STRATEGIC PLAN

FISCAL YEARS 2013 & 2014
FY 2013 THIRD QUARTER REPORT

June 30, 2013
ELECTED OFFICIALS AND CHARTER OFFICERS

Mayor & City Commission
Edward B. Braddy, Mayor (At-large)
Thomas Hawkins, Commissioner (At-large)
Lauren Poe, Commissioner (At-large)
Yvonne Hinson-Rawls, Commissioner (District I)
Todd Chase, Commissioner (District II)
Susan Bottcher, Commissioner (District III)
Randy Wells, Commissioner (District IV)

Charter Officers
Russ Blackburn, City Manager
Brent Godshalk, City Auditor
Robert Hunzinger, General Manager-Utilities
Kurt Lannon, Clerk of the Commission
Nicolle Shalley, City Attorney
Cecil Howard, Equal Opportunity
EXECUTIVE SUMMARY

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. Although less severe than in other cities and counties, Gainesville is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Florida. The current scenario of declining tax revenues, decreasing state-shared funding, increasing fuel costs, and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the city to continue 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, neighborhoods, and the environment and energy. 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 FY 2013/2014

<table>
<thead>
<tr>
<th>Goal</th>
<th>Initiative</th>
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<tr>
<td><strong>1. Public Safety</strong>&lt;br&gt;Maintain a safe and healthy community in which to live</td>
<td>1.1 Develop and continue programs to reduce the causes of crime&lt;br&gt;1.2 Coordinate the effort to bring a center that promotes family safety to the City&lt;br&gt;1.3 Continue to evaluate public safety facilities as the city grows.</td>
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<td><strong>2. Economic Development and Redevelopment</strong>&lt;br&gt;Foster economic development and encourage redevelopment</td>
<td>2.1 Implement the South East Gainesville Renaissance Initiative (SEGRI Project), Foster commercial &amp; residential development In Eastern Gainesville&lt;br&gt;2.2 Continue Implementation of the Strategic Redevelopment Plan for Depot Park And The Power District&lt;br&gt;2.3 Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan&lt;br&gt;2.4 Continue to position the City to take advantage of innovation economy and implement the plan for innovation zone near UF &amp; other surrounding areas&lt;br&gt;2.5 Improve coordination with Alachua County in order to more effectively plan and develop Gainesville’s urban reserve area&lt;br&gt;2.6 Develop strategies to support small, minority and women-owned local businesses&lt;br&gt;2.7 Develop metrics for the Innovation &amp; Economic Development Department</td>
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<td><strong>3. Human Potential</strong>&lt;br&gt;Assist every person to reach their true potential</td>
<td>3.1 Continue implementation of the 10 year plan to end homelessness&lt;br&gt;3.2 Continue to address senior services and issues&lt;br&gt;3.3 Continue to address children &amp; youth issues &amp; services, along with their parents&lt;br&gt;3.4 Facilitate broader community support to improve the educational opportunities for City youth&lt;br&gt;3.5 Create a more diverse &amp; skilled workforce; retain local talent &amp; recent graduates&lt;br&gt;3.6 Address need for violence prevention and mental health services</td>
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<td><strong>4. Governance</strong>&lt;br&gt;Measure and improve the cost-effectiveness of government services</td>
<td>4.1 Develop strategies for conducting successful annexation referendums&lt;br&gt;4.2 Implement Government 2.0 Strategy&lt;br&gt;4.3 Develop strategies to ensure the economic, environmental, and social sustainability of the City&lt;br&gt;4.4 Formalize relationships to build key partnership opportunities with UF and SFC</td>
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<td><strong>5. Infrastructure and Transportation</strong>&lt;br&gt;Invest in community infrastructure and continue to enhance the transportation network and systems</td>
<td>5.1 Assess neighborhoods to determine need for infrastructure improvements for bike/pedestrian use. Continue to expand the network by at least 1 mi/year &amp; expand ADA access&lt;br&gt;5.2 Support the reconstruction of transportation facilities to encourage redevelopment of 6th Street &amp; Depot Avenue&lt;br&gt;5.3 Enhance storm water infrastructure in older neighborhoods &amp; construct them as neighborhood amenities&lt;br&gt;5.4 Bring existing roadway stock up to 70% rating level, as established by the Army Corp of Engineers&lt;br&gt;5.5 Implement improved transit as described in the RTS Premium Service Report &amp; develop an RTS capital replacement fund</td>
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<td><strong>6. Quality of Life</strong>&lt;br&gt;Improve the quality of life in our neighborhoods for the benefit of all residents</td>
<td>6.1 Develop creative ways to measure progress in code enforcement&lt;br&gt;6.2 Ensure the quality and broad distribution of affordable housing throughout the City&lt;br&gt;6.3 Accelerate the identification and acquisition of conservation lands and complete WSPP capital projects&lt;br&gt;6.4 Actively participate in the clean-up and redevelopment of the Cabot/Koppers Superfund site&lt;br&gt;6.5 Identify steps of implementation for the Parks, Recreation, &amp; Cultural Affairs master plan and continued acquisition of conservation land&lt;br&gt;6.6 Increase the cultural opportunities/offerings in the City</td>
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### 7. Environment and Energy

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

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<th>7.1 Protect the quality of drinking water in Gainesville</th>
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<td>7.2 Monitor compliance with recycling ordinances and identify a roadmap for achieving a recycling goal of 75%</td>
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<td>7.3 Monitor &amp; report the progress of the coordinated response at the local level to address energy policy and climate change</td>
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<td>7.4 Improve the energy efficiency of GRU customers with an emphasis on low income homes</td>
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INITIATIVE 1.1: DEVELOP AND CONTINUE PROGRAMS TO REDUCE THE CAUSES OF CRIME

Champion: Tony Jones, Police Chief

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)


During the 3rd Quarter of FY13, the Gainesville Police Department unfortunately saw an increase of 6.95% in Part 1 crime as compared to the previous quarter. The Uniform Crime Report (UCR) showed 1353 total Part 1 crimes for the 2nd Quarter FY13 and 1446 total Part 1 crimes for the 3rd Quarter of FY13. The major categories that contributed to the increase are rape, aggravated assault and shoplifting. A majority of the aggravated assaults are domestic-related and outside of our control. Another reason for some of the increase in Part 1 crime could be attributed to the GPD asking the public to be more aware of their surroundings and to report any activity. The Gainesville Police Department continues to reach out to the public to help increase personal safety. While there was an increase in the 3rd Quarter, there has been an overall decrease by 8.6% in Part 1 crime for FY13.

During this quarter, the school semester ended on a positive note with the continued presence of Gainesville PD Elementary School Resource Officers. These officers are much more than security guards, they provide resources to our children by being positive role models for the students while also offering a sense of calm and security to the teachers and school administrators. Oftentimes, the elementary officers are called upon to assist with incidents that are not law enforcement related. This happens since many people do not know who else to call upon or ask. Even though the request or need may be outside the officer’s responsibility, they can refer the need for assistance to another specific person or organization. The officers are not present with the intention of arresting children that commit delinquent acts. Instead, the officers frequently act as counselors when children do commit delinquent acts. They help train the children in conflict resolution, making good choices and criminal justice awareness. During this quarter, our elementary SROs have been able to immerse themselves in their assigned schools and form relationships with both the students and adults. The Gainesville Police Department and the Gainesville community will both profit from these relationships that are forming now by opening yet another line of communication from the citizens to their police department.

The Gainesville Police Department has recognized that disproportionate amounts of minority youth are being arrested for a variety of crimes. Chief Jones and the GPD Command Staff are actively taking action to understand the issue. The Center for Children’s Law and Policy awarded GPD with a $25,000 grant over the next two years to study data surrounding the issue. Members of the Center travel to Gainesville monthly to meet with Chief Jones and other GPD members to review data and discuss an action plan. The team is also meeting with various community members and groups locally to identify and address some of the causes that contribute to the problem and how to reduce the number of youths entering the criminal justice system. Most recently, Judge Steven Teske who is the Chief Juvenile Judge of Clayton County, Georgia visited the Gainesville Police Department to discuss the issue. Judge Teske has made policy changes in Georgia similar to the changes GPD is looking to make. While the issue is complex, GPD hopes to release some initial findings and propose policy changes by the beginning of the Strategic Plan Quarterly Report.

City of Gainesville, Florida
upcoming school year. Corporal Warren Crews has been temporarily reassigned to Chief Jones to work specifically on the DMC issue.

On June 18th, 2013, agents from the North Florida Internet Crimes Against Children (ICAC) Task Force began an undercover operation, named “Operation Pegasus.” This operation was specifically designed to identify offenders who seek to commit technology facilitated exploitation of children. This joint effort was staffed by both local Gainesville Police officers and supplemented with law enforcement officers from Brevard County Sheriff’s Office, Clay County Sheriff’s Office, Daytona Beach Police Department, Jacksonville Sheriff’s Office, Tallahassee Police Department, and the Wakulla County Sheriff’s Office. Undercover agents used false personas to interact with suspects in both e-commerce and social networking services to provide a venue for those offenders predisposed to targeting young children and eventually traveling to meet them. Operation Pegasus resulted in the arrest of seven suspects made between the dates of June 28th – June 30th. The offenders traveled to a pre-determined location where they were arrested. The suspects traveled to meet what they thought were children aged between 11 and 14 after sexually-charged chats over the Internet. The North Florida Internet Crimes Against Children Task Force was established in 2003 and is funded by federal grants authorizing the Gainesville Police Department to act as the host agency for the northern 38 counties of Florida. The purpose of the grant is to provide local law enforcement agencies with the funding necessary to combat the online exploitation and solicitation of children. As these types of crimes do not often result in 911 calls for service, funding at local levels is rarely devoted solely to such investigations. GPD is extremely proud to be the host agency for a Task Force that is designed to detect and capture some of the worst offenders. Operation Pegasus was conducted specifically to detect these offenders that live in Gainesville.

The Gainesville Police Department showed another steady increase in the amount of social media interaction this quarter. Not only did we see an increase in the amount of people following our Facebook and Twitter accounts, but we had a huge increase in the amount of actual interaction between GPD and citizens through social media. In one instance, a UF Journalism School professor tweeted about receiving a pedestrian citation. GPD responded via Twitter and we held a public discussion about the issue completely via social media. The discussion actually resulted in news articles documenting how GPD uses social media, all of which were positive. In the wake of this discussion, we gained an additional surge of new followers. Each follower we gain through social media outlets will likely share our crime prevention information to their friends. At the end of this quarter, GPD had about 5,000 individuals following the Gainesville Police Department via social media outlets. We realize that Gainesville has a large population of technologically-driven citizens that benefit from information published via social media.

The Gainesville Police Department continues to use the Special Operations Unit which was created in January 2013 to address property crimes and neighborhood street crimes. Almost daily, SOU officers develop new intelligence about the offenders involved in committing burglaries and other property crimes around Gainesville. The SOU has been successful in utilizing a mixture of both covert and uniform operations to conduct surveillance, investigate and deter criminal activity. Another positive component of the SOU is information sharing. Unit members constantly share the intelligence gained during their investigations with the entire police department which benefits the public in many different ways. Road patrol officers can assist with locating outstanding suspects, detectives may notice links to other major cases, crime analysts can use the information to forecast additional crime trends, and then the crime prevention unit can use the information to help others learn about how to prevent similar crimes.
During this quarter, the Gainesville Police Department joined other local law enforcement agencies and the Florida Department of Law Enforcement (FDLE) in the launch of iWatch, a program that provides citizens and easy way to report suspicious activity that may stop a terrorist attack. The program allows citizens to report this activity via the iwatchalachua.com website. In the wake of national events such as the Boston Marathon bombing, local law enforcement recognized the need to provide a confidential way to report this suspicious behavior without calling 9-1-1. The iWatch program encourages citizens to get involved and report any sounds, smells or sights that may be out of the ordinary. GPD cannot be everywhere at once so it is encouraged that residents use the iWatch reporting system to share this information.

INITIATIVE 1.2: COORDINATE THE EFFORT TO BRING A CENTER THAT PROMOTES FAMILY SAFETY TO THE CITY OF GAINESVILLE

Champion: Lynne Benck, Police Captain

Sponsor: Lauren Poe, Commissioner (At-large)

On June 17th, 2013 participants from the core agencies that would make up a co-located center met to discuss matters that were brought to their attention at the previous meeting. Matters of interview style, agency participation and location still need to be discussed further before this initiative will see more headway.

INITIATIVE 1.3: CONTINUE TO EVALUATE PUBLIC SAFETY FACILITIES AS THE CITY GROWS

Co-Champions: Paul Folkers, Assistant City Manager
Fred Murry, Assistant City Manager

Construction is continuing on the GPD Building with the anticipation that construction will be complete in April, 2014. The City Commission made a referral to the Community Development Committee (CDC) to discuss off-site improvements at the intersection of NW 6th Street and 8th Avenue near GPD. Some off-site improvements were included in the construction phases for GPD, specifically the area along 8th Avenue. However, underground utilities (Cable, Phone, Traffic Signalization, GRUcom, etc.), on street parking and mast arms for the traffic signal system was not included with the GPD project. The intersection improvements item is scheduled to be discussed at the July 10th CDC meeting.

City staff continued work on the acquisition of property for Fire Station 1 and hopes to bring an agenda item to the City Commission in August. Perkins and Will began work on a concept plan for Fire Station 1 to show how GFR’s needs could be met on these properties. The concept plan will also show to what degree development of the site can accommodate public parking along adjacent streets as suggested by nearby businesses. Initial plans look like a fair amount of street parking could be established as part of construction of a new fire station.

Economic Development

Foster economic development and encourage redevelopment
INITIATIVE 2.1: IMPLEMENT THE SOUTH EAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER COMMERCIAL & RESIDENTIAL DEVELOPMENT IN EASTERN GAINESVILLE

Champion: Anthony Lyons, Community Redevelopment Agency Director

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)

Through an in-depth strategic planning process, the CRA is proposing for the GTEC Area, former Kennedy Homes and Hawthorne Road Corridor to be the focus of its Community Initiatives in the Eastside Redevelopment area for FY2014. The CRA will present this plan to the CRA Board during the August 19, 2013 CRA Board meeting.

INITIATIVE 2.2: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR DEPOT PARK AND THE POWER DISTRICT

Champion: Anthony Lyons, Community Redevelopment Agency Director

Co-Sponsor: Susan Bottcher, Commissioner (District III)

Depot Park Regional Stormwater Pond and Pump Station project is under construction. Construction is anticipated to occur throughout 2013. The CRA is working with design consultants to finalize construction documents for Depot Park Phase II. Construction document finalization and construction of the park will occur during 2014-2015.

CRA is working with consultants on finalizing the Redevelopment Plan for the Power District. Work includes an analysis on existing conditions, master plan concept development and completion of the plan. Finalization of this plan is expected by early FY2014.

INITIATIVE 2.3: ENSURE TRANSPARENT, EFFICIENT AND CONSISTENT REGULATION OF LAND DEVELOPMENT IN FURTHERANCE OF THE COMPREHENSIVE PLAN

Champion: Erik Bredfeldt, Interim Director of Planning and Development Services

Sponsor: Thomas Hawkins, Commissioner (At-large)

In the 3rd Quarter, significant work was completed on the Form Based Code and this near final document and related maps were placed on the City’s website at the Planning page. In addition, a joint Plan Board/Development Review Board meeting was held to review the final document with the City’s Consultant, Littlejohn Engineering Associates. All stakeholders involved in this process from the beginning were contacted and invited to attend the meeting.
Staff will be following up with informal meetings with various stakeholders and then likely will begin the formal public hearing process on this matter in the 1st Quarter of Fiscal Year 2014.

Importantly, the Planning and Development Services Department brought on board a new Building Official in the 3rd Quarter and it is the expectation that this individual will work on issues of transparency and consistent application of the Building Code.

**INITIATIVE 2.4: CONTINUE TO POSITION CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IMPLEMENT THE PLAN FOR INNOVATION ZONE NEAR UF & OTHER SURROUNDING AREAS**

**Champion:** Erik Bredfeldt, Interim Director of Planning and Development Services

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

In the 3rd Quarter, redevelopment associated with the existing GTEC property was reviewed with the City’s technical review committee in an effort to determine the efficacy of conceptual plans.

The Economic Development and Innovation Director attended an Economic Development Summit in May that was held by a local financial institution highlighting the status of the local, state and national economy.

The Economic Development and Innovation Director attended two welcoming and grand opening events. The first was the UF Hiper Gator facility located on Waldo Road at the Eastside campus; the second was the announcement of Mobiquity’s move to Innovation Square. This latter announcement followed City Commission support of a QTI Incentive in the last few months.

The Economic Development and Innovation Director attended a meeting of Bio-Florida held at the Progress Center in the 3rd Quarter as well as the Cade Museum annual entrepreneurial prize ceremony at Santa Fe College.

**INITIATIVE 2.5: IMPROVE COORDINATION WITH ALACHUA COUNTY IN ORDER TO MORE EFFECTIVELY PLAN AND DEVELOP GAINESVILLE’S URBAN RESERVE AREA**

**Champion:** Erik Bredfeldt, Interim Director of Planning and Development Services

Hearings on the Butler Plaza PUD and PD were held in the 3rd Quarter and each was approved by the City Commission. This effort did involve a large amount of work involving coordination with Alachua County and other parties primarily with respect to transportation issues.
INITIATIVE 2.6: DEVELOP STRATEGIES TO SUPPORT SMALL, MINORITY AND WOMEN-OWNED LOCAL BUSINESSES

Co-Champions:  Cecil Howard, Equal Opportunity Director;  Sylvia Warren, Equal Opportunity Temp

Sponsor:  Randy Wells, Commissioner (District IV)


Staff continues to communicate with project managers to ensure that small, minority, and women-owned businesses have equal access to City contracts and are communicating with project managers and the various departments within the City regarding the use of small, minority, and women-owned businesses, as well as monitoring any efforts that have been made to increase the use of these particular business types. Staff is currently using new tracking documents that will better facilitate us in tracking the City’s use of local, Small, Minority, and Women-Owned Businesses and give us the current status of each project. These documents track up-to-date procurement with small, minority, and women-owned businesses on 5 large-scale City projects. Additionally, staff updates the Equal Opportunity Committee regularly regarding the size, scope, funding sources, DBE goals vs. actual where applicable and specific distribution of funds to vendors/material suppliers on the projects.

Staff continues to take a hands-on approach by getting involved with City projects as they progress and is communicating with project managers and the various departments within the City regarding the use of small, minority, and women-owned businesses.

The Office of Equal Opportunity (OEO) will be sponsoring this year’s 2nd semi-annual Small Business Workshop on October 10, 2013. Our plan is to partner with GRU, Santa Fe CIED, and the Chamber of Commerce for this event. Staff continues to be a resource for our local small businesses and is enhancing outreach efforts.

The following are some of the continued and new small business outreach efforts:

1) Staff has extracted information from the State of Florida DBE listing in order to network and offer assistance to such business types.
2) Continues updating small business listings in the City of Gainesville database.
3) Added “Business Resource” tab to the EO Web page which links public directly to the City Website for review of pertinent bid and vendor information. There is also a link to the Center for Innovation and Economic Development (CIED) as a resource for small business owners.
4) Minority Business Listing in local magazine.
5) Created a newsletter that will eventually be advertised on the City Intranet as well as the EO Website. The newsletter will be used to report opportunities for vendors as well as other information to the general public and City employees.
6) Continues to reach out to previous Small Business Workshop attendees and encourage them to register to do business with the City as well apply for Small Business Procurement Program (SBPP).
7) Staff attends pre-bid conferences where scheduling permits.
8) Currently networking with Gainesville Housing Authority who has recently launched an entrepreneurial program for tenants who have started or are pursuing small businesses through the program.
9) OEO will be listed as a new resource in the Chamber of Commerce’s Entrepreneurial Planning and Success Guide. Additionally, staff will be exchanging information/partnering
with the Chamber in order to expand our resource base for local small businesses that are in
our individual programs as well as other local small businesses.

INITIATIVE 2.7: DEVELOP METRICS FOR THE INNOVATION & ECONOMIC
DEVELOPMENT DEPARTMENT

Champion: Erik Bredfeldt, Economic Development and Innovation Director
Sponsor: Todd Chase, Commissioner (District II)

Meetings were held with the new Chair of the EDUCC and with the Chamber of Commerce and
the Chair regarding review of this matter with the Committee and the potential to incorporate
recent small business recommendations into a revision of the City’s Strategic ED Action Plan.
This matter will be taken up by the Committee at its meeting in the 4th Quarter.
INITIATIVE 3.1: CONTINUE IMPLEMENTATION OF THE 10 YEAR PLAN TO END HOMELESSNESS

Co-Champions: Fred Murry, Assistant City Manager
Jackie Richardson, Housing Manager

The City Commission directed staff to move forward on the GCI site for Phase I purchase which includes 13 buildings on the main campus and approximately 20 acres. The agreed upon purchase price for Phase I is $700,000 excluding the closing cost. In addition, the City Commission authorized staff to terminate its agreement with ADC for the 9.7 acre site near the 800 Block of 53rd Avenue.

On June 25, 2013, the City’s Purchasing Division released RFQ-FMG-T-130064-PJ-0-2013/PJ, a request for the submission of Statements of Qualifications (RFQ’s) from professional design build teams to complete the renovations on the GCI property for future homeless services. A mandatory pre-bid conference will be held on July 17, 2013 and submissions are due on August 6, 2013. A blackout period applies to this project, and all members of the GCI workgroup and City representatives have been reminded that any questions related to the bid should be directed to the City’s Purchasing Division. An evaluation committee will review the submissions and make a recommendation to the City Commission.

In early July, the City’s Purchasing Division released a Request for Proposals (RFP) to solicit proposals from eligible 501(c)(3) non-profit organizations interested in providing Phase I services of the project which includes administration of a day services program for homeless persons including but not limited to: storage; mail; showers/restrooms; laundry; and food services. A mandatory pre-proposal conference will be held later in the month. A blackout period applies to this project, and all members of the GCI workgroup and City representatives will be reminded that any questions related to the bid should be directed to the City’s Purchasing Division. An evaluation committee will review the submissions and make a recommendation to the City Commission.

Local experts and members of the Agriculture/Horticulture community have been invited to the City’s Community Development Committee meeting on July 10, 2013 to discuss agricultural opportunities for the GCI site.

City staff continues to negotiate with DOC on Phase II which includes 10 acres, including two buildings on the main campus and road easements for the main site.

City staff will be working with the United Way of North Central Florida to use a web based process to solicit bids for the Cold Night Shelter Services for FY14. The City Commission had previously given staff approval to utilize the Universal Application process for city grants. If the Universal Application process proves to be a success, staff would like to explore using this process for all city grants beginning in FY14.
INITIATIVE 3.2: ADDRESS SENIOR ISSUES AND SERVICES

Co-Champions: Fred Murry, Assistant City Manager  
Michelle Park, Assistant Parks, Recreation and Cultural Affairs Director  

Sponsor: Todd Chase, Commissioner (District II)

During this quarter, staff met with the sponsor of the initiative, Commissioner Todd Chase, to discuss the status. Commissioner Chase expressed a new direction for the initiative that deals with analyzing current available transportation opportunities to the Senior Recreation Center and evaluates ways to increase access. In addition, it was discussed that the City should have an ongoing representative to the Community Coalition for Older Adults.

INITIATIVE 3.3: CONTINUE TO ADDRESS CHILDREN & YOUTH ISSUES AND SERVICES, ALONG WITH THEIR PARENTS.

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

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)

The Parent Empowerment Taskforce met for 6 months in collaboration with the SBAC, NAACP, GPD and UF. The Parent Emissary Program was launched, which matches a volunteer with a parent to support them in positive engagement in their child’s school. The City of Gainesville will support the program with a Parent Empowerment Coordinator.

GPD, PRCA and the community continue to work together with special areas of interest including the Pine Ridge and Phoenix areas in addition to the community as a whole. Pool trips were arranged for the two communities as field trips for their participants.

The afterschool program, Foundations, ended and summer camp is underway at the Eastside Recreation Center, the Martin Luther King, Jr. Multipurpose Center, Porters Community Center, the Albert “Ray” Massey (Westside) Recreation Center, and the Clarence R. Kelly Community Center for children in 1st-8th grade. There is a CIT program for 9th-12th grade students and Teen Lounges at three of the locations from 6:00-8:30pm, Monday through Friday nights.

Staff, along with GPS and the State Attorney’s Office is preparing to present at the FRPA conference in Orlando, FL in August and at the NRPA conference in Houston, TX in October. The title of the session for both conferences is Show Me the Proof: Effective Partnerships for Reducing Juvenile Crime.”

INITIATIVE 3.4: FACILITATE BROADER COMMUNITY SUPPORT TO IMPROVE THE EDUCATIONAL OPPORTUNITIES FOR CITY YOUTH

Champion: Cecil Howard, Equal Opportunity Director  

Co-Sponsor: Randy Wells, Commissioner (District IV)

The Office of Equal Opportunity (OEO) will host its 2nd Annual Youth Summit on November 23, 2013. The time and location will be determined in the upcoming weeks. Youth will receive very valuable life skills information along with training on diversity and race relations. The OEO is still accepting children’s books from the public. These books will be distributed to our local youth as a part of our (READY?) Reading Excites And Develops Youth Initiative.

INITIATIVE 3.5: CREATE A MORE DIVERSE & SKILLED WORKFORCE; RETAIN LOCAL TALENT & RECENT GRADUATES

Champion: Erik Bredfeldt, Economic Development & Innovation Director

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)

In the 3rd Quarter, the Economic Development and Innovation Director met with representatives of Florida Works to discuss the workforce landscape in Alachua County. As a result of this meeting, the City hosted the Gainesville Information Technology Forum in the 3rd Quarter where the issue of providing skilled labor to local employers, primarily in the IT realm, was discussed by a panel of experts. Commissioner Hinson-Rawls, this SI’s sponsor, provided the welcoming and the kick-off to the event.

INITIATIVE 3.6: ADDRESS NEED FOR VIOLENCE PREVENTION AND MENTAL HEALTH SERVICES

Champion: Tony Jones, Police Chief

Sponsor: Lauren Poe, Commissioner (At-large); Randy Wells, Commissioner (District IV)

GPD staff is continually conducting thorough research to address the need for violence prevention and mental health services. The likely cost to train GPD personnel to address these issues is estimated to be $32,475 and for remaining General Government staff that has not gone through the training, it is expected to cost about $60,525. It is expected to take several fiscal years to fully implement the training with all General Government staff (initial training is in 12 hour blocks). Currently, $13,000 of funding has been approved to begin training about half of the GPD personnel.

Some obstacles may be a future shortage in additional funding, the capacity of Meridian to appropriately respond, ongoing maintenance of certification and recurring certification of new employees.

For the best results, it is recommended that the plan to train the remaining General Government staff continue to be implemented.
INITIATIVE 4.1: DEVELOP STRATEGIES FOR CONDUCTING SUCCESSFUL ANNEXATION REFERENDUMS

Champion: Lila Stewart, Senior Strategic Planner
Sponsor: Susan Bottcher, Commissioner (District III)

During the 3rd quarter, the City began conducting voluntary annexations of property owned by WCA Waste Corporation and the City of Gainesville. The WCA annexation proposal was first read by the City Commission on 7/18 and will have the second reading on 8/1. The city owned property annexation proposals are scheduled to be read at the 8/15 and 9/5 Commission meetings. There are a total of seven parcels with a combined acreage of approximately 133.5 that are currently in process. The results of these annexations will be used to further refine the City’s annexation strategy for successful annexations.

Commission Bottcher and staff have discussed sunsetting initiative 4.1 due to the fact that annexations are consistently pursued and strategies are continuously developed and improved upon.

INITIATIVE 4.2: IMPLEMENT GOVERNMENT 2.0

Co-Champions: Becky Rountree, Administrative Services Director
Jennifer Hunt, Chief Financial Officer, Utilities
Sponsor: Lauren Poe, Commissioner (At-large)

Significant research was completed to identify the best solutions for providing informational access to citizens. It was determined that an online, open source platform to host public data would be the best mode to achieve Government 2.0. During this research, an important connection was also identified between open data and performance measurements. Staff anticipates presenting their solution to the Commission in the fourth quarter. Meanwhile, the Government 2.0 Team distinguished the datasets currently collected within each department.

INITIATIVE 4.3: DEVELOP STRATEGIES TO ENSURE THE ECONOMICAL, ENVIRONMENTAL, AND SOCIAL SUSTAINABILITY OF THE CITY

Champion: Paul Folkers, Assistant City Manager
Co-Sponsor: Randy Wells, Commissioner (District IV);

No change from 2nd quarter.
INITIATIVE 4.4: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE

Champion: Paul Folkers, Assistant City Manager

During the 3rd quarter, the City worked with Santa Fe College to map the location of students in order to better identify where service needs exist as well as discussing future funding and service planning with SFC and the County. The City has also met with UF to plan bus stop placement along Museum Road to facilitate better traffic movement.
Infrastructure & Transportation

INITIATIVE 5.1: ASSESS NEIGHBORHOODS TO DETERMINE NEED FOR INFRASTRUCTURE IMPROVEMENTS FOR BICYCLE AND PEDESTRIAN USE. CONTINUE TO EXPAND THE NETWORK BY AT LEAST 1 MILE/YEAR & EXPAND ADA ACCESS

Champion: Debbie Leistner, Planning Manager – Public Works

Co-Sponsors: Thomas Hawkins, Commissioner (At-large)
Randy Wells, Commissioner (IV)

Bid for sidewalk and transit stop ADA compliance construction was advertised, closing in early July. Staff prepared a proposal for funding consideration to increase safety of pedestrians and cyclists citywide.

INITIATIVE 5.2: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF 6TH STREET & DEPOT AVENUE

Champion: Teresa Scott, Public Works Director

Sponsor: Susan Bottcher, Commissioner (District III)


6th Street Rail Trail:

FDOT approval received. Advertisement for construction bids started 6/16/13.

6th Street Rail Trail Landscaping:

90% plans submitted and more extensive stakeholder involvement performed in preparation for final plans production.

SW 6th Street, SW 4th Avenue to W. University Avenue:

Basis of Design was presented to stakeholder groups. The Basis of Design is being reviewed for consistency with implementation of CRA’s Vision within right of way and budget constraints.

Depot Avenue:

Segment 2 right of way acquisition has been completed. Bid documents being completed.
INITIATIVE 5.3: ENHANCE STORMWATER INFRASTRUCTURE IN OLDER NEIGHBORHOODS & CONSTRUCT THEM AS NEIGHBORHOOD AMENITIES

Co-Champions: Teresa Scott, Public Works Director
              Stefan Broadus, Engineer Utility Designer 1

Staff has continued efforts to identify projects and develop prioritization criteria.

INITIATIVE 5.4: BRING EXISTING ROADWAY STOCK UP TO 70% RATING LEVEL, AS ESTABLISHED BY THE ARMY CORP OF ENGINEERS

Champion: Jerry Hansen, Operations Division Manager

During the 3rd quarter, the Public Works Operations Division completed several Street Resurfacing Projects, totaling approximately 1595 square yards within the City of Gainesville. Streets scheduled for resurfacing included repairing the existing pavement base as needed, resurfacing of adjacent driveways to meet new street pavement grades, adjustments of water valves and manholes, repairing existing and installation of 1,116 ft of new roadside curbs along with sidewalk replacement where disturbed by curb repairs and the installation and upgrade of 12 ADA handicap ramps.

Other general asphalt maintenance performed during the 3rd quarter included asphalt utility cuts along with repairs, totaling 15,678 square feet. Also 232 pot holes were repaired throughout our City.

The reduction in paving stems from the increase of utility cut-ins and maintenance we were required to perform. We have had a large increase in cut-ins this quarter. These types of repairs require more man hours in relation to square feet paved.

INITIATIVE 5.5: IMPLEMENT IMPROVED TRANSIT AS DESCRIBED IN THE RTS PREMIUM SERVICE REPORT

Champion: Jesus Gomez, Transit Director
Sponsor: Thomas Hawkins, Commissioner (At-large)

• RTS went out to bid for concrete work to achieve ADA accessibility at a number of stops along key transit corridors.
• RTS began design work on a number of stops to achieve ADA accessibility at a number of stops along key transit corridors.
• RTS worked with CRA to determine amenity design requirements for stops identified in points 1 and 2.
• RTS continued to review and submit comments on key development projects in the community that affect multi-modal network implementation, including Celebration Pointe, Village Point, and Santa Fe Village.
• RTS identified technical advisory team for streetcar conceptual study.
• RTS and BRT project consultant participated in public meetings at GRU and gave presentations to organizations including the Metropolitan Transportation Planning Organization, Florida Department of Transportation, Black on Black Crime Task Force, and FloridaWorks. A survey was distributed, as well as made available online for specific feedback regarding premium transit service.

• RTS worked with local community groups to identify accessibility improvements for Limited English Proficient (LEP) persons, as well as those individuals with mental health care needs.
INITIATIVE 6.1: STRENGTHEN THE EFFECTIVENESS & TRANSPARENCY OF CODE ENFORCEMENT

Co-Champions: Fred Murry, Assistant City Manager
               Chris Cooper, Code Enforcement Manager

Sponsor: Randy Wells, Commissioner (District IV)

Code Enforcement staff worked with the City Attorney’s Office to draft amendments to the city’s code of ordinances required to implement the proposed Special Magistrate for Code Enforcement. The ordinance amendments will be brought before the City Commission beginning in July 2013, and if approved, staff will work on implementation including a Request for Proposals for a Special Magistrate for Code Enforcement and a reserve Special Magistrate to act in the absence of the primary Special Magistrate. Staff presented two pilot programs to the Community Development Committee and the City Commission to initiate and fund a Nuisance Abatement Foreclosure Program and a Nuisance Abatement Property Maintenance Program. If funding is identified these programs will be implemented and evaluated during the upcoming fiscal year. During the 3rd quarter, Code Enforcement staff met with stakeholders including neighborhood groups, crime watches, monthly neighborhood walks with the Chief of Police, and other opportunities to meet and discuss issues related to code enforcement.

INITIATIVE 6.2: ENSURE THE QUALITY AND BROAD DISTRIBUTION OF AFFORDABLE HOUSING THROUGHOUT THE CITY

Champion: Jackie Richardson, Housing and Community Development Manager

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)

During the 3rd quarter, the Housing and Community Development Division (HCD) assisted 97 families by providing an array of housing services. The HCD directly assisted 11 families with financial assistance and indirectly assisted 86 families with other general housing counseling activities. As part of the housing counseling program, (16) applications were processed for the Homeowner Rehabilitation Program and (4) applications were processed for the Roof Program. Direct financial assistance was provided to 11 very low and low income families through the homeowner rehabilitation program (5), roof repair program (2), house replacement program (2) and the down payment assistance program (2).

This quarter, (18) homeowners attended the mandatory Homeowner Education & Training (HOT) workshops; (3) families completed credit repair one-on-one counseling; (24) families received training through the down payment assistant workshop for first time homebuyers; and (2) down payment assistance application packages were received. Other general housing counseling activities included assisting (19) families with services such as lien subordination, loan modification, temporary relocation.
INITIATIVE 6.3: ACCELERATE THE IDENTIFICATION AND ACQUISITION OF CONSERVATION LANDS AND COMPLETE WSPP CAPITAL PROJECTS

**Champion:** Steve Phillips, Director of Parks, Recreation and Cultural Affairs


The last remaining Wild Spaces Public Places capital projects will be Smokey Bear Park, which is scheduled to begin construction as soon as land acquisition is realized and renovation of the restroom/concession facilities at Albert “Ray” Massey (Westside Park). WSPP has also contributed to the Cone Park Track and Field lighting project, which began during this quarter, and is scheduled for completion mid-July.

Land acquisition negotiations were ongoing during this quarter. In June, 2013, the City entered into an option agreement with the owner of parcel number 06745-000-000, a key 2nd priority parcel that will connect two City-owned parcels in the Hogtown Creek Floodplain. The parcel is 25.49 acres; however, the owner may opt to sell only a portion pending a survey and wetland delineation. This acquisition will likely exhaust much of the remaining WSPP land acquisition funds depending upon the amount of property the owner is willing to sell.

The City received the contract for the acquisition of 106 acres of land north of Morningside Nature Center that had been surplused by the State of Florida Department of Corrections. The acquisition could be completed by the fourth quarter of FY 2013.

INITIATIVE 6.4: ACTIVELY PARTICIPATING IN THE CLEAN-UP AND REDEVELOPMENT OF THE CABOT/KOPPERS SUPERFUND SITE

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


The US EPA and Beazer East, Inc. continue to seek access agreements from property owners for additional soil sampling and off-site remediation preparation work. The additional sampling was requested by the LIT to ensure the delineation of the contaminants off site. Off-site preparation work has begun with the anticipation that the Consent Decree will be approved by the Federal Court in the 4th quarter of FY13. If the Consent Decree is approved, Beazer East, Inc. anticipates that off-site work can begin in December, 2013 or January, 2014.

US EPA and Beazer East, Inc. conducted an informational meeting at the Senior Recreation Center with residents and interested parties on May 30, 2013. The purpose of the meeting was to outline the process for beginning the off-site remediation work.

The Florida Department of Health (FDOH) and the Alachua County Health Department (ACHD) hosted an open house to discuss the draft Koppers Indoor Dust Study Report on June 10, 2013. The FDOH solicited public comments on the draft Indoor Dust Study Report. Public comments were due to the FDOH on June 24, 2013. Based upon public comments, FDOH will make the necessary changes and ATSDOR will publish the report.

On June 28, 2013, the final documents for the Consent Decree between US (EPA) and Beazer East, Inc. were filed in Federal Court. The final documents will provide the Federal Court with the necessary information to determine whether the Consent Decree complies with CERCLA. The City of Gainesville and the Alachua County Department of Environmental Protection will have documents or links to the documents submitted by the DOJ available on their websites.
Rusty Kestle has been appointed the US EPA Acting Remedial Manager for the Cabot/Koppers Superfund Site beginning June 3, 2013, through December 1, 2013. Mr. Kestle’s contact information is listed below, and this information is available on the City’s website.

W. Russell Kestle Jr  PG
Remedial Project Manager
Superfund Division, Region 4
U.S. Environmental Protection Agency
61 Forsyth Street SW, Atlanta, Georgia 30303
Telephone: (404)-562-8819

The LIT continues to hold monthly meeting and telephone conference calls with USEPA, Beazer East, Inc., FDEP and Cabot Corporation, Inc. on the status of the remediation plan for the superfund site.

INITIATIVE 6.5: 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

Co-Sponsors: Lauren Poe, Commissioner (At-large); Susan Bottcher, Commissioner (District III)

During this quarter, staff was directed to prepare a presentation for the Recreation, Cultural Affairs and Public Works Committee July meeting, using the dedicated millage rate as a proposed funding method for the Master Plan. On July 30, 2013, staff will present a 15-year and a 20-year timeline and plan. In addition, the RCAPW Committee expressed support for two other funding recommendations in the Master Plan: 1) adding a 10% surcharge to the fees charged, except for youth programs, to cover the cost of hiring a Partnership and Development Coordinator to seek new funding from the private sector for programs and facility development; and, 2) add a weekend rental rate for recreation centers similar to the structure the Thomas Center follows. Both of these will be included as part of the 2014 budget process.

INITIATIVE 6.6: INCREASE THE CULTURAL OPPORTUNITIES/OFFERINGS IN THE CITY

Champion: Russell Etling, Program Coordinator

Sponsor: Yvonne Hinson-Rawls, Commissioner (District I)

During the third quarter:

- The PRCA presented its newest signature event, “Jest Fest!”, for four Saturdays in April to enthusiastic audiences and extremely positive press in The Gainesville Sun.

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• On April 6, PRCA kicked off its expanded “Free Fridays” concert series which increases the regular season to 32 weeks from the 24 weeks in years past.

• The Thomas Center Galleries featured its collaborative exhibition with the Doris Bardon Community Cultural Center entitled The Quest for the Fountain of Youth in Florida History Mythology and Art as well as featured programming including the performance piece AGUA by Miami artist Xavier Cortada.

• The Thomas Center Galleries opened the BLUES PIONEERS and their Progeny exhibition on May 30 along with a concert by local legend Willie Green (in collaboration with the Shakerag Culture Center, Inc.) to a capacity audience and significant press in The Gainesville Sun and The Guardian. The exhibit, which features art, history and music, will run through September 7, 2013.

• The Thomas Center Galleries opened the stunning and educational ARTIFACTS EXQUISITE AND EXTRAORDINARY from the Theatre of Memory Collection on June 28 in conjunction with “Artwalk Gainesville.” The exhibit will run through the end of September.

• The Downtown Festival and Art Show unveiled its 2013 poster which features a photograph by John Moran and adds awareness to the regional movement to save our endangered springs.

• The Evergreen Cemetery unveiled its “Spirit of Evergreen” statue which pays homage to the stolen 1904 Maud Duke monument while also bringing community awareness to the cemetery.


• Evergreen Cemetery finished installation of the new 38-stop cell phone tour as part of the PRCA initiative to brand the cemetery as a heritage-tourism destination.

• The City under the advisement of the Art in Public Places Trust commissioned local artist Leslie Tharp to create 3 sculpted art-pedestals for interpretive signage in the Hogtown Creek Headwaters Nature Park and began negotiations with two artists and an artist team for public art pieces in the new GPD Police Headquarters complex.

• PRCA launched its department-wide initiative “Get to Know” which is a U.S. and Canada-wide art competition for youth up to 19 years old to get them out into nature and the park system to create art of all media.

PRCA submitted its Local Arts Agency Program Support Grant to the State of Florida Division of Cultural Affairs, marketing and program support grants to the Alachua County Tourist Development Council for Hoggetowne Medieval Faire and Downtown Cultural Series, as well as a capital grant for sound system upgrades for Bo Diddley Community Plaza.
INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER IN GAINESVILLE

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


The Consent Decree was approved by the federal district court in July. The approval of the Consent Decree will allow initiation of the remedial design phase. As part of this Beazer and EPA will agree to a schedule for the completion of the work.

Beazer installed “DNAPL Recovery” wells in the “process area” of the site. As was hoped, these wells are collecting creosote. The amount of creosote being collected is being measured before and after the application of the ISGS treatment as a means to determine the treatment’s effectiveness. If the amount of creosote collected decreases dramatically, this provides some indication that the ISGS treatment was successful. Additional monitoring wells were also installed in order to help assess the performance of the ISGS.

INITIATIVE 7.2: MONITOR COMPLIANCE WITH RECYCLING ORDINANCES AND IDENTIFY A ROADMAP FOR ACHIEVING A RECYCLING GOAL OF 75%

Champion: Steve Joplin, Solid Waste Manager


Haulers reported 2,806 tons of commercial recycling collected during the 3rd quarter, compared to 2,813 tons for the same quarter last year.

INITIATIVE 7.3: REFINE THE COORDINATED RESPONSE AT THE LOCAL LEVEL TO ADDRESS ENERGY POLICY AND CLIMATE CHANGE

Co-Champions: Lewis Walton, Marketing & Business Solutions Director
                  Paul Folkers, Assistant City Manager


Gainesville Regional Utilities

• In line with the City’s FGBC Certification, the GRU Administration Building and associated parking lot areas were redesigned and planted to meet the Florida Friendly Landscaping program guidelines. These plantings include a demonstration area depicting both native and non-native plantings to show the beauty and variety of appropriately located drought tolerant plants available under the FFL guidelines.

• There are a number of ongoing cooperative efforts between GRU, Alachua County, UF and the St. John’s River Water Management District (SJRWMD). Some of the recent projects include: a water conservation competition between Sorority houses, toilet and commercial kitchen sprayer nozzle retrofit programs as well as other information and data-sharing related projects.

• The promotion and purchase of ENERGY STAR® qualified products within the organization and with our customers through our conservation, marketing and purchasing departments continues. The current promotion is through the Home Performance with
ENERGY STAR® rebate program for the installation of a high efficiency HVAC system, duct testing, added insulation and one other ENERGY STAR® qualified product replacement or installation.

- GRU’s rebate programs continue to provide incentives for customers to increase the efficiency of equipment and appliance both at home and at businesses. Program participation this fiscal year to date has yielded reduction of 6,457 MWh and 1,785 kW in demand.

General Government

- The City joined a joint application to the US Department of Energy for a Rooftop Solar Challenge II grant with Alachua County, Broward County and other Florida local governments seeking to standardize and expedite the permitting process for solar installations. LED streetlights and pedestrian level lights will be installed starting on July 29, 2013 as part of the Main Street Streetscaping Project.

INITIATIVE 7.4: IMPROVE THE ENERGY EFFICIENCY OF LOW-INCOME HOMES THROUGH WEATHERIZATION

Co-Champions: Kathy Viehe, Assistant General Manager for Customer Services
Lewis Walton, Marketing & Business Solutions Director

Sponsor: Randy Wells, Commissioner (District IV)

The new LEEP application, that was released last quarter, has proven to be very effective in increasing customer participation. Due to its simplicity and condensation, the number of approved applicants increased by 52 participants. Below is a copy of the new application and the outdated version.

- New Version
In addition to editing the application, the LEEP team hosted multiple Sign-Up Days to provide customers with “on the spot” assistance completing their applications. During these events, GRU employees assisted customers with filling out their application and ensuring required documentation was attached while Central Florida Community Action Agency was on site to verify income.

As of the 3rd quarter, the Program results are as follows:

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Approved Applicants</td>
<td>151</td>
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<tr>
<td>Homes pre-inspected</td>
<td>141</td>
</tr>
<tr>
<td>Homes that received Certificates of Recommendation</td>
<td>136</td>
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<tr>
<td>Homes vouchered</td>
<td>113</td>
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<tr>
<td>Homes post-inspected</td>
<td>83</td>
</tr>
<tr>
<td>Homes closed-out</td>
<td>74</td>
</tr>
</tbody>
</table>

Our primary goal, in this subsequent quarter, is to improve 76 homes to reach our target of assisting 150 customers.