live, work, learn and play, and we want to continue to improve Gainesville's livability in these areas.

The City of Gainesville wants our citizens to know that city government is responsive to its citizens and their needs, and that our highest priority is to provide them with appropriate service levels through the implementation of this strategic plan.

**STRATEGIC GOALS AND INITIATIVES FYS 2015 & 2016**

<b>GOAL</b>		<b>INITIATIVE</b>
<b>1. Public Safety</b> <i>Maintain a safe and healthy community in which to live</i>		<b>1.1</b> Create strategies to reduce gang violence <b>1.2</b> Coordinate with all other governing bodies to maximize programs for at-risk youth <b>1.3</b> Develop strategies to improve safety for all modes of transportation
<b>2. Economic Development and Redevelopment</b> <i>Foster economic development and encourage redevelopment</i>		<b>2.1</b> Implement the redevelopment of the GTEC area and former Kennedy Homes sites to foster commercial and residential development in Eastern Gainesville <b>2.2</b> Implement the Strategic Redevelopment Plan for Depot Park and The Power District <b>2.3</b> Position the City to take advantage of innovation economy and implement the plan for innovation zone near UF & other surrounding areas <b>2.4</b> Increase the dollar amount on contracts between the City and small, minority and women-owned local businesses by 10%
<b>3. Human Potential</b> <i>Assist every person to reach their true potential</i>		<b>3.1</b> Continue implementation and engage in the update of the 10 year plan to end homelessness <b>3.2</b> Renew the vision for the empowerment center and identify metrics and best practices for success <b>3.3</b> Improve educational, employment and re-entry opportunities for young persons (up to the age of 24) <b>3.4</b> Work collaboratively with community economic development and workforce partners to attract, retain and nurture a diverse and skilled workforce in order to strengthen the City's overall human capital capacity <b>3.5</b> Address the need for violence prevention through mental health services
<b>4. Governance</b> <i>Measure and improve the cost-effectiveness of government services</i>		<b>4.1</b> Develop a shared governance model within City organization <b>4.2</b> Implement Government 2.0 Strategy <b>4.3</b> Develop tools/metrics for measuring strategies to ensure the economic, environmental, and social sustainability of the City
<b>5. Infrastructure and Transportation</b> <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>		<b>5.1</b> Promote an integrated transportation system that is safe and accessible to all users and supportive of the city's economic development and sustainability efforts <b>5.2</b> Develop a Public Facilities Master Plan
<b>6. Quality of Life</b> <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		<b>6.1</b> Ensure the quality and broad distribution of affordable housing throughout the City <b>6.2</b> Develop a community partnership for long-term clean-up and revitalization of the Cabot/Koppers Superfund site and surrounding neighborhood <b>6.3</b> Identify steps of implementation for the Parks, Recreation, & Cultural Affairs master plan and continued acquisition of conservation land
<b>7. Environment and Energy</b> <i>Protect and sustain our natural environment and address future energy needs</i>		<b>7.1</b> Protect the quality of drinking water in Gainesville <b>7.2</b> Improve the energy efficiency of GRU customers with an emphasis on low income homes
<b>8. Community Partnerships</b> <i>Engage with other governmental entities and community partners to enhance our economic position and plan for future service demand</i>		<b>8.1</b> Develop long-term collaborative plan with BOCC that focuses on efficient delivery of high quality services as City and County demand grows <b>8.2</b> Develop new GRU governance and oversight model and implementation plan <b>8.3</b> Develop coordinated strategy with UF, Chamber and other stakeholders to market manufacturing and small business development

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## STRATEGIC INITIATIVE # 1.1

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### GOAL # 1: PUBLIC SAFETY

*Maintain a safe and healthy community in which to live*

*Legistar #: 140442*

#### INITIATIVE 1.1: CREATE STRATEGIES TO REDUCE GANG VIOLENCE

**Champion:** Tony Jones, Police Chief

**Committee:** Public Safety Committee

### **Fiscal Year 2015 Quarterly Updates:**

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

##### 1) Gang Unit/Gang Task Force Officer

During the last quarter, Officers Marquitta Brown and Jesus Rivera continued to serve as the Department's Gang Investigators. Both officers have extensive investigative experience, knowledge of gangs, and have great rapport with citizens in the community. Officer Rivera represents the Gainesville Police Department on the FBI's Safe Streets Task Force. Officer Brown targeted the Camoe gang members who predominately reside in the Duval neighborhood. She selected thirteen of these juveniles to participate in a Summer Enrichment Program which is designed to keep them busy and away from gang related activity. The program offered courses in computer skills, auto mechanic training, resume building, interview & etiquette, and included a college tour to name a few. The participants were rewarded with a trip to the beach and Aquatica. One of the participants who had dropped out of school was re-enrolled during the program. Another participant who had dreams of attending Santa Fe College, even though he can't read or write, was registered.

##### 2) Gang Resistance Education and Training (G.R.E.A.T.)

GPD's School Resource Officers facilitated G.R.E.A.T. training program in area schools during the past quarter. G.R.E.A.T. is an evidence-based and effective youth gang and violence prevention program built around school-based, law enforcement officer-instructed classroom curricula. It is intended as an immunization against delinquency, youth violence, and gang membership. G.R.E.A.T. trainings were held at Williams Elementary School, Duval Elementary School, Metcalfe Elementary School, Rawlings Elementary School, Stephen Foster Elementary School, Glen Springs Elementary School, Norton Elementary School, Littlewood Elementary School and Terwilliger Elementary Schools. Approximately 450 children successfully graduated from the G.R.E.A.T. programs taught by GPD personnel during May thru June, 2015.

##### 3) Department of Juvenile Justice Re-Entry program

Officer Marquitta Brown continued to represent GPD during monthly DJJ's Re-Entry meetings. This program assists juvenile offenders when returning to the community from state juvenile commitment facilities. During the re-entry conference the returning juvenile offenders meet with Law Enforcement, community providers, parents, case managers, and Juvenile Probation Officers in an attempt to assist the child with returning from confinement. Assessments of the juvenile's physical, psychological and legal needs are established with the involved stake holders assisting in ensuring that these needs are met.

##### 4) Police/Youth Dialogue

GPD facilitated two Police/Youth dialogues and one community summit during this past quarter. Dialogue sessions are designed to promote trust and understanding between youth in the community and Law Enforcement. Community summits are designed to do the same with citizens between the ages of 21 and 30. This group was targeted due to the influence that they have on the youth. The summit is also designed to promote trust and understanding between citizens and Law Enforcement.

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**STRATEGIC INITIATIVE # 1.2**

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**GOAL # 1: PUBLIC SAFETY**

*Maintain a safe and healthy community in which to live*

*Legistar #: 140443*

INITIATIVE 1.2: COORDINATE WITH ALL OTHER GOVERNING BODIES TO MAXIMIZE PROGRAMS FOR AT-RISK YOUTH

**Co-Champions:** Tony Jones, Police Chief;  
Shannon Keleher, Recreation Manager

**Committee:** Public Safety Committee

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

During this past quarter GPD has continued to facilitate and recruited participants for the School to Prison Pipeline. This group consists of representatives from area Law Enforcement agencies, Alachua County School Board employees, Department of Juvenile Justice, River Phoenix Center for Peacebuilding, Teen Court, and the State Attorney's Office.

During the past quarter the group has committed itself to developing a county wide System of Care for area youth. The plans are finalized and are waiting to be implemented.

A new county wide school arrest policy is close to being completed. This new policy is designed to have minor school offences handled via the code of school conduct as opposed to arrests and prosecution through the juvenile justice system. This new agreement will be completed by August 14th.

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**STRATEGIC INITIATIVE # 1.3**

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**GOAL # 1: PUBLIC SAFETY**

*Maintain a safe and healthy community in which to live*

*Legistar #: 140444*

INITIATIVE 1.3: DEVELOP STRATEGIES TO IMPROVE SAFETY FOR ALL MODES OF TRANSPORTATION

**Champion:** TBD

**Committee:** Recreation, Cultural Affairs and Public Works

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The Recreation, Cultural Affairs and Public Works Committee directed staff to sunset this initiative and incorporate the principles into Strategic Initiative 5.1.

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## STRATEGIC INITIATIVE # 2.1

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### GOAL # 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT

*Foster economic development and encourage redevelopment*

*Legistar # 130490*

INITIATIVE 2.1: IMPLEMENT THE REDEVELOPMENT OF THE GTEC AREA AND FORMER KENNEDY HOMES SITES TO FOSTER COMMERCIAL AND RESIDENTIAL DEVELOPMENT IN EASTERN GAINESVILLE

**Champion:** Anthony Lyons, Community Redevelopment Agency Director

**Committee:** Community Redevelopment Agency

### **Fiscal Year 2015 Quarterly Updates:**

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

1717 SE 8<sup>th</sup> Avenue

In Q3, Staff partnered with the City's Planning department to proceed with the necessary land use and zoning changes on the property and reviewed proposals from engineering firms to provide the following services: design plat, 1st phase construction documents, landscape architecture, and environmental consulting services. An engineering contract will be brought to the CRA Board in Q4. CRA staff also hired a local marketing firm to help name and market the property. A community workshop was hosted to discuss naming/branding ideas for the property; the workshop was well attended and staff received great feedback. A final logo mark and name will be polished in fall and help increase developer + residential interest in the site.

#### GTEC Area Master Plan & Phase 1 Development

In Q3, CRA staff continued developing a holistic redevelopment approach for the site that blends incremental physical site improvements with marketing and tenant recruitment. In response to community and board input, the first phase of development will include the preparations for "Building B," a new future retail and office building, to be located on Hawthorne Road, just east of the GTEC building. A project stakeholder meeting was held on June 30 to discuss potential name concepts for the site. Site marketing will influence the architecture of the site, which will help staff create a product desirable to commercial tenants. CRA project staff is working on the design of the first phase of site development in accordance to the master plan.



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## STRATEGIC INITIATIVE # 2.2

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### GOAL # 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT

*Foster economic development and encourage redevelopment*

*Legistar # 130491*

#### INITIATIVE 2.2: IMPLEMENT THE STRATEGIC REDEVELOPMENT PLAN FOR DEPOT PARK AND THE POWER DISTRICT

**Champion:** Anthony Lyons, Community Redevelopment Agency Director

**Committee:** Community Redevelopment Agency

**Sponsor:** Craig Carter, Commissioner (District III)

### **Fiscal Year 2015 Quarterly Updates:**

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

##### Power District

The CRA continues a comprehensive analysis of the area's buildings, utility infrastructure, environmental conditions, and the feasibility of daylighting Sweetwater Branch Creek. These studies, scheduled to conclude in Q3 & Q4, will further the understanding of the area's complex conditions, help prioritize existing assets, determine funding of critical projects, and formulate a property disposal strategy necessary to redevelop the Power District. Intensive collaboration is underway between the CRA, GRU, various General Government departments, and regulatory entities to ensure a complete understanding of opportunities to leverage existing resources and synchronize planned capital and operational projects.

##### Depot Park

In Q3, CRA staff worked with Oelrich Construction (the primary contractor for the project) to obtain pre-construction permitting. As of now, all necessary permitting for Phase II construction has been finalized. Depot Park construction will commence once the City's Public Works Department completes final non-MGP (Manufactured Gas Plant) Remediation and stormwater closeout work. Park construction should take approximately one year.

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STRATEGIC INITIATIVE # 2.3

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**GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

*Foster economic development and encourage redevelopment*

*Legistar # 130493*

INITIATIVE 2.3: POSITION CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IMPLEMENT THE PLAN FOR INNOVATION ZONE NEAR UF & OTHER SURROUNDING AREAS

**Champion:** Erik Bredfeldt, Economic Development & Innovation Director

**Committee:** Economic Development/University Community

**Sponsor:** Todd Chase, Commissioner (District II)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The EDI Director attended the quarterly meeting of the Innovation Square steering committee to discuss the status of efforts regarding implementation of Innovation Square projects.

The EDI Director continued to work with the Florida Institute for Commercialization of Public Research on efforts to assist firms within the City of Gainesville, a portion of which are engaged in Innovative Economy activities.

The EDI Director processed a QTI to the City Commission regarding attraction of an Innovative Economy firm to downtown Gainesville. The company's activities are focused in the cybersecurity software space.

The EDI Director participated with a staff team on drafting a new regimen for the allowance of transportation networking company activities within the City consistent with City Commission direction and the desires of many working in the Innovation Economy.

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## STRATEGIC INITIATIVE # 2.4

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### GOAL# 2: ECONOMIC DEVELOPMENT AND REDEVELOPMENT

*Foster economic development and encourage redevelopment*

*Legistar # 130494*

INITIATIVE 2.4: INCREASE THE DOLLAR AMOUNT OF CONTRACTS BETWEEN THE CITY AND SMALL, MINORITY AND WOMEN-OWNED LOCAL BUSINESSES BY 10%.

**Co-Champions:** Gwendolyn Saffo, Interim Equal Opportunity Director;  
Sylvia Warren, Small & Minority Business Program Coordinator

**Committee:** Equal Opportunity

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The OEO sponsored its 5th Semi-Annual Small Business Workshop on May 27, 2015 with over 50 people in attendance. The OEO continues to operate in its satellite office every 1st and 3rd Tuesday at the Gainesville Housing Authority and will endeavor to add additional locations in the City in order to increase the awareness of our services and become more of a resource to Gainesville residents. Our next Small Business Workshop is scheduled for the fall of this year

We are happy to announce that, once again, SheilaShine Cleaning Services, one the members of our Small Business Procurement Program (SBPP) has been awarded another major contract worth \$780,000. This contract was awarded through the City of Orlando. We are always happy to see our small business clients grow and expand their business and to share in their success!

The OEO is in full swing with the Small Business Mentoring Program. This new initiative allows Small, Minority, and Women-Owned businesses to be fostered by larger more mature businesses in order to enhance all aspect of their business operations which will in turn enable them to become more competitive and profitable. SKANSKA, Oelrich, and Charles Perry Partners, Inc. are the three Mentor companies that are participating in our program and have paired with three very promising Mentee companies for the 6 month pairing period. The fall of this year will mark the completion of our first mentoring sessions. We will begin taking applications for this program again in October of this year and are excited about the new small business owners that will participate in the City's first Small Business Mentoring Program. A graduation ceremony will take place during a televised City Commission meeting after the training is completed for each participating small business.

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## STRATEGIC INITIATIVE # 3.1

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### GOAL # 3: HUMAN POTENTIAL

*Assist every person to reach their true potential*

*Legistar # 130496*

INITIATIVE 3.1: CONTINUE IMPLEMENTATION AND ENGAGE IN THE UPDATE OF THE 10 YEAR PLAN TO END HOMELESSNESS

**Co-Champions:** Fred Murry, Assistant City Manager;  
Jackie Richardson, Housing and Community Development Manager

**Committee:** Community Development

**Sponsor** Randy Wells, Commissioner (District IV)

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

On May 21, 2015, Ms. Baker presented her Dignity Village Report to the City Commission. The report contains one long-term recommendation and seven short-term recommendations. The long-term recommendation calls for the City, County and service providers to revisit the 10 Year Plan to End Homelessness and develop a revised long-term homeless policy.

The City has progressed towards implementing several of the report's short-term recommendations. An Action Team is meeting regularly to develop some rules and minimum standards to ensure the health and safety of residents. The Empowerment Center and Dignity Village now have distinct and separate addresses.

A first attempt to secure a provider to stabilize Dignity Village, however, was not successful. The City negotiated with Helping Hands Clinic, a non-profit organization that provides healthcare and other services to homeless people and is particularly active in Dignity Village. Ultimately Helping Hands Clinic declined to accept that responsibility, so the City is considering alternatives for the administration of Dignity Village.

On June 3, 2015, ACCHH presented a proposed budget for FY16, and revised performance standards to the Oversight Board. For the budget the ACCHH proposed an increase from \$559,680 to \$780,793.50. The increase was primarily due to proposals to increase staff, a small raise for staff and purchasing employee health insurance. The ACCHH also proposed significant increases in measurable service outputs for FY16.

The Oversight Board voted to recommend the proposed budget to the City and County Commissions with the condition that the funds be distributed at the FY15 rate while a fundraising strategy is finalized.

The renovation of Dorm D has allowed the ACCHH to increase its indoor shelter services and its shower services.

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## STRATEGIC INITIATIVE # 3.2

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### GOAL # 3: HUMAN POTENTIAL

*Assist every person to reach their true potential*

*Legistar # 140446*

INITIATIVE 3.2: RENEW THE VISION FOR THE EMPOWERMENT CENTER AND IDENTIFY METRICS AND BEST PRACTICES FOR SUCCESS

**Champion:** Fred Murry, Assistant City Manager  
**Committee:** Community Development  
**Sponsor:** Randy Wells, Commissioner (District IV)

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The City Commission received a report from Betty Baker, Temporary Project Manager, which included recommendations on managing the camping area known as Dignity Village, which is adjacent to the Empowerment Center. The report included a recommendation to hire an outside agency to manage Dignity Village. Ms. Baker also suggested that the Ten Year Plan to End Homelessness should be updated.

The City engaged Helping Hands Clinic in a discussion to manage Dignity Village; however, the negotiation for a management contract with the agency did not come to fruition. Despite the City's inability to complete the negotiation of the contract, volunteers from Helping Hands continue to have a positive influence on the management of the camping area.

An Action Team, which consists of members from City staff, County staff, and the Alachua County Health Department, with input from Helping Hands Clinic, has developed rules and regulations for the management of Dignity Village. The rules and regulations are scheduled to be shared with other organizations and homeless stakeholders.

The City Management Staff completed an Emergency Management Plan for Dignity Village. The emergency plan was shared with City departments, Alachua County Emergency Management Department, and Alachua County Community Support Services. The City has held several meetings for the residents of Dignity Village on the proposed procedures for activating the emergency plan.

The Oversight Board Citizens' Advisory Committee continues to meet and gather information on issues that impact Dignity Village. The Committee has requested more direction on its role in relation to Dignity Village; specifically whether the Committee has the authority to make management suggestions.

The City of Gainesville received notification that United States Department of Housing and Urban Development approved its request for Technical Assistance (TA) to address homeless services. The City is seeking technical assistance on best practice models and how to better utilize its federal, state, and local dollars to address homelessness in the City of Gainesville and Alachua County. The City notified Alachua County Community Support Services and Alachua County Coalition for the Homeless and the Hungry that it had applied for TA. It is anticipated that assistance will be opened to all providers that deliver services to the homeless within our community.

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## STRATEGIC INITIATIVE # 3.3

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### GOAL # 3: HUMAN POTENTIAL

*Assist every person to reach their true potential*

*Legistar # 130497*

INITIATIVE 3.3: IMPROVE EDUCATIONAL, EMPLOYMENT AND RE-ENTRY OPPORTUNITIES FOR YOUNG PERSONS (UP TO THE AGE OF 24)

**Co-Champions:** Gwendolyn Saffo, Interim Equal Opportunity Director;  
Tony Jones, Police Chief

**Committee:** Equal Opportunity

**Sponsor:** Helen Warren, Commissioner (At-large)

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The Reichert House currently has 151 unduplicated students to receive services during this quarter. A total of 50 students were Elementary School participants, 63 were Middle School participants, and 38 were high school participants. In addition, a waiting list consists of 40 students for future enrollment.

The Reichert House received a \$7000 donation towards computer purchases for the John Sims Educational Center (Elementary Program campus). The computers will be utilized for educational purposes such as homework assistance, research, STEM projects, reading development, and other purposes.

The Reichert House has partnered with the University of Florida's Institute for Food and Agricultural Sciences department to construct a nature trail on the Elementary campus. The trail will provide educational opportunities about the natural environment.

As of June 30TH, the BOLD Program had 43 participating members. Twenty-seven are employed and 10 are seeking educational programs for a GED or higher opportunity. Likewise, 26 of the members have attended and/or attending various training sessions to improve employability skills, character development, or financial literacy.

In addition to these highlights, one member completed cosmetology school and is now working as a licensed barber. Another member completed a community Introduction to Manufacturing course and received OSHA certification.

Also, one member received a promotion at his job. And last but not least, the second BOLD college graduate walked across the Santa Fe College stage and received his two-year degree.

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**STRATEGIC INITIATIVE # 3.4**

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**GOAL#3: HUMAN POTENTIAL**

*Assist every person to reach their true potential*

*Legistar # 130498*

INITIATIVE 3.4: WORK COLLABORATIVELY WITH COMMUNITY ECONOMIC DEVELOPMENT AND WORKFORCE PARTNERS TO ATTRACT, RETAIN AND NURTURE A DIVERSE AND SKILLED WORKFORCE IN ORDER TO STRENGTHEN THE CITY'S OVERALL HUMAN CAPITAL CAPACITY

**Champion:** Erik Bredfeldt, Economic Development & Innovation Director

**Committee:** Economic Development/University Community

**Sponsor:** Randy Wells, Commissioner (District IV)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The EDI Director has been engaged with Career Source of NCF in terms of providing sponsorship for the StartUp Quest program and that program had its final event in May.

In addition, the EDI Director attended Career Sources meetings during the quarter to stay in tune with workforce efforts throughout the City and Region.

The EDI Director facilitated a meeting of the informal Empowerment Center Work Force Forum and it was determined that the best role for the City in this regard was to serve as clearinghouse for information (regarding existing community workforce resources) and convener of service providers. It was determined that prospective efforts surrounding implementation of the Cincinnati Works model were better left discontinued at this juncture.

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STRATEGIC INITIATIVE # 3.5

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**GOAL#3: HUMAN POTENTIAL**

*Assist every person to reach their true potential*

*Legistar # 130499*

INITIATIVE 3.5: ADDRESS THE NEED FOR VIOLENCE PREVENTION THROUGH MENTAL HEALTH SERVICES

**Champion:** Tony Jones, Police Chief

**Committee:** Public Safety

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

Ten officers were trained in a 40-hour Crisis Intervention Team (CIT) course in May.

Several GPD staff took a 3-hour class presented by Leah Vail, Forensic Program Director of the Meridian Behavioral Healthcare Services and associates on Trauma-Informed Preparedness.

Lieutenant Whitney Stout and Corporal Tracy Fundenburg attended the State CIT Coalition training on teaching Empathic Communication in Orlando on May 19th.

Lieutenant Stout continued service with the local CIT steering committee and the state CIT coalition.



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STRATEGIC INITIATIVE # 4.1

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**GOAL#4: GOVERNANCE**

*Measure and improve the cost-effectiveness of government services*

*Legistar # 140448*

INITIATIVE 4.1: DEVELOP A SHARED GOVERNANCE MODEL WITHIN CITY ORGANIZATION

**Champion:** TBD

**Committee:** Legislative and Organizational Policy

**Sponsor:** Todd Chase, Commissioner (District II)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The Legislative and Organizational Policy Committee discussed this new initiative on May 4, 2015 and directed staff to bring it to the strategic planning retreat in June to ask the City Commission for further discussion to determine the desired outcomes related to this initiative.

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## STRATEGIC INITIATIVE # 4.2

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### GOAL#4: GOVERNANCE

*Measure and improve the cost-effectiveness of government services*

*Legistar # 130500*

INITIATIVE 4.2: IMPLEMENT GOVERNMENT 2.0

**Champion:** Becky Rountree, Administrative Services Director

**Committee:** Legislative and Organizational Policy

### **Fiscal Year 2015 Quarterly Updates:**

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

Implementation of an online system for citizens to submit service requests continued, as the mobile and web-based tool was branded [311GNV](#) and is being prepared for a public launch in late July.

The final public-facing dashboard of [statGNV](#), representing the City Commission's Community Partnerships goal, was released in June. Over 60 performance measures are being reported through statGNV and the site averages 6,300 page hits per month.

Four additional [Data Lens pages](#) were released via dataGNV, including [General Government Expenditures](#), [Fuel Consumption of City Vehicles](#), [Residential Solid Waste](#), and [Active Businesses](#). The dataGNV site experienced more than 129,000 page hits during the third quarter, bringing its monthly average of page hits to over 36,000.

Since inception, [engageGNV](#) has received 406 statements posted to 11 topics of discussion. This equates to approximately 20 hours of public comment received through the virtual town hall meeting forum. The engageGNV site is averaging over 110 page hits per month.

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**STRATEGIC INITIATIVE # 4.3**

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**GOAL#4: GOVERNANCE**

*Measure and improve the cost-effectiveness of government services*

*Legistar # 130501*

INITIATIVE 4.3: DEVELOP TOOLS/METRICS FOR MEASURING THE ECONOMICAL, ENVIRONMENTAL, AND SOCIAL SUSTAINABILITY OF THE CITY

**Champion:** Paul Folkers, Assistant City Manager

**Committee:** Economic Development/University Community

**Sponsor:** Randy Wells, Commissioner (District IV)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

Based on the City Commission's direction at the Strategic Planning Retreat to combine efforts to develop an internal control framework with this Strategic Initiative, a meeting was held with the City Auditor to begin discussions on how to best achieve this. Meetings will be held with the City Auditor and Budget and Finance staff to revise this Strategic Initiative and bring it back to the City Commission for approval.

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## STRATEGIC INITIATIVE # 5.1

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### GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION

*Invest in community infrastructure and continue to enhance the transportation network and systems*

*Legistar # 130502*

INITIATIVE 5.1: PROMOTE AN INTEGRATED TRANSPORTATION SYSTEM THAT IS SAFE AND ACCESSIBLE TO ALL USERS AND SUPPORTIVE OF THE CITY'S ECONOMIC DEVELOPMENT AND SUSTAINABILITY EFFORTS

**Co-Champions:** Teresa Scott, Public Works Director;  
Debbie Leistner, Planning Manager – Public Works

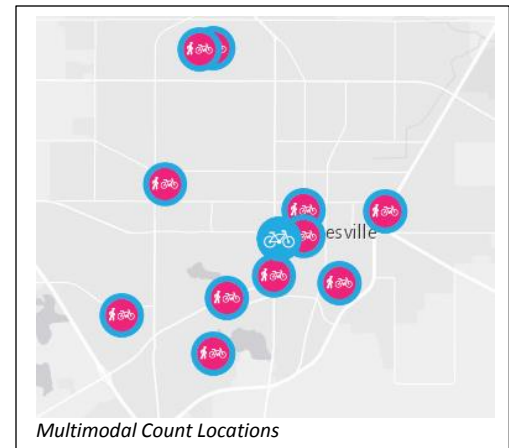
**Committee:** Recreation, Cultural Affairs and Public Works

**Sponsor:** Randy Wells, Commissioner (District IV)

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

*Transit improvements* included the retrofit of 12 transit stops along SR121 to improve accessibility and meet current ADA standards, as well as permit and design work towards the construction of 31 additional improvements planned for implementation over the next six months. Permit work was also begun for the installation of 26 bus shelters and 2 bike racks. RTS provided 2.11 million trips for the quarter; 94,732 trips were taken by participants of the employee pass program. *Lighting modifications* to enhance safety are under evaluation for several corridors in the vicinity of the University of Florida and in the Duval area following site visits by multidisciplinary teams. *Multimodal counts* of bicycle/pedestrian usage along trails within City limits and bicycle counts along SW 2<sup>nd</sup> Ave are available online at [www.cityofgainesville.org/bikeped](http://www.cityofgainesville.org/bikeped).



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STRATEGIC INITIATIVE # 5.2

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**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

*Invest in community infrastructure and continue to enhance the transportation network and systems*

*Legistar #: 130489*

INITIATIVE 5.2: DEVELOP A PUBLIC FACILITIES MASTER PLAN

**Co-Champions:** Fred Murry, Assistant City Manager;  
Kelly Gillen, Interim Facilities Manager

**Committee:** Legislative and Organizational Policy Committee

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

City staff continues to do research on a Public Facilities Master Plan. However, the project has been delayed until the hiring of a Facilities Manager for the City. The recruitment and hiring of a Facilities Manager should be completed by July 2015.

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STRATEGIC INITIATIVE # 6.1

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**GOAL# 6: QUALITY OF LIFE**

*Improve the quality of life in our City for the benefit of all residents*

*Legistar # 130506*

INITIATIVE 6.1: ENSURE THE QUALITY AND BROAD DISTRIBUTION OF AFFORDABLE HOUSING THROUGHOUT THE CITY

**Champion:** Jackie Richardson, Housing and Community Development Manager

**Committee:** Community Development

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The Housing and Community Development Division (HCD) assisted families by providing an array of housing services. Total of (33) families were provided with housing assistance and services. The HCD assisted (8) families with financial assistance and (25) families with housing counseling services:

- Direct financial assistance was provided to six (6) families through the Homeowner Rehabilitation Program to provide health/safety housing repairs to preserve their homes; and two (2) first-time homebuyers received assistance through the Downpayment Assistance Program to purchase a home.
- Through the Housing Counseling Program, seven (7) homeowners attended the mandatory Homeowner Education & Training (HOT) Workshop which provides tools to help homeowners understand home preservation/maintenance; eighteen (18) families received attended Homebuyer Education & Training Workshop for first-time homebuyers, which provides tools to help homebuyers understand the home buying process and responsibilities of home ownership.

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**STRATEGIC INITIATIVE # 6.2**

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**GOAL # 6: QUALITY OF LIFE**

*Improve the quality of life in our city for the benefit of all residents*

*Legistar # 130507*

INITIATIVE 6.2: DEVELOP A COMMUNITY PARTNERSHIP FOR LONG-TERM CLEAN-UP AND REVITALIZATION OF THE CABOT/KOPPERS SUPERFUND SITE AND SURROUNDING NEIGHBORHOOD

**Champion:** Fred Murry, Assistant City Manager

**Committee:** Regional Utilities Committee

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The Interlocal Governmental Team continues to provide feedback to Beezer's East, Inc. and USEPA on the proposed Remediation-Technical Plan for the onsite remediation action for the site.

The Interlocal Governmental Team has agreed to meet on a quarterly basis to discuss issues and concerns about the site instead the monthly meeting. The monthly calls between USEPA and the Interlocal Governmental Team will continue and therefore, there will be no change in the monthly call and update with all parties.

The Interlocal Governmental Team will undergo some changes with the retirement of John Mousa, Environmental Programs Manager, from the Alachua County Environmental Protection Department in August 2015, the County will assign two additional persons on the team to replace John Mousa.

The City of Gainesville has entered into agreement with RS&H for the design plans for the paving and water line replacement in the Stephen Foster Community. Construction is scheduled to start in January 2016.

The Interlocal Governmental Team will continue to monitor the work onsite.

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## STRATEGIC INITIATIVE # 6.3

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### GOAL # 6: QUALITY OF LIFE

*Improve the quality of life in our city for the benefit of all residents*

*Legistar # 130508*

INITIATIVE 6.3: IDENTIFY STEPS OF IMPLEMENTATION FOR THE PARKS, RECREATION & CULTURAL AFFAIRS MASTER PLAN AND CONTINUED ACQUISITION OF CONSERVATION LAND

**Co-Champions:** Steve Phillips, Director of Parks, Recreation and Cultural Affairs;  
Michelle Park, Assistant Parks, Recreation and Cultural Affairs Director

**Committee:** Recreation, Cultural Affairs and Public Works

### **Fiscal Year 2015 Quarterly Updates:**

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

As recommended by the Recreation, Cultural Affairs and Public Works (RCAPW) Committee in March, the City entered into a contract with the Trust for Public Land to develop a program to fund the implementation of the Parks, Recreation and Cultural Affairs Master Plan. In April the Trust completed a feasibility study and presented the findings to the RCAPW Committee in May. The analysis indicated several options for the City that include increasing and dedicating a portion of the ad valorem tax, or issuing general obligation bonds or funding through a county sales surtax that had a portion designated to parks, recreation, cultural affairs and conservation. The research indicates that either March 2016 election would be an appropriate goal if the City were to decide to place an ad valorem tax increase or general obligation bond on the ballot; or November 2016 would be appropriate for a sale tax issue. Next step is to conduct a citizen opinion poll during the 4<sup>th</sup> quarter of the fiscal year, which the Trust will fund with private dollars. The poll findings will be shared in upcoming meetings with the City Commission and other interested citizens.

During the third quarter, work continued on confirming board members for the new Gainesville Arts & Parks Foundation. Four of the five founding board members have been confirmed as of this report. A board meeting is expected to be held the third week of August with a kick-off event tentatively slated for September.



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STRATEGIC INITIATIVE # 7.1

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**GOAL # 7: ENVIRONMENT AND ENERGY**

*Protect and sustain our natural environment and address future energy needs*

*Legistar # 130509*

INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER IN GAINESVILLE

**Champion:** Rick Hutton, P.E. Supervising Utility Engineer

**Committee:** Regional Utilities

**Fiscal Year 2015 Quarterly Updates:**

**3rd Quarter Report (April 1, 2015 – June 30, 2015)**

Cabot completed installation of additional monitoring wells into the Hawthorn Group Formation (ranging from approximately 30 feet to 70 feet deep) on the Cabot site. These wells were installed as part of the overall effort to fully assess the contamination at the Cabot site. Cabot was scheduled to also complete a monitoring well into the Floridian Aquifer; however this had to be postponed due to equipment problems.

Beazer is scheduled to start ISGS treatment in the process area in July, 2015.

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## STRATEGIC INITIATIVE # 7.2

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### GOAL # 7: ENVIRONMENT AND ENERGY

*Protect and sustain our natural environment and address future energy needs*

*Legistar # 130512*

INITIATIVE 7.2: IMPROVE THE ENERGY EFFICIENCY OF LOW-INCOME HOMES THROUGH WEATHERIZATION

**Champion:** Bill Shepherd, Interim AGM of Customer Support Services

**Committee:** Regional Utilities

**Sponsor:** Helen Warren, Commissioner (At-large)

### Fiscal Year 2015 Quarterly Updates:

#### **3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The new LEEP<sup>plus</sup> Program officially rolled-out on May 20<sup>th</sup>. Below are the new logos that were created to represent the revised brand. The first logo is for general marketing use while the second logo identifies Partnering Contractors.



The current Program status is:

- 100 approved applications
- 97 homes pre-inspected
- 80 homes vouchered
- 50 homes completed
- 41% complete

Over the next quarter a more aggressive marketing approach will be implemented to increase participation. Some of the strategies include direct mailings to qualified customers and churches, meeting with other assistance agencies, community outreach events and applications for inclusion on referral services such as United Way's 211 or Elder Options.

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STRATEGIC INITIATIVE # 8.1

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**GOAL # 8: COMMUNITY PARTNERSHIPS**

*Engage with other governmental entities and community partners to enhance our economic position and plan for future service demand*

*Legistar # 140498*

INITIATIVE 8.1: DEVELOP LONG-TERM COLLABORATIVE PLAN WITH BOCC THAT FOCUSES ON EFFICIENT DELIVERY OF HIGH QUALITY SERVICES AS CITY AND COUNTY DEMAND GROWS

**Champion:** Paul Folkers, Assistant City Manager

**Committee:** Legislative and Organizational Policy

**Sponsor:** Craig Carter, Commissioner (District III)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

Two joint meetings with the County Commission are scheduled in August. Most of the agenda items are expected to address collaborative opportunities.

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STRATEGIC INITIATIVE # 8.2

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**GOAL # 8: COMMUNITY PARTNERSHIPS**

*Engage with other governmental entities and community partners to enhance our economic position and plan for future service demand*

*Legistar # 140445*

INITIATIVE 8.2: DEVELOP NEW GRU GOVERNANCE AND OVERSIGHT MODEL AND IMPLEMENTATION PLAN

**Co-Champions:** Kathy Viehe, Advisor to the General Manager for Utilities;  
Nicolle Shalley, City Attorney

**Committee:** Regional Utilities

**Sponsor:** Todd Chase, Commissioner (District II)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

On July 2, the City Commission heard a presentation from the City Attorney's Office on a proposed draft ordinance to create a utility advisory board. The City Commission heard the presentation, provided input, took citizen comment, and approved a motion to refer GRU Governance to the Regional Utilities Committee (RUC).

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**STRATEGIC INITIATIVE # 8.3**

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**GOAL # 8: COMMUNITY PARTNERSHIPS**

*Engage with other governmental entities and community partners to enhance Gainesville's economic position and plan for future service demand*

*Legistar # 140441*

INITIATIVE 8.3: DEVELOP COORDINATED STRATEGY WITH UF, CHAMBER AND OTHER STAKEHOLDERS TO MARKET MANUFACTURING AND SMALL BUSINESS DEVELOPMENT

**Champion:** Erik Bredfeldt, Economic Development & Innovation Director

**Committee:** Economic Development/University Community

**Sponsor:** Craig Carter, Commissioner (District III)

**Fiscal Year 2015 Quarterly Updates:**

**3<sup>rd</sup> Quarter Report (April 1, 2015 – June 30, 2015)**

The EDI Director participated in several ED partner collaboration opportunities during the quarter inclusive of the Chamber Regional Partners, International Council and Advanced Manufacturing forums. Each of these facilitates work with partnering organizations on furthering prospects for coordinated small business and manufacturing development efforts. Finally, efforts continued on planning associated with the Entrepreneurial Week events scheduled for late in October.

Through the development review process, the EDI Director was engaged in proposals on behalf of Swamphead Brewery, SiVance and several small business entities throughout the community.

The EDI Director engaged in business development marketing efforts on behalf of the community via Journal Communications and an electronic and hard copy version of the marketing pieces will be available in September.