



# STRATEGIC PLAN

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## FISCAL YEARS 2009 & 2010 BIENNIAL UPDATE

*October 2008*

**Gainesville City Hall**  
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City of Gainesville  
Office of Strategic Planning  
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Strategic Plan FY 2009/2010  
City of Gainesville, Florida

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**ELECTED OFFICIALS AND CHARTER OFFICERS**

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**Mayor & City Commission**

Peegen Hanrahan, Mayor (At-large)  
Jack Donovan, Mayor-Commissioner Pro Tem (District III)  
Thomas Hawkins, Commissioner (At-large)  
Jeanna Mastrodicasa, Commissioner (At-large)  
Scherwin Henry, Commissioner (District I)  
Lauren Poe, Commissioner (District II)  
Craig Lowe, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Brent Godshalk, City Auditor  
Robert Hunzinger, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
Marion Radson, City Attorney  
Jimmie Williams, Equal Opportunity

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## EXECUTIVE SUMMARY

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Gainesville is the largest city in north central Florida with a population of 123,000 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 a Strategic Planning Retreat held on December 3, 2007, the Gainesville City Commission identified 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 this document 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, government effectiveness and fiscal responsibility, infrastructure and transportation, neighborhoods, the environment, and partnerships and intergovernmental relationships. Each stated goal is supported by a series of initiatives as described in this strategic plan.

This is a living document which features a framework that can be adjusted based on the current needs of the community. 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.

Through sharing this document with our community, 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.

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## INTRODUCTION

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### WHY HAVE A STRATEGIC PLAN?

Knowing the “destination” or vision for a community is merely one required element for a city’s success; another is having a “roadmap” or a strategic plan that helps us get there. This plan helps translate the community’s vision and City Commission’s goals to the organization – enabling the organization to better serve the community.

This plan strives to provide concentration and clarity by outlining the goals and initiatives the organization will focus on over the next two years. With limited staffing and financial resources, it is even more important to focus on achievable goals. Trying to do everything is simply unrealistic.

Since assumptions, community needs, the economy, legislation and other factors upon which this plan is based continue to change, it is necessary that it be considered as a beginning, rather than an end, to managing the organization and serving the Gainesville community. This simple plan is prioritized around key initiatives that the Mayor and City Commission has outlined for the community and is intended to be a living document, which will be evaluated and updated regularly.

### SCOPE OF THE PLAN

The Strategic Plan outlines the organizational vision, mission and values while summarizing the community profile and strategic planning process. To ensure each factor is achieved, a set of goals, initiatives and high-level performance measures were identified. Finally, the plan discusses the commitment to managing for results and describes the various strategies which will be used to collect, analyze and use data for improved decision-making and planning.

### SPECIAL THANKS

City Staff and the City Commission would like to thank Marilyn Crotty for facilitating the City Commission Strategic Planning Retreat in December 2007, where the Strategic Goals and Initiatives were discussed and Julia Novak for facilitating the Senior Management Strategic Planning Retreat in February 2008, where Staff developed Action Plans to accomplish each of the Strategic Initiatives.

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**COMMUNITY AND ORGANIZATIONAL PROFILE**

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**COMMUNITY PROFILE**

The City of Gainesville, Florida is the county seat and largest City in Alachua County. The City was founded in 1854 and incorporated in 1869. There are approximately 60 square miles of land inside the corporate boundaries of the City. As of April 1, 2007, the City's population was estimated at 122,671 by the Bureau of Economic and Business Research at the University of Florida. Gainesville is home to the University of Florida, the state's leading research institution, and Santa Fe College, a provider of excellent professional and vocational education. Gainesville has one of the largest medical communities in the Southeastern United States, and is a center for commerce, art and culture in North Central Florida.

**Community Characteristics**

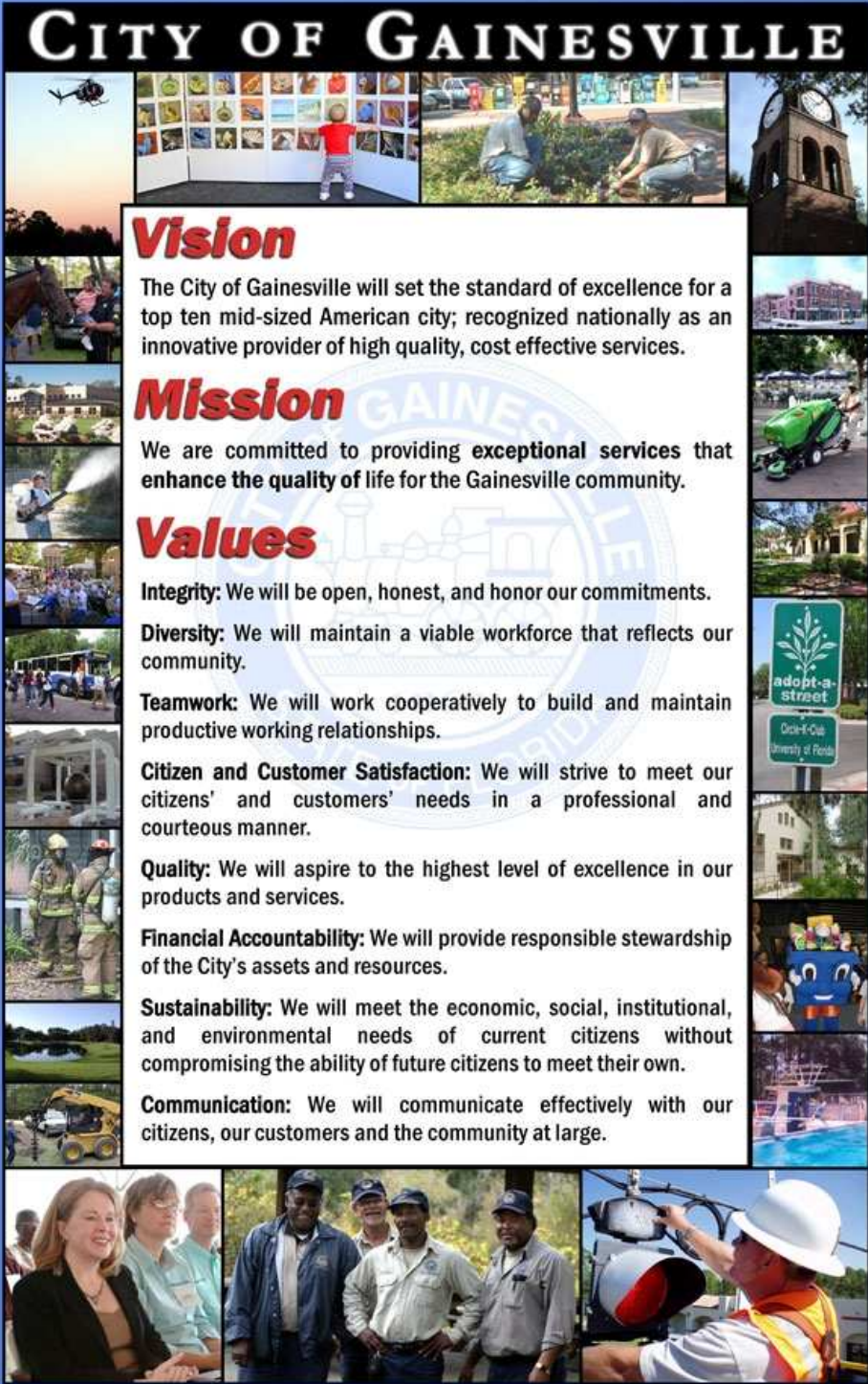
Median Age:	27
Households:	87,509
Median Household Income:	\$31,426
Unemployment Rate:	2.9% (BEBR)
Estimated average sale price for a single family home in the Gainesville area:	\$150,000 (Gainesville Council for Economic Outreach)
Estimated average monthly rent for apartment living in the Gainesville area:	\$607.00 (Gainesville Council for Economic Outreach)
Significant Awards:	<ul style="list-style-type: none"> <li>▪ Ranked #1 in <i>Cities Ranked and Rated</i>, 2007</li> <li>▪ Named the "No. 1 Place to Retire During an Economic Downturn" by SmartMoney.com, 2008</li> </ul>

**ORGANIZATIONAL PROFILE**

The City of Gainesville provides its residents with a wide variety of municipal services including police and fire protection, comprehensive land use planning and zoning services, code enforcement and neighborhood improvements. Construction and maintenance of the City's infrastructure are significant, ongoing services, as well as the planning and operation of the traffic engineering systems. Cultural opportunities, nature trails and parks and recreation improvements (including a championship golf course) help make Gainesville one of the most livable cities in the nation. Gainesville provides refuse removal and recycling services. Gainesville also owns and operates a regional transit system that serves the community, the University of Florida and a portion of unincorporated Alachua County. The City also provides administrative services to support these activities. These services are accomplished through various City departments under the direct supervision and leadership of the City Manager.

**Organizational Characteristics**

Total Number of Employees:	2202 (as of April 2008, including Temporary Employees)
General Fund Budget:	99 Million (FY 2009)
Number of Purchasing Transactions:	1255 (Purchase Orders in FY 2007)
Regional Transit Services (RTS) Ridership:	8,939,334 Passengers (FY 2007 – Systemwide)
Developed Parkland Maintained:	450 Acres
Asphalt Roads Maintained:	9239 Square Yards (FY 2005)



# CITY OF GAINESVILLE

**Vision**

The City of Gainesville will set the standard of excellence for a top ten mid-sized American city; recognized nationally as an innovative provider of high quality, cost effective services.

**Mission**

We are committed to providing exceptional services that enhance the quality of life for the Gainesville community.

**Values**

**Integrity:** We will be open, honest, and honor our commitments.

**Diversity:** We will maintain a viable workforce that reflects our community.

**Teamwork:** We will work cooperatively to build and maintain productive working relationships.

**Citizen and Customer Satisfaction:** We will strive to meet our citizens' and customers' needs in a professional and courteous manner.

**Quality:** We will aspire to the highest level of excellence in our products and services.

**Financial Accountability:** We will provide responsible stewardship of the City's assets and resources.

**Sustainability:** We will meet the economic, social, institutional, and environmental needs of current citizens without compromising the ability of future citizens to meet their own.

**Communication:** We will communicate effectively with our citizens, our customers and the community at large.

**STRATEGIC GOALS AND INITIATIVES FY 2009/2010**

GOAL		INITIATIVE
<b>1. Public Safety</b> <i>Maintain a safe and healthy community in which to live</i>		<b>1.1</b> Develop and continue programs to reduce the causes of crime <b>1.2</b> Ensure that there are appropriate staff levels for police and fire and review the deployment of staff
<b>2. Economic Development and Redevelopment</b> <i>Foster economic development and encourage redevelopment</i>	  	<b>2.1</b> Complete the implementation of the South East Gainesville Renaissance Initiative (SEGRI Project) <b>2.2</b> Continue Implementation of the Strategic Redevelopment Plan for Depot Park <b>2.3</b> Continue Implementation of the Strategic Redevelopment Plan for GRU Area <b>2.4</b> Continue to remove barriers (regulation review, project facilitation); Consolidate layers of regulation and consider expanding team to include outside representation <b>2.5</b> Continue to position City to take advantage of innovation economy and identify plan for innovation zone near University <b>2.6</b> Increase the amount of affordable and low cost housing throughout the City <b>2.7</b> Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area
<b>3. Human Capital</b> <i>Assist every person to reach their true potential</i>	  	<b>3.1</b> Continue implementation of the 10 year plan to end homelessness (One-Stop Center, review ordinances to increase beds, etc.) <b>3.2</b> Explore the potential for addressing senior issues and services <b>3.3</b> Analyze the availability and accessibility of youth programs and identify a role for City Government <b>3.4</b> Streamline the efforts of those agencies providing child victim services throughout the city
<b>4. Government Effectiveness and Fiscal Responsibility</b> <i>Continue to increase the effectiveness of local government and maintain a strong fiscal condition</i>		<b>4.1</b> Continue annexation effort in the urbanized area in order to maintain social, economic, and financial diversity <b>4.2</b> Improve communication through increase use of the internet for City services, improve the City's website <b>4.3</b> Review alternative strategies to increase civic engagement and responsibility, and City's responsiveness <b>4.4</b> Develop a strategy for e-commerce
<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> Complete capital projects at parks – improve programs; Develop land conservation and acquisition program (biodiversity, passive recreation) <b>5.2</b> Support the reconstruction of transportation facilities to encourage redevelopment of 6 <sup>th</sup> Street <b>5.3</b> Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue
<b>6. Neighborhoods</b> <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		On-going improvement efforts
<b>7. Environment and Energy</b> <i>Protect and sustain our natural environment and address future energy needs</i>	    	<b>7.1</b> Monitor the progress of the clean-up of Cabot Carbon / Koppers Superfund Site <b>7.2</b> Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed <b>7.3</b> Develop a coordinated response at the local level to address energy policy and climate change
<b>8. Partnerships</b> <i>Champion effective and institutionalized relationships with other government entities and community partners</i>		<b>8.1</b> Formalize relationships with other community partners <b>8.2</b> Increase involvement of city in improving quality of City schools



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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*

INITIATIVE 1.1: DEVELOP AND CONTINUE PROGRAMS TO REDUCE THE CAUSES OF CRIME (EX. DISPUTE RESOLUTION CENTER, COMMUNITY-ORIENTED POLICING)

**Champion:** Norm Botsford, Police Chief

**Sponsoring Commissioner:** Jeanna Mastrodicasa, Commissioner (At-large)

**Committee:** Public Safety Committee

**Stakeholders:** Public, Neighborhoods, Businesses, University of Florida (UF), Gainesville Downtown Owners and Tenants (GDOT), Black on Black Crime Task Force, Santa Fe College (SFC), other law enforcement agencies (local, state, federal), Alachua County School Board (ACSB)

**Desired Outcome:** Implementation of programs that help to reduce the causes of crime and increase the feeling of safety within the community.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative. GPD has identified the some of the major causes of crime in the community, including the sale and use of drugs, lack of parental attention and educational opportunities and GPD has identified programs to address these causes of crime.

#### **Progress to Date:**

In February 2007, the Violent Crime Task Force was formed to target the increase in violent crime. The success of this Task Force resulted in the implementation of the Tactical Impact Unit, a permanent entity targeting violent crime which began in September 2007.

The Community Policing and Training Center design process continued as well as program development. Step five of the Design process was completed during the City Commission meeting on November 26, 2007. While the design process continues, work on the main Police Building has been moved up in the construction schedule which may change the finish dates of this project.

The Comprehensive DUI/Underage Drinking Plan began in August 2007. It is a collaborative effort amongst community stakeholders, law enforcement, Shands Hospital, the University of Florida, Santa Fe College, Alachua County Schools, professional stakeholders and other practitioners with emphasis on enforcement, education, treatment and prevention.

#### **Supporting Documentation:**

- [2007 Gainesville Police Department Annual Report](#)

Strategic Plan FY 2009/2010  
City of Gainesville, Florida

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**STRATEGIC INITIATIVE # 1.1**

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**Action Plan to Reduce Causes of Crime for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Continued expansion of the Design Out Crime Program (CPTED) with long-term goal of codifying	On-going
2. Continue community outreach through presentations to the community, the use of customer satisfaction surveys and internet-based feedback	On-going
3. Construct Community Policing and Training Center	2009/2010
4. Participate in the implementation of the final Juvenile Justice Initiative recommendations	October 2008
5. Implement a Combined Intelligence Center with ACSO	April 2009
6. Implement Mediation / Conflict Resolution / Restorative Justice Program	October 2009
7. Continue education efforts to reduce drug activity (School Resource Officer, Black on Black Crime Task Force, Reichert House, Community Resource Officers)	On-going
8. Continue Tactical Impact Unit's focus on violent crime	On-going
9. Continue combined City / County Drug Task Force	On-going

**Critical Success Measures:**

- Complete the restorative justice program by October 2009
- Number of community presentations given
- Percent of residents who believe crime and drugs are a major problem
- Crime rate comparisons with like communities through the use of the Uniform Crime Reporting System (UCRS) and Florida Department of Law Enforcement (FDLE) Statistics

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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*

INITIATIVE 1.2: ENSURE THAT THERE ARE APPROPRIATE STAFF LEVELS FOR POLICE AND FIRE AND REVIEW THE DEPLOYMENT OF STAFF

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

**Committee:** Public Safety Committee

**Stakeholders:** Alachua County Fire Rescue (ACFR), Alachua County Sheriff's Office (ACSO), Insurance Services Office (ISO), National Fire Protection Association (NFPA)

**Desired Outcome:** Define and achieve desired staffing levels for the Gainesville Police Department and Gainesville Fire Rescue. Identify and implement optimal deployment of staff to maintain a safe and healthy community.

**Background:** This Strategic Initiative was first introduced by the City Commission in December 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

#### **Progress to Date:**

**GFR:** In October 2005, Gainesville Fire Rescue (GFR) submitted a staffing report which outlined the current staffing situation at GFR, a peer city comparison and included a number of recommendations for consideration by City Administration. These recommendations included the addition of a fire station in NW Gainesville, an analysis of appropriate service delivery levels, and an assessment of overtime. In FY 2007, GFR added three positions to reduce overtime. GFR is currently in the process of designing and constructing Fire Station 08.

**GPD:** In FY 2007, the Gainesville Police Department (GPD) completed a staffing report which was reviewed and assessed in coordination with City Administration. During FYs 2008 and 2009, GPD will add six new Police Officers through the Universal Hiring Grant to staff the Butler Plaza annexation areas.

#### **Supporting Documentation:**

- Gainesville Fire Rescue Fire Fighter Staffing and Equipment Policies
- Gainesville Fire Rescue Standard Operating Guidelines
- National Fire Protection Association (NFPA) Standard 17-10

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**STRATEGIC INITIATIVE # 1.2**

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**Action Plan to Ensure Appropriate GPD & GFR Staff Levels for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Review and finalize GPD and GFR studies on staffing levels and deployment	August 2008
2. Conduct an assessment to identify and determine the impact of key drivers on future staffing needs. Examples include: <ul style="list-style-type: none"> <li>▪ Annexations that meet the criteria for review of staffing levels</li> <li>▪ Cumulative impact of annexations that don't meet the criteria for review of staffing levels</li> <li>▪ Overall population growth</li> <li>▪ Increase in population density</li> <li>▪ New residential and commercial development</li> <li>▪ Overtime</li> </ul>	November 2008
3. Determine impact of position vacancies and barriers to keeping positions filled. Develop strategies to overcome barriers	November 2008
4. Define appropriate staffing levels for GPD and GFR	December 2008
5. Identify gap between appropriate GPD and GFR staffing levels and current staffing levels	January 2009
6. Develop and submit a plan to achieve the appropriate staffing levels for GPD and GFR.	April 2009
7. Implement plan as resources allow	October 2009 and Beyond

**Critical Success Measures**

- Number of Officers per square mile (historical trends, community benchmarks)
- Number of Officers per 1,000 residents (historical trends, community benchmarks)
- Insurance Services Office (ISO) rating
- National Fire Protection Association (NFPA) Standard 1710 covering staffing and response times

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**STRATEGIC INITIATIVE # 2.1**

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

*Foster economic development and encourage redevelopment*

INITIATIVE 2.1: IMPLEMENT THE SOUTHEAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT)

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsoring Commissioner:** Scherwin Henry, Commissioner (District I)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Chamber of Commerce, East Gainesville Development Corporation (EGDC), Front Porch Communities, County Leaders, Community Redevelopment Board, Eastside Redevelopment Advisory Board, property owners, Neighborhood Associations

**Desired Outcome:** Redevelopment of the former Kennedy Homes site. Provide a catalyst for private investments in the SEGRI Area.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, the City acquired the Kennedy Homes site and completed the SEGRI Master Plan. Kennedy Homes was demolished and the CRA is discussing ways to move forward with redevelopment opportunities. In April of 2008, the City was given permission to develop former Kennedy Homes without the Housing and Urban Development (HUD) use restriction.

**Supporting Documentation:**

- [SEGRI Master Plan](#)
- Letter from Housing and Urban Development (HUD), April 2008

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**STRATEGIC INITIATIVE # 2.1**

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**Action Plan for SEGRI Project for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Conduct Planning Study	Complete
2. Develop Special Area Plan	May 2008
3. Work with private entities to encourage and support redevelopment of private property in the area	On-going
4. Adopt SEGRI Special Area Plan into the Land Use and Development Code	November 2008
5. Negotiate Use Term Agreement with HUD	Completed April 2008
6. Release Kennedy Homes RFP	July 2008
7. Research and determine various funding deal strategies to encourage private investments	On-going
8. Develop Communication Strategy for SEGRI	Fall 2009
9. Start construction of Kennedy Homes	2010

**Critical Success Measures:**

- Approval of Special Area Plan
- Release Kennedy Homes Request for Proposal (RFP) by Target Date
- Finalize Development Agreement
- Break ground at former Kennedy Homes site in 2010

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**STRATEGIC INITIATIVE # 2.2**

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

*Foster economic development and encourage redevelopment*

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

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsoring Commissioner:** Pegeen Hanrahan, Mayor (At-large)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Advisory Boards, Downtown Businesses, SPROUT Taskforce, Private Investors, Gainesville Regional Utilities (GRU), Porters Neighborhood, Springhill Neighborhood

**Desired Outcome:** Construction of Depot Park

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, a Depot Park Area Master Plan and a Request for Proposals (RFP) was released. The City Commission approved funding from the General Government and GRU budgets and an initial vendor was selected. During the fourth quarter, it became evident that the direction of the Master Plan needed to change along with the selected firm. During the fourth quarter of FY 07, the GRU and Depot Park projects were separated into two projects for better tracking and accountability. In the Spring of 2008, the Depot Park Master Plan and the Implementation Timeline were approved by the CRA Board of Directors and the City Commission.

**Supporting Documentation:**

- Depot Park Plan, Updated March 2008
- Adopted Depot Park Implementation Timeline, Updated March 2008

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**STRATEGIC INITIATIVE # 2.2**

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**Action Plan to Redevelop Depot Park for FYs 2009 – 2010**

Action Steps	Estimated Completion Date
1. Design Depot Park	July 2009
2. Depot Building Rehab	August 2009
3. Remediation	December 2009
4. Depot Avenue Reconstruction <ul style="list-style-type: none"><li>▪ Bid/Select/Contract</li><li>▪ Depot Ave. Phase I &amp; II Re-Construction</li></ul>	April 2010
5. Design, Contract, and Construct Depot Park Trail	June 2010
6. Stormwater Pond Construction	December 2010
7. Construction of Depot Park (No Funding Available)	June 2011

**Critical Success Measures:**

- Effective inter-departmental communication and coordination through status reporting and team meetings
- Remediation clean-up is finished by December 2009
- Funding is approved to move forward with Depot Park construction



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**STRATEGIC INITIATIVE # 2.3**

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

*Foster economic development and encourage redevelopment*

INITIATIVE 2.3: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR GRU AREA

**Champion:** Anthony Lyons, Community Redevelopment Manager

**Sponsoring Commissioner:** Jeanna Mastrodicasa, Commissioner (At-large)

**Committee:** Community Redevelopment Agency (CRA)

**Stakeholders:** Advisory Boards, Downtown Businesses, SPROUT Taskforce, Private Investors, University of Florida, Chamber of Commerce

**Desired Outcome:** Redevelopment of former GRU Downtown Operations Center

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, a Request for Proposals (RFP) was released to develop a Master Plan for both GRU and Depot Park. The City Commission approved funding from the General Government and GRU budgets and an initial vendor was selected. During the fourth quarter, it became evident that the direction of the Master Plan needed to change along with the selected firm. During the fourth quarter of FY 07, the GRU and Depot Park projects were separated into two projects for better tracking and accountability.

**Supporting Documentation:**

None at this time.

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**STRATEGIC INITIATIVE # 2.3**

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**Action Plan to Redevelop GRU Site for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date</b>
1. Develop a Conceptual Master Plan for GRU Site	August 2008
2. Develop a timeline for GRU redevelopment	September 2008
3. Develop implementation and recruitment strategy	December 2008
4. Issue RFPs and solicit responses for development	April 2009

**Critical Success Measures:**

- Approval of the timeline and Master Plan by 2009
- Successfully engage decision-making stakeholders

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**STRATEGIC INITIATIVE # 2.4**

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

*Foster economic development and encourage redevelopment*

INITIATIVE 2.4: CONTINUE TO REMOVE BARRIERS (REGULATION REVIEW, PROJECT FACILITATION), CONSOLIDATE LAYERS OF REGULATION AND CONSIDER EXPANDING TEAM TO INCLUDE OUTSIDE REPRESENTATION

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

**Sponsoring Commissioner:** Thomas Hawkins, Commissioner (At-large)

**Committee:** Community Development Committee

**Stakeholders:** General public, construction industry, investors and developers

**Desired Outcome:** Stakeholders have indicated that the regulatory regimen in the City has been made more transparent and user-friendly. Active participation from outside representatives has been established.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, the Director of Planning and Development Services worked with a team of individuals from Information Technology, Building, Code Enforcement and Planning to rank vendors associated with an electronic plan management system designed to track workflow associated with the Planning and Development Services Department. It is anticipated that this system will be operational sometime in mid 2008. In terms of project facilitation, staff worked on several projects in the Airport Industrial Park, Airport proper and within the Innovation Zone. Planning and Development Services staff has been meeting with the private construction industry to re-examine parts of the Development Review Process.

**Supporting Documentation:**

- Innovation Zone Map
- Development Review Process Analysis

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**STRATEGIC INITIATIVE # 2.4**

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**Action Plan to Remove Barriers for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Work with Planning Consultant to review the Comprehensive Plan and Land Development Code	June 2010
2. Develop a review process that will be specific to City Projects	June 2009
3. Continue working with industry representatives on processes <ul style="list-style-type: none"><li>▪ Survey users of First-Step Process</li></ul>	On-going
4. Implement Planned Electronic Management Systems	December 2008

**Critical Success Measures:**

- Percent of residents who used the Internet to conduct business with the City of Gainesville
- Percent of residents who believe that land use, planning and zoning services are of excellent or good quality in the City of Gainesville
- Percent of First-Step Process participants who believe that the process of working with City Staff was user-friendly
- Funding is identified and adopted to hire a Planning Consultant to review the Comp Plan and Land Development Code

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**STRATEGIC INITIATIVE # 2.5**

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

*Foster economic development and encourage redevelopment*

INITIATIVE 2.5 CONTINUE TO POSITION CITY TO TAKE ADVANTAGE OF INNOVATION ECONOMY AND IDENTIFY PLAN FOR INNOVATION ZONE NEAR UNIVERSITY

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

**Sponsoring Commissioner:** Lauren Poe, Commissioner (District II)

**Committee:** Economic Development/University Community Committee

**Stakeholders:** University of Florida (UF), Technology Start-ups, Service Providers, General Public, Santa Fe College (SFC)

**Desired Outcome:** Successful management of the Gainesville Technology Enterprise Center (GTEC) program, including provision of space at GTEC and successful graduation of tenants in the Gainesville area.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During the beginning of FY 2007, the Innovation Campus Task Force was approved and instituted by the City Commission. The Champion of the Initiative, Erik Bredfeldt, worked with the University of Florida on attracting Innovative Economy development to the Innovation Zone.

Toward the end of FY 2007, two companies graduated from GTEC and were retained within the regional economy. Also, a Strategic Planning effort was undertaken by the GTEC Advisory Board with the intent to plan for future graduates as well as providing for fiscal sustainability of the facility over the long term. Staff has worked on plans regarding redevelopment of the 16 acre GRU site downtown.

**Supporting Documentation:**

- [GTEC website](http://www.gtecflorida.com) (www.gtecflorida.com)
- Innovation Zone Map
- Economic Development Action Plan
- Innovation Campus Task Force presentation, March 2007

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**STRATEGIC INITIATIVE # 2.5**

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**Action Plan for GTEC for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Continue Funding GTEC	On-going
2. Outreach to potential entrepreneurs and employers	On-going
3. Identify building / land inventory for GTEC graduates and private entrepreneurs	On-going
4. Expand on land resources adjacent to GTEC	December 2008

**Action Plan for Innovation Campus for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Develop a timeline regarding Innovation Campus	June 2008
2. Ground breaking for redevelopment of Innovation Campus site	September 2009
3. Conduct an analysis to determine if the City's pension fund could provide funding	December 2008

**Critical Success Measures:**

- Number of spin-offs captured at incubators
- Number of spin-offs absorbed by community
- Number of innovative economy firms that have located in the Gainesville community

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STRATEGIC INITIATIVE # 2.6

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

*Foster economic development and encourage redevelopment*



INITIATIVE 2.6: INCREASE THE AMOUNT OF AFFORDABLE HOUSING AND LOW-COST HOUSING THROUGHOUT THE CITY

**Champion:** Jackie Richardson, Housing Manager

**Sponsoring Commissioner:** Jack Donovan, Mayor-Commissioner Pro Tem (District III)

**Committee:** Community Development Committee

**Stakeholders:** Neighborhood Housing and Development Corporation (NHDC), Habitat for Humanity, Mobile Home Association, Gainesville Builders Association (GBA), County, Realtors, Property Managers, Lenders, University of Florida, Shands, Santa Fe College (SFC), Veterans Administration (VA), Modular Home Builders, Housing Authorities, General Public

**Desired Outcome:** Improve affordable housing opportunities for City residents.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

This is a new initiative.

**Supporting Documentation:**

- City Local Housing Assistance Plan (LHAP)
- Annual City of Gainesville State Housing Initiatives Partnership (SHIP) Report
- [Annual County Local Housing Assistance Plan](#)

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**STRATEGIC INITIATIVE # 2.6**

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**Action Plan to Increase Affordable Housing for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Establish Affordable Housing Advisory Committee (AHAC) State mandated – SHIP Program	July 2008
2. Housing & Planning Division will work with AHAC to: <ul style="list-style-type: none"> <li>▪ Review and evaluate Federal/State Local housing programs, ordinances, land use and zoning</li> <li>▪ Review existing Comprehensive Plan (Housing Element)</li> <li>▪ Inventory of available land</li> <li>▪ Cost of housing <ul style="list-style-type: none"> <li>▪ Discuss Green Building standards for all housing projects within the City</li> <li>▪ Review GRU rebates for Green Building standards</li> </ul> </li> <li>▪ Create definition of affordable housing</li> <li>▪ Meetings with stakeholders and residents</li> <li>▪ Determine the type of affordable housing needed</li> </ul>	July 2008 - November 2008
3. Staff and AHAC work to develop the State mandated SHIP Plan	November 2008
4. AHAC to present plan for approval and adoption to City Commission	December 2008
5. Submit approved action plan to the State as mandated	May 2009
6. Implement approved action plan	June 2009
7. Monitor progress of plan	Ongoing

**Critical Success Measures**

- Number of new affordable housing units built
  - Rentals
  - Single-family
- Number of renovations of existing housing units
- Number of households assisted with rental and home ownership opportunities
- Adoption of SHIP Action Plan that defines affordable housing within the City of Gainesville
- SHIP Action Plan is implemented by target dates



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STRATEGIC INITIATIVE # 2.7

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

*Foster economic development and encourage redevelopment*



INITIATIVE 2.7: IMPROVE COORDINATION WITH ALACHUA COUNTY IN ORDER TO MORE EFFECTIVELY PLAN AND DEVELOP GAINESVILLE'S URBAN RESERVE AREA

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

**Committee:** Community Development Committee

**Stakeholders:** Alachua County residents, businesses, Alachua County & City of Gainesville staff, developers, etc.

**Desired Outcome:** The Urban Reserve Area is being planned and developed consistent with the vision of urban development, expressed by the City Commission.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat to introduce new City Commissioners to the strategic planning process and provide all Commissioners an opportunity to discuss the strategic goals and initiatives.

**Progress to Date:**

This is a new initiative.

**Supporting Documentation:**

- [Alachua County Boundary Adjustment Act](#)
- [Rusk Report](#), January 2007
- [Annexation Transition Agreement](#), March 2007
- [Status Report: Plan for Orderly Annexations](#), March 2008

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**STRATEGIC INITIATIVE # 2.7**

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**Action Plan to Improve Coordination in Urban Reserve Area for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Implementation of the Community Development Committee’s (CDC) recommendations to City Commission concerning Rusk Report <ul style="list-style-type: none"> <li>▪ City and County explore a jointly appointed corporate limits council as a mechanism to support the City’s annexation policy</li> <li>▪ City and County explore “density” as a method of signaling or requiring annexation of urban areas</li> <li>▪ City Commission and staff should build a close working relationship with the Alachua County School Board on planning/capital projects</li> </ul>	June 2009
2. Work with Joint City/County Orderly Annexation Team to identify key annexation areas and coordinate pre-planning issues	October 2008

**Critical Success Measures**

- Increased City involvement in planning decisions in the Urban Reserve Area
- Recommendations in the CDC Report are implemented by target dates
- County wide Visioning and Planning Committee implements policies supported by the City Commission
- Support by Joint City/County elected officials regarding areas identified for annexations

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STRATEGIC INITIATIVE # 3.1

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



INITIATIVE 3.1: CONTINUE IMPLEMENTATION OF THE 10 YEAR PLAN TO END HOMELESSNESS

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

**Sponsoring Commissioner:** Jack Donovan, Mayor-Commissioner Pro Tem (District III)

**Committee:** Community Development Committee

**Stakeholders:** Alachua County, Gainesville/Alachua County Office on Homelessness, Alachua County Coalition for the Homeless and Hungry, Non-profit providers, Faith-Based Organizations, Local Businesses, Homeless Persons, General Public, Educational Institutions

**Desired Outcome:** Foster an environment where homelessness is significantly reduced in Gainesville and Alachua County by supporting the efforts of the stakeholders to provide appropriate services for the homeless.

**Background:** The Commission adopted the 10-Year Plan to End Homelessness in December 2005 and then proposed to elevate it to a Strategic Initiative in December 2006. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2006, the City Commission agreed to fund an Office of Homelessness and a One-Stop Homeless Assistance Center jointly with Alachua County.

During FY 2007, a location for the One-Stop Homeless Assistance site was determined and a lease option was executed. A consultant was hired to prepare and submit a rezoning application for the site at 3335 N. Main Terrace.

The zoning petition was approved on April 21<sup>st</sup>, 2008 and the Ordinance is scheduled for consideration and approval in September, 2008. The Office on Homelessness worked to involve the One-Stop collaborative partners and the Implementation Committee of the 10-Year Plan in planning for the One-Stop Center and other current homeless issues.

**Supporting Documentation:**

- [City of Gainesville / Alachua County 10-Year Plan to End Homelessness](#), December 2005

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**STRATEGIC INITIATIVE # 3.1**

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**Action Plan to Reduce Homelessness for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Become familiar with plan	Completed December 2005
2. Determine Stakeholders	Completed January 2006
3. Determine priority capital needs: emergency shelter, housing, etc.	On-going
4. Determine costs, available funding	On-going
5. Determine additional service needs, costs, available funding	On-going
6. Deliver progress reports to City Commission (effectiveness)	Quarterly

**Critical Success Measure**

- Reduction in the number of homeless persons in Gainesville/Alachua County as measured by the annual point-in-time survey conducted by the Alachua County Coalition for the Homeless and Hungry and the Gainesville/Alachua County Office on Homelessness
- The number of homeless individuals who have received permanent housing and permanent jobs
- The One-Stop Center is open and available to homeless individuals

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STRATEGIC INITIATIVE # 3.2

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**GOAL # 3: HUMAN CAPITAL**



*Assist every person to reach their true potential*

INITIATIVE 3.2: EXPLORE THE POTENTIAL FOR ADDRESSING SENIOR ISSUES AND SERVICES

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

**Sponsoring Commissioner:** Jack Donovan, Mayor-Commissioner Pro Tem (District III)

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

**Stakeholders:** Community Coalition for Older Adults, Alachua County Office of Senior Services, Elder Care of Alachua County, Non-profit Organizations, Local Chapter of the American Association of Retired Persons (AARP), General Public

**Desired Outcome:** Identify what services are lacking for the senior population in Gainesville and determine the City's role in addressing senior issues and services.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, Staff at the Westside Recreation Center began compiling information on existing senior services and programs that are offered in Alachua County. Information gathered included, program name and description, eligibility, numbers served, funding source(s) and budget.

**Supporting Documentation:**

- [City of Gainesville Senior Programs website](#)
- [Alachua County Division of Senior Services website](#)

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**STRATEGIC INITIATIVE # 3.2**

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**Action Plan to Explore Senior Issues for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Inventory existing senior services in the City of Gainesville	December 2008
2. Provide the Commission with an inventory of existing services provided to seniors in the City of Gainesville	March 2009
3. Request funding to conduct a survey of residents over 55 to determine what services seniors would like to see the City provide	June 2009
4. Report the results of the survey	March 2010
5. Determine whether the City is interested in funding and providing services for seniors in the City of Gainesville, starting in FY 2011	June 2010

**Critical Success Measures**

- Percent of residents who believe that the City of Gainesville provides good to excellent services to seniors
- Percent of residents who believe that the City of Gainesville is a good to excellent place to retire
- Completion of customized survey by residents over 55

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STRATEGIC INITIATIVE # 3.3

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



INITIATIVE 3.3: ANALYZE THE AVAILABILITY AND ACCESSIBILITY OF YOUTH PROGRAMS AND IDENTIFY A ROLE FOR CITY GOVERNMENT

**Co-Champions:** Michelle Park, Assistant Recreation and Parks Director  
Tony Jones, Community Relations Coordinator

**Sponsoring Commissioner:** Scherwin Henry, Commissioner (District I)

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

**Stakeholders:** Youth, Alachua County Schools, parents, juvenile justice, law enforcement, Parks and Recreation, Faith-based organizations, mental health providers, Children and Family Services, Partnership for Strong Families, Alachua County Children's Alliance, private mental and substance abuse providers, Florida Works, Chamber of Commerce, public and private youth providers, youth advocates, University of Florida (UF), Santa Fe College (SFC)

**Desired Outcome:** Increase the number of opportunities for underserved youth and establish an information portal to educate the public of opportunities available for youth.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat to introduce new City Commissioners to the strategic planning process and provide all Commissioners an opportunity to discuss the strategic goals and initiatives.

**Progress to Date:**

This is a new initiative

**Supporting Documentation:**

- Alachua County Prevention Efforts by Age Range (Report prepared by the State Attorneys Office, available upon request)

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**STRATEGIC INITIATIVE # 3.3**

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**Action Plan to Analyze Youth Programs for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Present the 'State of the Union' for Youth in Alachua County by Gretchen Howard from the State Attorney's Office to the City Commission.	September 2008
2. Present the results of the 'Summer Heatwave' and 'Operation Respect Yourself' program to the City Commission.	October 2008
3. Convene the stakeholders to identify needs and make recommendations. <ul style="list-style-type: none"><li>▪ Establish a Youth Commission</li><li>▪ Analyze the results of the Alachua County Youth Services Gap Analysis to understand how they apply to the City of Gainesville.</li></ul>	On-going

**Critical Success Measures**

- Establish a youth commission
- Increase the communication efforts to educate the public of the youth programs available to them
- Number programs available to youth



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STRATEGIC INITIATIVE # 3.4

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**GOAL # 3: HUMAN CAPITAL**

*Assist every person to reach their true potential*



**INITIATIVE 3.4: STREAMLINE EFFORTS TO PROVIDE CHILD VICTIM SERVICES THROUGHOUT THE CITY**

**Champion:** Lynne Benck, Police Captain

**Sponsoring Commissioner:** Lauren Poe, Commissioner (District II)

**Committee:** Public Safety Committee

**Stakeholders:** Alachua County Victim Services, Child Advocacy Center, Department of Children and Families, Child Protection Team, Guardian Ad Litem, State Attorney's Office, University of Florida Police Department, Alachua County Sheriff's Office

**Desired Outcome:** Identify the City of Gainesville's role in child victim advocacy and improve service delivery to child victims.

**Background:** This Strategic Initiative was first introduced by the City Commission in June, 2008 at a Strategic Planning Retreat to introduce new City Commissioners to the strategic planning process and provide all Commissioners an opportunity to discuss the strategic goals and initiatives.

**Progress to Date:**

This is a new initiative

**Supporting Documentation:**

- None at this time.

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**STRATEGIC INITIATIVE # 3.4**

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**Action Plan to Streamline Child Victim Services for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Conduct an analysis of current services available to child victims in the Gainesville area.	November 2008
2. Create a public information document listing available services and disseminate to City employees and the public at large.	December 2008
3. Identify any gaps or overlapping services available to child victims.	February 2009
4. Identify services that can be made more easily available to City of Gainesville child victims by creating a position of Child Victim Advocate/Counselor.	February 2009
5. If appropriate, during the FY 2010 budget hearings, propose that the City of Gainesville add a position at GPD whose sole focus will be to provide child victims with a variety of services.	June 2009
6. If the position is approved, begin hiring process.	October 2009

**Critical Success Measures**

- Creation of a public information document, outlining services available to child victims in the Gainesville area
  
- Creation of a report, identifying any potential gaps or overlapping services for child victims

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## STRATEGIC INITIATIVE # 4.1

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### GOAL: # 4: GOVERNMENT EFFECTIVENESS AND FISCAL RESPONSIBILITY



*Continue to increase the effectiveness of local government and maintain a strong fiscal condition*

INITIATIVE 4.1: CONTINUE ANNEXATION EFFORTS IN THE URBANIZED AREA IN ORDER TO MAINTAIN SOCIAL, ECONOMIC, AND FINANCIAL DIVERSITY

**Champion:** Karen Billings, Strategic Planning Manager

**Sponsoring Commissioner:** Scherwin Henry, Commissioner (District I)

**Committee:** Community Development Committee

**Stakeholders:** Property-owners, Developers, Alachua County

**Desired Outcome:** Continued growth and diversity of properties within Gainesville's corporate limits.

**Background:** While annexation has always been a function of the City, City Commission increased the priority level of annexation activity and introduced it as an Initiative at the December, 2006 Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, the Joint City / County Orderly Annexation Team met regularly to develop strategies to improve and expand annexation efforts. In March 2008, the team presented a progress update at the Joint City/County Commission Meeting. The update included a background of the collaborative efforts between the City and County on annexation, the identification of 14 areas in Gainesville's Urban Reserve Area for further evaluation, and a proposal to survey residents in the 14 areas to better understand the residents' service delivery needs and interest in annexation.

**Supporting Documentation:**

- [Status Report: Plan for Orderly Annexations](#), March 2008
- [Annexation Transition Agreement](#), March 2007
- [Rusk Report](#), January 2007

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**STRATEGIC INITIATIVE # 4.1**

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**Action Plan to Encourage Orderly Annexations for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Complete a comparison between State Law and the Alachua County Boundary Adjustment Act (BAA) and make recommendations for BAA modifications to the City Commission and County-wide Visioning and Planning Committee	April 2008
2. Present City / County Orderly Annexation Team recommendations to the Joint Commissions	September 2008
3. Continue internal City team to support annexation efforts	On-going
4. Develop a plan for / investigate what incentives are available to encourage developed neighborhoods to annex	April 2009
5. Analyze the need to continue to annex, including the impact on redevelopment, land use/zoning, environmental issues, maximum annexation, and City Limit boundary	September 2009

**Critical Success Measures**

- Number of acres annexed into the City of Gainesville
- Percent increase in the geographic area of the City
- Percent increase in revenues as a result of annexation
- Percent of the urban reserve area that is incorporated

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## STRATEGIC INITIATIVE # 4.2

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### GOAL: # 4: GOVERNMENT EFFECTIVENESS AND FISCAL RESPONSIBILITY

*Continue to increase the effectiveness of local government and maintain a strong fiscal condition*

INITIATIVE 4.2: IMPROVE COMMUNICATION THROUGH INCREASED USE OF INTERNET FOR CITY SERVICES. IMPROVE THE CITY'S WEBSITE

**Champion:** Bob Woods, Communications and Marketing Manager

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** General public, community activists, businesses, peer cities, media, students/educators

**Desired Outcome:** See measurable improvement in the public perception of: the level of customer service provided, the amount of outreach efforts directed to stakeholders, and the percentage of respondents who believe they are part of a well-informed public regarding municipal issues.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

#### **Progress to Date:**

During FY 2006, the Customer Service Request (CSR) Center was developed to provide an interactive user interface to enable direct communication between City departments, staff and the General Public. This software application has been developed by the Information Technology Department and the Communications and Marketing Office, and is ready for deployment. However, implementation is pending due to potential budget constraints. During FY 2007, the City contracted with Granicus, a video web-streaming service provider to enable broadcast of live City Commission meetings and other archived programming to the external public via the internet. In FY 2008, this capability was provided to internal city staff.

In the spring of 2007, the City received a presentation from a private vendor and it was determined that the costs of outsourcing this initiative were not within the General Fund Budget. Communications and Marketing staff then proposed a minimal website redesign with emphasis on graphic and navigational changes at a substantially lower cost. The City Manager approved the internal proposal in August of 2007. Work on the website redesign began in September 2007 and is currently underway.

#### **Supporting Documentation:**

- Initial Web Site Redesign Presentation, April 2007
- Current Web Site Redesign Update, March 2008

**STRATEGIC INITIATIVE # 4.2**

**Action Plan to Improve Communication through use of the Internet for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Research existing software applications for Online Customer Request Systems deployed by Peer Cities	Completed 2006
2. Adapt existing, and no-cost web-based Customer Request Software System	Completed 2007
3. Re-examine Implementation of Customer Service Request Center during FY09/10 Budget Process	July 2008

**Action Plan to Improve Website & Increase Use for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Graphic redesign of Internet Portal <ul style="list-style-type: none"> <li>▪ Main page portal functionality</li> <li>▪ Drop-down menus</li> <li>▪ Brand logo / font change / use of color &amp; white space/use of photo images</li> </ul>	Completed March 2008
2. Update the Technological Infrastructure for Website Navigation <ul style="list-style-type: none"> <li>▪ Create master web page templates</li> <li>▪ Create content management portals</li> <li>▪ Complete internal training of staff</li> </ul>	August 2008
3. Website Review <ul style="list-style-type: none"> <li>▪ Review by City Offices / Departments</li> <li>▪ Focus Group Beta Tests</li> </ul>	September 2008
4. Initiate Public Education	August 2008
5. Go Live	September 2008
6. Stabilization period <ul style="list-style-type: none"> <li>▪ On-going public education</li> <li>▪ Infrastructure Revisions</li> <li>▪ Content Management System modifications</li> <li>▪ Internal and Public Feedback/Evaluation</li> </ul>	On-going

**Critical Success Measures**

- Percent of residents who identify City communication tools as a source of information
- Percent of residents who believe the City is doing an excellent or good job of keeping residents informed
- Number of website visits annually

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**STRATEGIC INITIATIVE # 4.3**

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**GOAL: # 4: GOVERNMENT EFFECTIVENESS AND FISCAL RESPONSIBILITY**

*Continue to increase the effectiveness of local government and maintain a strong fiscal condition.*

INITIATIVE 4.3: REVIEW ALTERNATIVES AND STRATEGIES TO INCREASE CIVIC ENGAGEMENT AND RESPONSIBILITY, AND CITY'S RESPONSIVENESS

**Champion:** Karen Billings, Strategic Planning Manager

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** Citizens and Boards and Committees of the City Commission

**Desired Outcome:** See a measurable increase in Citizen Awareness for opportunities to become involved with their local government.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, a team of employees representing various departments throughout the City was formed. The team compiled a matrix detailing the current opportunities for civic engagement. The matrix identified over 50 different boards, committees, and groups that offer citizens the opportunity to participate in City government.

In the spring of 2008, Karen Johnson, former General Manager for GRU began the process for modifying the member designation parameters for Boards and Committees.

**Supporting Documentation:**

- Boards and Committees Matrix
- [Streamlining Gainesville Government](#), May 2008

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**STRATEGIC INITIATIVE # 4.3**

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**Action Plan to Increase Civic Engagement for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Implement City-wide Citizen Survey on a biennial basis to determine Citizen's perception of Government	On-going
2. Increase outreach to citizens for their feedback on major projects/ plans prior to adoption by City Commission <ul style="list-style-type: none"> <li>▪ Have agenda items detail who stakeholders are, how they were involved, or asking who they want involved</li> </ul>	October 2008
3. Increase awareness of the Citizen's Academy and the number of academies we offer	On-going
4. Training on how to communicate effectively with City Commission through use of Granicus & TV 12	April 2009
5. Initiate Public Forums <ul style="list-style-type: none"> <li>▪ Through GPD / Community Resource Officers (CROs)</li> <li>▪ Highlight a City Department</li> <li>▪ Mayor's Night In / Out</li> <li>▪ Neighborhood Chats</li> <li>▪ Continuing District Meetings</li> </ul>	On-going
6. Establish "Guiding Principals" for the Organization that reflect our commitment to Citizen input and engagement	December 2008

**Critical Success Measures**

- Percent of residents who believe that the City of Gainesville welcomes citizen involvement
- Percent of public forums conducted during the fiscal year
- Action Items completed by estimated completion date
- Percent of residents who vote



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**STRATEGIC INITIATIVE # 4.4**

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**GOAL: # 4: GOVERNMENT EFFECTIVENESS AND FISCAL RESPONSIBILITY**

*Continue to increase the effectiveness of local government and maintain a strong fiscal condition*

**INITIATIVE 4.4: DEVELOP A STRATEGY FOR E-COMMERCE**

**Champion:** Becky Rountree, Administrative Services Director;  
Greg Bradley, Management Analyst Senior, CRA

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** Citizens, City departments, developers, homeowners, business owners, information technology professionals (internal and external)

**Desired Outcome:** Develop a strategic plan to provide more avenues for citizens to conduct on-line business with the City.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative. The initiative to develop a strategy for e-commerce was originally grouped with the initiative to improve communication through increased use of the internet. In FY 2008, these two initiatives were separated to implement each strategy more effectively.

**Progress to Date:**

While there was not a strategic approach to developing a city-wide e-commerce solution prior to FY 2009, a few e-commerce applications were developed and implemented. The following e-commerce applications were developed during FY 2007, the Online Parking Citation Payment and the Business Tax Portal.

**Supporting Documentation:**

- [City of Gainesville Online Parking Citation Payment](#)
- [City of Gainesville Business Tax Portal](#)

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**STRATEGIC INITIATIVE # 4.4**

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**Action Plan to Develop a Strategy for E-Commerce for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Finalize scope, create project charter and assemble a project team <ul style="list-style-type: none"> <li>▪ Formalize definition of e-commerce for this project</li> </ul>	October 2008
2. Identify, evaluate and prioritize e-commerce opportunities based on greatest impact <ul style="list-style-type: none"> <li>▪ Reduce costs</li> <li>▪ Reduction in time</li> <li>▪ Improve customer satisfaction</li> </ul>	January 2009
3. Define business requirements for prioritized opportunities	May 2009
4. Determine appropriate e-commerce infrastructure <ul style="list-style-type: none"> <li>▪ Single platform vs. multiple platforms</li> <li>▪ Evaluate internal vs. external development</li> </ul>	September 2009
5. Create e-commerce strategy <ul style="list-style-type: none"> <li>▪ Recommendations for the opportunities and the platform               <ul style="list-style-type: none"> <li>▪ Including a business case for each identified opportunity</li> </ul> </li> <li>▪ High-level implementation timeline</li> <li>▪ Provide high-level business requirements</li> <li>▪ Communication Plan</li> </ul>	December 2009
6. Begin implementing the e-commerce strategy	January 2010

**Critical Success Measures**

- Additional opportunities for e-commerce are identified
- Each opportunity has a business case that includes qualitative and quantitative measures
- Implementation timeline is established

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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*

INITIATIVE 5.1: COMPLETE CAPITAL PROJECTS AT PARKS – IMPROVE PROGRAMS:  
DEVELOP LAND CONSERVATION AND ACQUISITION PROGRAM (BIODIVERSITY,  
PASSIVE RECREATION)

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

**Sponsoring Commissioner:** Craig Lowe, Commissioner (District IV)

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

**Stakeholders:** Alachua County Forever, Florida Department of Environmental Protection, and Alachua Conservation Trust (ACT), residents and visitors, private and public organizations that use public properties and facilities.

**Desired Outcome:** Complete 40 designated Capital Improvement and Renovation Projects funded through the 2005 Capital Improvement Recreation Bond Funds (CIRB); Implementation of effective land acquisition programs that protect environmentally sensitive and passive recreation.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

Land conservation: Since, FY 2007 funds have been allocated each year for the acquisition of environmentally sensitive lands. During the third quarter of FY 2007, staff completed the prioritization of the City's Land Acquisition List.

Capital Projects: In October 2006, three million dollars in bond issue (CIRB) was appropriated for recreation and park improvements. In the second quarter of FY 2008, the City was 70% complete with the Capital Project improvements that were targeted for completion.

**Supporting Documentation:**

- [Gainesville Sensitive Lands Prioritization Project](#), January 2008
- [Gainesville Sensitive Lands Prioritization Map](#), January 2008
- [Capital Improvements Project List](#), Frequently updated

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**STRATEGIC INITIATIVE # 5.1**

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**Action Plan for Capital Improvement Projects at Parks for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Review existing Capital Improvement Projects and status	Complete
2. Develop list of those not completed <ul style="list-style-type: none"> <li>▪ I.D. action plan / time frame for completion</li> <li>▪ Review funding to make sure funds available for completion</li> </ul>	Complete
3. Complete remaining projects	September 2009

**Action Plan for Land Acquisition Program for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Meet with stakeholder to determine: <ul style="list-style-type: none"> <li>▪ Process (City has compared to other agencies)</li> <li>▪ List</li> <li>▪ Whose acquisition it is</li> </ul>	Complete
2. Provide list to Committee / Commission for review	Complete
3. Target lands for acquisition <ul style="list-style-type: none"> <li>▪ Pending funding</li> <li>▪ City allocation</li> <li>▪ State grants</li> <li>▪ Other (County, etc.)</li> </ul>	On-going
4. Address additional funding through State Grants, City Budgeting, etc.	On-going

**Critical Success Measures**

- Percent of Capital Improvement Projects completed
- Percent acres of land acquired for conservation

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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*

INITIATIVE 5.2: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE DEVELOPMENT OF 6<sup>TH</sup> STREET

**Champion:** Teresa Scott, Public Works Director

**Sponsoring Commissioner:** Thomas Hawkins, Commissioner (At-large)

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

**Stakeholders:** Citizens of the City of Gainesville, Porters Neighborhood, Depot Park District residents and businesses, Santa Fe College (SFC) Downtown Campus, Fifth Avenue/Pleasant Street Neighborhoods, Grove Street Neighborhood, Gainesville Police Department, University of Florida (UF), Community Redevelopment Agency (CRA), Bicycle Pedestrian Board, Metropolitan Transportation Planning Organization (MTPO), and FDOT

**Desired Outcome:** Completion of the 6<sup>th</sup> Street Rail Trail.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

The State of Florida completed acquisition of the trail corridor in April 2008. The City Commission approved the design consultant contract at their meeting on April 14, 2008. A lease agreement between the City of Gainesville and the State of Florida is undergoing review. There is a combined \$2 million in funding provided through partnerships with the University of Florida, the Florida Department of Transportation and the City of Gainesville.

**Supporting Documentation:**

- Lease Agreement
- Survey of the 6<sup>th</sup> Street Rail Trail Corridor
- Design Contract with Volkert and Associates, Inc.

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**STRATEGIC INITIATIVE # 5.2**

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**Action Plan to Complete the 6<sup>th</sup> Street Rail Trail for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Complete Design Documents for Phase 1	January 2009
2. Complete Construction Phase 1	January 2010
3. Complete Design Documents for Phase 2	May 2009
4. Complete Construction Phase 2	April 2011

**Critical Success Measures**

- Percent of stakeholders engaged in the design phase
- Percent of amenities able to be constructed in conjunction with the Trail
- Schedule is maintained

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**STRATEGIC INITIATIVE # 5.3**

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**GOAL # 5: INFRASTRUCTURE AND TRANSPORTATION**

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

INITIATIVE 5.3: SUPPORT THE RECONSTRUCTION OF TRANSPORTATION FACILITIES TO ENCOURAGE REDEVELOPMENT OF DEPOT AVENUE

**Champion:** Teresa Scott, Public Works Director

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

**Stakeholders:** Citizens of the City of Gainesville, Livingston Neighborhood, Porters Neighborhood, Depot Park District residents and businesses, Spring Hill Neighborhood, University of Florida (UF), Community Redevelopment Agency (CRA), Bicycle Pedestrian Board, Metropolitan Transportation Planning Organization (MTPO), Gainesville Regional Utilities (GRU), and Florida Department of Transportation (FDOT)

**Desired Outcome:** Completion of the reconstruction of Depot Avenue projects.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

The Depot Avenue corridor project is divided into 4 distinct segments. The following status updates were reported during the 2<sup>nd</sup> Quarter of FY 2008.

Segment 1: Beginning at the intersection of SW 13th Street and 9th Road, running east on 9th Road to SW 11th Street, then running south on 11th Street to SW Depot Avenue. The need for milling and resurfacing the roadway has been determined.

Segment 2: From SW 11th St. to South Main Street. Construction plans for reconstruction of the roadway are approximately 60% completed.

Segment 3: From South Main Street to SE 7th Street. Construction plans for reconstruction of the roadway were completed in 2004. Updating of the plans is necessary and currently underway (90%).

Segment 4: From SE 7th St. to the intersection of SE Williston Road (SR 331), the project terminus. Preliminary Engineering (Project Development & Environment Study) including 30% plans are completed.

**Supporting Documentation:**

- 2004 Corridor Study
- 2007 Segment 4 Preliminary Engineering Report

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**STRATEGIC INITIATIVE # 5.3**

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**Action Plan to Complete Depot Avenue Projects for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Segment 1: Design and construction will commence as funding becomes available	TBD
2. Segment 2: Development of construction plans beyond 60% will commence as funding becomes available. Right of way needs have been identified and acquisition activities are underway	April 2010
3. Segment 3: Work to update the 2004 construction plans is underway. Construction is expected to begin in September '08 and be completed in December '09	December 2009
4. Segment 4: Design and construction will commence as funding becomes available	TBD

**Critical Success Measures**

- Secure adequate funding for completion of all four segments
- Complete design of each segment on time and within budget
- Complete construction of each segment on time and within budget



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**STRATEGIC INITIATIVE # 6.X**

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**GOAL # 6: NEIGHBORHOODS**

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

Prior to the Biennial Update to the Strategic Plan, there were two initiatives that addressed the Neighborhoods' Goal. The first initiative was to 'Assess changes in codes related to rentals' and the second was to 'Review codes related to rentals.' Both initiatives were sunset at the end of FY 2008 because they had been effectively implemented.

During FYs 2009 and 2010, the Neighborhood Improvement Department continues to evaluate the impact of changes to codes related to rentals, and works directly with individual neighborhoods to address issues related to parking, rentals, code enforcement, housing and legal challenges. Over the next year, the Neighborhood Improvement Department will host a series of stakeholder meetings in the community to provide opportunities for residents to get engaged in neighborhood planning. The Neighborhood Goal continues to be a high priority to the City, even though no initiatives were adopted in this area for the upcoming fiscal year.

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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*



INITIATIVE 7.1: AS AFFECTED STAKEHOLDERS, MONITOR THE PROGRESS OF THE CLEAN-UP AND POTENTIAL REDEVELOPMENT OF THE CABOT / KOPPERS SUPERFUND SITE

**Co-Champions:** Rick Hutton, P.E. Supervising Utility Engineer  
Fred Murry, Assistant City Manager

**Committee:** Regional Utilities Committee

**Stakeholders:** Environmental Protection Agency (EPA), Florida Department of Environmental Protection (FDEP), Alachua County, Florida Department of Health (FDOH), City residents, St. Johns River Water Management District (SJRWMD)

**Desired Outcome:** Prevent contamination of the City's water supply and protect the community from contaminants from the Cabot/Koppers Superfund site.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

Gainesville Regional Utilities (GRU) is participating as an active stakeholder in the Environmental Protection Agency's (EPA) efforts leading towards a proposed feasibility study anticipated in the Fall of 2008, and a Record of Decision anticipated in early 2009. The City Commission approved a resolution on June 23, 2008 requesting EPA to require the clean-up of the site at residential levels. The inspection of the site for code compliance is being conducted under the supervision of the City of Gainesville Neighborhood Improvement Department. The review of the land use and zoning is being conducted under the supervision of the Planning and Development Services Department.

**Supporting Documentation:**

- None at this time

**STRATEGIC INITIATIVE # 7.1**

**Action Plan to prevent contamination from Cabot/Koppers Site from reaching the City's water supply for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Participate as an active stakeholder in the EPA's efforts to develop a Record of Decision (ROD) for the Koppers site and appropriate actions for the Cabot site <ul style="list-style-type: none"> <li>▪ Review and comment on all documents generated from EPA, Beazer, and other stakeholders regarding the Koppers site.</li> <li>▪ Provide independent review and evaluation of site data</li> <li>▪ Active interaction with EPA and other stakeholders to ensure that the City's interests are represented and that appropriate actions are taken by EPA.</li> <li>▪ Ensure that consultants are meeting EPA deadlines for document review and comment.</li> </ul>	On-going
2. Update City Commission as appropriate on progress of Koppers and Cabot sites.	On-going
3. Evaluate the proposed ROD and advise the City Commission on whether it is acceptable.	January 2009
4. Monitor on-going site data collection, and cleanup of the site	On-going

**Action Plan to monitor the clean-up and provide a remediation / economic strategy that protects the surrounding communities of Cabot/Koppers for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Conduct an analysis of land use designations for similar types of superfund sites.	October 2008
2. Amend GRU's contract for consulting services to provide guidance to the City Commission on the Cabot / Koppers site. <ul style="list-style-type: none"> <li>▪ Review all Draft EPA Remediation Plans that impacts the Cabot/Koppers site and adjacent neighborhoods</li> <li>▪ Provide periodic reports to the City Commission</li> </ul>	October 2008
3. Coordinate with consultant to provide guidance, in coordination with GRU, to the City Commission regarding the EPA's Remediation Plan	December 2008
4. Coordinate with consultant to provide final comments, including GRU comments on the EPA's Remediation Plan	February 2009
5. Monitor the clean-up of the site, including any identified off-site contaminants that impact the community.	On-going
6. Develop a economic strategy that incorporates input from the surrounding neighborhoods to guide the future redevelopment of the Cabot/Koppers superfund site	December 2010

**Critical Success Measures:**

- EPA issues Final Record of Decision which is protects water supply, protects surrounding communities, and is compatible with the City's vision of future redevelopment of the Koppers site.
- Water supply continues to be safe and free from contamination.
- Remediation is initiated by Beazer in accordance with the Record of Decision

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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*



INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES

**Champion:** Don Hambidge, Assistant Public Works Director

**Sponsoring Commissioner:** Craig Lowe, Commissioner (District IV)

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

**Stakeholders:** Solid Waste, business stakeholders, environmental stakeholders

**Desired Outcome:** Increase commercial recycling and reorganize ordinance for effectiveness and enforceability.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

**Progress to Date:**

This is a new initiative.

**Supporting Documentation:**

- [Section 27-75\(b\) Commercial Service Ordinance](#), April 2008 (City of Gainesville)

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**STRATEGIC INITIATIVE # 7.2**

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**Action Plan for Commercial Recycling for FYs 2009 – 2010**

<b>Action Steps</b>	<b>Estimated Completion Date:</b>
1. Review the ordinance with the staff and the legal office; if needed, amend ordinance	May 2008
2. Educate commercial businesses on importance of ordinance and enforce actions <ul style="list-style-type: none"><li>▪ Develop brochures</li><li>▪ Interactive web site</li></ul>	August 2009
3. Receive and analyze feedback on concerns and obstacles that commercial businesses face	August 2009
4. Determine additional needs based on above two action items	September 2009
5. Present results to Commission regarding findings and potential needs	October 2009

**Critical Success Measures**

- Increase in recycling tonnage
- Amend existing ordinance by FY 2009

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## STRATEGIC INITIATIVE # 7.3

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### GOAL # 7: ENVIRONMENT AND ENERGY

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



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

**Co-Champions:** Paul Folkers, Assistant City Manager  
Ed Regan, Assistant General Manager for Strategic Planning

**Sponsoring Commissioner:** Pegeen Hanrahan, Mayor (At-large)

**Committee:** Regional Utilities Committee

**Stakeholders:** GRU Customers, City residents, Gainesville Energy Advisory Committee, City employees, regional forestry industry, MTPO, FDOT, UF, and Alachua County

**Desired Outcome:** Reduce growth in electrical load 60% by 2015. Reduce carbon emissions from City operations sufficiently to meet the Kyoto Protocol target of 7% below 1990 rates of carbon emission by 2012, in part by increasing the use of biomass and solar energy. Achieve Florida Green Local Government Standard.

**Background:** This strategic initiative incorporates integrated resource planning that has been on-going since 2003, when GRU began evaluating long-term energy supply strategies. Integrated resource planning addresses the trade-offs between rates and the environmental implications and energy security of both renewable and fossil forms of energy. The City Commission is committed to NOT expanding our generation resources with coal or petroleum coke technologies. Instead, long-term energy supplies for our community will be secured through a major commitment to energy efficiency, solar and biomass forms of renewable energy. More specifically, the City has joined the US Mayor's Climate Protection Agreement program which includes a commitment to meet the Kyoto Protocols for greenhouse gas reduction. Within General Government operations, many actions have been taken and others are in process or being explored to meet the goal of energy conservation and environmental stewardship.

#### **Progress to Date:**

The City of Gainesville has been developing a coordinated response at the local level to address energy policy and climate change through the implementation of the following projects: utility energy conservation plan; selection of a biomass power plant alternative; policies to financially support solar energy; energy efficient urban infrastructure; partnership with FDOT, UF and Alachua County to fully fund the Traffic Management System; forest stewardship incentive plan; tracking of carbon emissions and offsets; partnership with UF to enhance RTS service to reduce vehicle trips and "Green the Gator Nation" through the biodiesel pilot program whereby 22 RTS buses serving the UF campus shuttle routes will be powered entirely with biodiesel fuel; promotion of commercial recycling and increasing the placement of recycling containers throughout City facilities; General Government fleet reduction of (14) vehicles and "take home" privileges of (20) employees; and establishment of an anti-idling policy by the Public Works Department.

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**STRATEGIC INITIATIVE # 7.3**

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**Supporting Documentation:**

- [GRU Information on Future Power Needs](#)
- [Public Works Strategic Plan](#)
- Carbon inventory
- Carbon management plan
- Report on City's Conservation Improvements

**Action Plan to Address Energy Policy and Climate Change for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Implement and measure the results of the utility energy conservation plan	On-going
2. Negotiate the contract for the construction and operation of a 100 mega-watt biomass power plant, to be sited at the Deerhaven Power Plant.	November 2008
3. Refine solar rebate and net-metering policies.	October 2008
4. Complete installation of LED Traffic Signals	January 2010
5. Complete installation and implementation of the Transportation Management System (TMS)	2010
6. Adopt forest stewardship incentive plan	October 2008
7. Periodically update carbon inventories	June 2009
8. Achieve Florida Green Local Government Standard Designation	TBD
9. Increase annual transit ridership by 760,000	2010
10. Increase annual tonnage of recycling collected to 6,6160 tons	2010

**Critical Success Measures**

- Meet the energy conservation goals for GRU
- Meet the Kyoto Protocol
- Achieve the Florida Green Local Government Standard Designation
- Meet State requirements for renewable portfolio standards and carbon cap and trade



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**STRATEGIC INITIATIVE # 8.1**

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**GOAL # 8: PARTNERSHIPS**

*Champion effective and institutionalized relationships with other government entities and community partners*

INITIATIVE 8.1: FORMALIZE RELATIONSHIPS WITH OTHER COMMUNITY PARTNERS, ESPECIALLY UF AND SFC, IN REGARDS TO THE DOWNTOWN AREA AND THE INNOVATION ZONE (K-12 – INFRASTRUCTURE SALES TAX – RENOVATION; SANTA FE – DOWNTOWN CAMPUS, WORKFORCE)

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

**Sponsoring Commissioner:** Lauren Poe, Commissioner (District II)

**Committee:** Economic Development/University Community Committee

**Stakeholders:** University of Florida (UF), Santa Fe College (SFC), Alachua County Public Schools (ACPS), Alachua County, State Government, Federal Government

**Desired Outcome:** Better communication, coordination and synergy of effort on mutually beneficial goals between the City, UF and SFC

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative. A starting point for addressing this initiative is to develop a vision for the City's relationship with UF and SFC to identify key areas of opportunity for strategic partnership. The goal of developing the vision is to identify opportunities for UF and SFC support of Commission goals and initiatives. We will also identify opportunities for the City to support UF and SFC goals and initiatives.

**Progress to Date:**

During FY 2006, the City completed negotiations with the University of Florida for the Campus Development Agreement. The Agreement provides approximately \$15 million dollars in funding for City transportation and infrastructure improvements. The SFC Downtown Blount campus held its grand opening in FY 2006.

During FY 2007, the first payment of \$6.5M as contained in the Campus Development Agreement was submitted to the City by the University of Florida. The City Manager made a presentation on the City vision and initiatives at the UF Community Breakfast and the City worked in conjunction with the UF Office of Technology and Licensing on the Innovation Zone.

During FY 2008, City staff has been meeting with UF, attempting to negotiate payment for fire services.

**Supporting Documentation:**

- [Campus Development Agreement](#), Updated August 2006

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**STRATEGIC INITIATIVE # 8.1**

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**Action Plan for Community Partner Relationships for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Conduct a peer city review to identify best practices	September 2008
2. Identify key connections that exist between the City, UF and SFC	December 2008
3. Work with UF and SFC to gain an understanding of each entities overall goals and where the City could provide support	April 2009
4. Develop a vision for the City's relationship with UF and SFC to identify key areas of opportunity for strategic partnership <ul style="list-style-type: none"> <li>▪ Identify opportunities for UF and SFC support of Commission goals and initiatives</li> <li>▪ Identify opportunities for the City to support UF and SFC goals and initiatives</li> </ul>	September 2009
5. Gain approval of the vision and key partnership opportunities of mutual benefit with UF and SFC	December 2009
6. Create a high-level steering committee with the City and each entity to develop and oversee implementation of the partnership agreements	December 2009
7. Create working groups focused on day-to-day implementation of specific partnership opportunities	On-going

**Critical Success Measures:**

- The creation and approval of a vision and key partnership opportunities
- Number of partnership agreements that the City enters into with UF or SFC
- Successful implementation of partnership opportunities
- Stakeholders perception of benefit from partnership activities

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STRATEGIC INITIATIVE # 8.2

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**GOAL # 8: PARTNERSHIPS**



*Champion effective and institutionalized relationships with other government entities and community partners*

INITIATIVE 8.2: INCREASE INVOLVEMENT OF CITY IN IMPROVING QUALITY OF CITY SCHOOLS (EX. RAISING CANES PROGRAM)

**Champion:** Paul Folkers, Assistant City Manager  
**Sponsoring Commissioner:** Craig Lowe, Commissioner (District IV)

**Committee:** Audit, Finance & Legislative Committee

**Stakeholders:** University of Florida (UF), Santa Fe College (SFC), Alachua County Public Schools (ACPS), Alachua County, State Government, Federal Government

**Desired Outcome:** Maximize opportunities for City partnerships with ACPS to improve the quality of schools attended by City residents.

**Background:** This Strategic Initiative was first introduced by the City Commission in December, 2006 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 12, 2007, then adopted again on February 25, 2008 as an on-going initiative.

**Progress to Date:**

During FY 2007, the Raising 'Canes program was implemented, under which Gainesville High School (GHS) was adopted.

**Supporting Documentation:**

None at this time.

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**STRATEGIC INITIATIVE # 8.2**

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**Action Plan for City Schools for FYs 2009 – 2010**

Action Steps	Estimated Completion Date:
1. Create a workgroup to support this initiative	September 2008
2. Review, modify and sustain Raising ‘Canes program	On-going
3. Conduct research to understand the situation as it exists today <ul style="list-style-type: none"> <li>▪ Identify schools City residents attend</li> <li>▪ Inventory and review existing ACPS partnerships</li> <li>▪ Analyze distribution of school funding</li> <li>▪ Identify ACPS needs</li> </ul>	June 2009
4. Conduct a peer city review to identify best practices	September 2009
5. Develop and seek City and ACPS approval of a plan that identifies key opportunities for partnership <ul style="list-style-type: none"> <li>▪ Engage students to participate in City programs</li> <li>▪ Identify resources and request funding as appropriate</li> </ul>	February 2010
6. Implement and monitor	October 2010

**Critical Success Measures:**

- Number of volunteer hours that City employees contribute to the Raising ‘Canes program
- Number of students involved in the Raising ‘Canes program
- Improved FCAT scores (important measure, but not controlled by the City)
- Improved high school graduation rates (important measure, but not controlled by the City)