



STRATEGIC PLAN

FISCAL YEARS 2009 & 2010
FY 2010 FOURTH QUARTER REPORT

September 30, 2010

Gainesville City Hall
200 East University Avenue, Gainesville, FL 32601
(352) 334-5010

ELECTED OFFICIALS AND CHARTER OFFICERS

Mayor & City Commission

Craig Lowe, Mayor (At-large)
Jack Donovan, Commissioner (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
Cecil Howard, Equal Opportunity

EXECUTIVE SUMMARY

Gainesville is the largest city in north central Florida with a population of 130,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high quality municipal services.

At annual Strategic Planning Retreats, the Gainesville City Commission identifies goals and initiatives that reflect the needs of the community. Although less severe than in other cities and counties, Gainesville is currently experiencing declining revenues due to property tax revisions and a general economic downturn in the state of Florida. The current scenario of declining tax revenues, decreasing state-shared funding, increasing fuel costs, and a stagnant housing market highlight the importance of developing a strategic plan that serves as an organizational roadmap through this challenging fiscal environment. The plan also enables the City to continue to provide high-quality, cost-effective services and still address strategic goals and initiatives as prioritized by the City Commission. In order to successfully implement the strategic priorities outlined by the City Commission, the City has drafted a Strategic Plan that guides the implementation of a systematic strategy to accomplish the City Commission goals through the most cost-efficient allocation of resources.

The City Commission has identified a number of strategic goals that encompass a variety of City services, including public safety, economic development and redevelopment, human capital, 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 for which progress updates are reported each quarter.

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

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

SNAPSHOT OF STRATEGIC GOALS AND INITIATIVES FY2010Q3

GOAL	INITIATIVE
1. Public Safety <i>Maintain a safe and healthy community in which to live</i>	1.1 Develop and continue programs to reduce the causes of crime
2. Economic Development and Redevelopment <i>Foster economic development and encourage redevelopment</i>	2.1 Complete the implementation of the South East Gainesville Renaissance Initiative (SEGRI Project) 2.2 Continue Implementation of the Strategic Redevelopment Plan for Depot Park 2.3 Continue Implementation of the Strategic Redevelopment Plan for GRU Area 2.4 Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan 2.5 Continue to position City to take advantage of innovation economy and identify plan for innovation zone near University 2.6 Increase the amount of affordable and low cost housing throughout the City 2.7 Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area
3. Human Capital <i>Assist every person to reach their true potential</i>	3.1 Continue implementation of the 10 year plan to end homelessness (One-Stop Center, review ordinances to increase beds, etc.) 3.2 Explore the potential for addressing senior issues and services 3.3 Analyze the availability and accessibility of child and youth programs and identify a role for City Government including addressing the harmful effects of child and youth poverty 3.4 Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
4. Government Effectiveness and Fiscal Responsibility <i>Continue to increase the effectiveness of local government and maintain a strong fiscal condition</i>	4.1 Continue annexation effort in the urbanized area in order to maintain social, economic, and financial diversity 4.2 Improve communication through increased use of available internet tools to improve the City's website portals 4.3 Increase opportunities for civic engagement
5. Infrastructure and Transportation <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>	5.1 Complete capital projects at parks and continue land conservation and acquisition program 5.2 Support the reconstruction of transportation facilities to encourage redevelopment of 6 th Street 5.3 Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue
6. Neighborhoods <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>	6.1 Develop creative ways to measure progress in code enforcement
7. Environment and Energy <i>Protect and sustain our natural environment and address future energy needs</i>	7.1 Protect the quality of drinking water and integrity of neighborhoods in Gainesville by actively participating in the clean-up and redevelopment of the Cabot/Koppers Superfund site. 7.2 Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed 7.3 Develop a coordinated response at the local level to address energy policy and climate change 7.4 Improve the energy efficiency of modest-income homes through weatherization
8. Partnerships <i>Champion effective and institutionalized relationships with other government entities and community partners</i>	8.1 Formalize relationships to build key partnership opportunities with UF and SFC 8.2 Facilitate broader community support to improve the educational opportunities for City youth

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

Champion: Tony Jones, Police Chief

Sponsor: Jeanna Mastrodicasa, Commissioner (At-large)

4th Quarter Report (July 1, 2010 – September 30, 2010):



The Gainesville Police Department continued to report decreases in UCR Part I crime in 2010 for all three months this quarter. Formal FBI statistics for this quarter were down a tremendous approximately 11% for the year to date over double the 2010 GPD goal.

One significant aspect of this reduction has been due to deployment of an increased amount of road patrol officers. Crime reduction continues to center around 4 shift times and deployment directives provided by analyzing crime on a weekly basis in a formal “Tactical Briefing” forum. All areas of the Department are represented in these Tuesday meetings and utilize information led and community policing concepts to make it effective.

This quarter, more aggressive partnership with Parole and Probation and a partnership with the State Attorney’s office focusing on problematic criminal offenders and successful prosecution was added to police efforts.

Operationally, the largest event handled this quarter proved to be one of the largest pre-planned special critical events in the City of Gainesville in years. A small fringe church, Dove World Outreach, announced plans to burn the Quran on Sept 11. This led to international attention, at least one month of pre-planning with local, state, and federal law enforcement agencies, and extensive logistical partnerships with other entities like Public Works, Gainesville Fire Rescue, the Muslim community, and counter protest organizations such as the Students for a Democratic Society. Ultimately, the EOC was activated for this weekend worth of events with four separate command posts and Gainesville Police were point on operations designed to minimize conflict and keep everyone safe. Four Commendations for City efforts were received almost universally.

National night out against crime in August continues to be a huge community policing event. This year 23 neighborhoods participated with multiple partners and a showcase of GPD resources. The event also portrays the need for citizen partnership and provides crime prevention information, literature, and presentations in a celebratory format.

The budget process resulted in flattening of the GPD organization with one captain and three lieutenants being eliminated. This necessitated reorganizing, streamlining, and combining the Department into three bureaus where GPD previously had four.

In this difficult budget climate, GPD has continued to apply and utilize grants and monetary awards to help fight crime. The Reichert House Youth Academy completed a rigorous application and became a United Way Impact Partner. An Edward Byrne Grant was awarded to GPD for 3 programs. GPD was notified that we are approved for a COPS grant totaling up to

15 funded patrol officers through 2013. City discussion of this award and whether it will be accepted is ongoing. Other grant awards being utilized included domestic violence, computer crimes against children, Operation Capulet and Project Safe Neighborhood violent crime prevention monies.

Youth prevention, intervention, education, and enforcement efforts continued agency wide. School resource and gang education officers remained in financial partnership with the School Board assigned to schools. A gang specific detective remained committed in a Joint Gang Unit with the Alachua County Sheriff's Office. The Reichert House Youth Academy completed summer programming with an all time high average of over 70 youth most Mondays through Fridays and 50 youth attending a week long boot camp at Parris Island Marine Corp Base in South Carolina.

For the third year in a row, a financial, in kind, and resource partnership with Parks, Recreation, and Cultural Affairs resulted in summer event programming called Operation Heat Wave and Operation Respect Yourself. This involves basketball and other recreation Monday through Thursday nights and large pool centered and in one case football camp events with positive messaging on 3 separate Saturdays during the summer.

A GPD citizen's academy began the preceding quarter graduated over 30 participants this quarter after several months of training. It has led to an extremely active over 25 strong volunteer group in all areas of GPD. A fledgling Citizens on Patrol group with 3 members began patrolling without police escort. Members have a well marked "Citizens on patrol" vehicle and wear uniforms that clearly distinguish them from law enforcement.

Extensive public information and crime prevention continued via Police Beat, print, audio, and written media and social networking. GPD's renovated Facebook has become a very popular internal mechanism for dissemination of positive information and crime prevention. Four additional public service announcements featuring the Chief were created and will begin running on TV outlets the first quarter of FY 2011.

Economic Development

Foster economic development and encourage redevelopment

& Redevelopment

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

Champion: Anthony Lyons, Community Redevelopment Manager

Sponsor: Scherwin Henry, Commissioner (District I)

4th Quarter Report (July 1, 2010 – September 30, 2010):

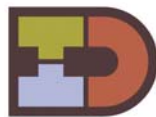


During the fourth quarter, Phase 1 construction was substantially completed on the Hawthorne Road Café and the CRA completed a solicitation to find a restaurateur to build out and lease the space. Staff continued background research and feasibility analysis for the former Kennedy Homes site redevelopment.

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

Champion: Anthony Lyons, Community Redevelopment Manager

4th Quarter Report (July 1, 2010 – September 30, 2010):



DEPOT PARK

Phase 1 of GRU remediation is complete and the Depot Building will be moved to its permanent site during Fall/Winter 2010. Phase II remediation is underway and is scheduled to be complete in spring 2011. Depot Avenue Segment 3 Phase II construction is underway and the roadway is scheduled to be reopened in December 2010. The Depot Building core and shell rehabilitation is scheduled to begin in winter 2011, when GRU has relocated the building. Public Works stormwater pond design is approximately 70% complete and construction is expected to commence following GRU's Phase II remediation (spring 2011). Park construction will follow the stormwater pond construction, anticipated early 2012.

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

Champion: Anthony Lyons, Community Redevelopment Manager

Sponsor: Jeanna Mastrodicasa, Commissioner (At-large)

4th Quarter Report (July 1, 2010 – September 30, 2010):



CRA is the lead agency for the Power District redevelopment, and is coordinating with other groups in the General Government, GRU, and private sector in order to move redevelopment forward. CRA has presented City commissioners with an overview of redevelopment issues and items which will need to be addressed in order to achieve the vision for the Power District. One of the most immediate issues is coordination with GRU regarding their transition off the land as the utility and supporting uses move into new facilities. Staff had also identified a number development and regulatory issues which must be addressed in order to pursue redevelopment in the Power District. Some of the immediate next steps will include utilizing the approved Master Plan to create proposed zoning regulations which can accommodate redevelopment in the Power District. Due to the complexity of redeveloping this section of the city, extensive coordination will continue with GG, GRU, and other partners and stakeholders.

INITIATIVE 2.4: ENSURE TRANSPARENT, EFFICIENT AND CONSISTENT REGULATION OF LAND DEVELOPMENT IN FURTHERANCE OF THE COMPREHENSIVE PLAN

Champion: Erik Bredfeldt, Director of Planning and Development Services

Sponsor: Thomas Hawkins, Commissioner (At-large)

4th Quarter Report (July 1, 2010 – September 30, 2010):

Staff continued work on a revised development review process that would more fully integrate GRU and GG in terms of timing and approval. This process is coordinated through the Technical Review Committee at this time (GRU participates in TRC) however, plans moving through the process are required to be reviewed on different tracks. Staff met on a few occasions with counterparts at GRU to devise a recommended revised process and has shared this with the local civil engineering community at this juncture. Comments from various affected parties are on-going.

Similarly, staff has worked on upgrading proposed development review thresholds currently present in the Land Development Code and will likely be bringing these forward in a larger Land Development Code update.

An upgrade to the Innoprise Citizen Portal is being contemplated for implementation. This would essentially allow a greater level of public scrutiny of development plans and related approvals and documents associated with various projects/cases being handled by staff. Staff is in the process of reviewing the upgrade and determining whether it makes sense to proceed.

As part of the FY 11 budget approval, the Department retained a .5 GIS Specialist position. This position has been transferred to the Public Works Department as they will be taking the

Strategic Plan FY 2009/2010
City of Gainesville, Florida

lead on GIS implementation over time. The current GIS Specialist in Planning and Development Services will be integrated into the Public Works system and will continue to be located in the Thomas Center.

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

Sponsor: Lauren Poe, Commissioner (District II)

4th Quarter Report (July 1, 2010 – September 30, 2010):



Staff worked with the Community Development Committee and representatives of the development community and CRA to begin the process of updating the regulatory regimen to allow more efficient and timely development of the Innovation Square property located at the former AGH site. During the approval for the Innovation Hub project, it was determined that an update to the Land Development Code was needed to allow a smoother path to approval of future development associated with the larger site.

Planning staff worked with various stake holders on a revised University Heights Special Area Plan and this will be presented back to the CDC in October. It is hoped that this can be moved on to the City Commission with approval of modifications in early 2011.

During this time period, and concurrent with the adoption of the FY 2011 budget, staff made the transition of the Small and Minority Business Development Coordinator position to CRA. This position and the CRA will tactically move forward on ED activities with GTEC Management part of that mix. The Planning and Development Services Director will participate in ED matters and development of the Innovation Economy from a more strategic position and work with the CRA Manager and City Manager on this front with support from the EDUCC.

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

Champion: Jackie Richardson, Housing Manager

Sponsor: Jack Donovan, Commissioner (District III)

4th Quarter Report (July 1, 2010 – September 30, 2010):

During the fourth quarter, the HCD Division assisted 25 families with direct financial assistance, while also assisting 150 families with indirect assistance for a total of 175 households being assisted this quarter. Direct assistance included assisting low income families through the homeowner rehab and roof repair programs to help correct health and safety housing violations. Additionally, HCD provided funding through the house reconstruction, mortgage foreclosure and down payment assistance programs. Indirect assistance included the ongoing homebuyers

(DPA) and homeowner (HOT) education & training programs; mortgage foreclosure intervention and credit counseling programs.

The HCD Division received approval of \$100,000 in grant funds to coordinate a Disaster Recovery Program from Alachua County to provide new roof replacements for eligible homeowners throughout the City of Gainesville. The primary objective of the Roof Program is to reduce the vulnerability of housing structure and infrastructure systems to severe weather and wind conditions. These grant funds will be utilized to enhance the City's existing Roof Program for the application of wind mitigation techniques. The grant funding will be used in low-income neighborhoods located within the city limits of Gainesville to provide roof replacements for eligible homeowners whose current roof would not withstand the effects of tropical storm or hurricane winds and wind-driven rains; or to replace roofs damaged by such past events. It is estimated that 14 families will receive assistance through this program.

In HCD Division's continued effort in the preservation of housing stock to revitalize neighborhoods, held an open application cycle from August 16, 2010 to September 16, 2010, received more than 113 applications for homeowner rehabilitation assistance. The influx of homeowners seeking assistance continues to demonstrate the urgent need for housing assistance to very low and low income families in the City of Gainesville. Housing rehabilitation provides decent, safe and affordable housing opportunities to aid in the improvement of the quality of life for low income residents in Gainesville while also revitalizing neighborhoods.

Through a competitive bid process, the City through HCD was able to enter into contract for the construction of the remaining three (3) new homes to be built in the Porters Garden Subdivision in SW Gainesville. The Porters Garden Subdivision new construction program provides affordable housing for eligible first-time homebuyers in the City of Gainesville.

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

4th Quarter Report (July 1, 2010 – September 30, 2010):

Staff continued work on revisions to the Environmental Ordinance that will incorporate changes to the manner in which the City handles annexation of properties with Strategic Ecosystems. It is anticipated that this will come forward to the City Commission early in calendar year 2011.

An extension of the Plum Creek PD and modifications to policy language in the PD was heard by the City Commission and forwarded to the State Department of Community Affairs during this period. It is likely that these changes will be adopted by the City Commission in October following any comment from DCA.

Staff wrapped up meetings with City Commissioners on proposals for amendments to the land use and zoning for the SW 20th Avenue annexation area. The continued Petitions on this matter will come forward to the City Commission prior to the conclusion of calendar year 2010.

At the staff retreat over the summer, it was recommended that this strategic initiative be brought forward to the City Commission at their calendar 2011 retreat for clarification on staff implementation.

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

Sponsor: Jack Donovan, Commissioner (District III)

4th Quarter Report (July 1, 2010 – September 30, 2010):

On August 19, 2010, the City Commission approved the ranking for the Design/Build Firm, whereby City Staff were authorized to begin negotiations with the first ranked firm, Charles Perry Construction, Inc. (CPC), for the Design/Build of the Grace One-Stop Homeless Assistance Center. The Seller's, ADC Development & Investment Group, LLC, engineer continued to work on the Roadway design so that CHW could finalize the design for the Utilities. Public Works worked to procure all of the necessary easements and Right-of-Ways to ensure that all of the Utilities were accessible to the proposed Development. CHW and City Staff prepared for the PD Final Approval that was scheduled for October 7, 2010.

Staff continued to work with the Office on Homelessness (OOH) to implement the 10-Year Plan to End Homelessness. Listed below is a brief summary of few of the OOH program activities:

- Continued to manage the Homeless Prevention and Rapid Re-Housing (HPRP) to provide interim One Stop services and financial assistance to homeless and near homeless individuals in Alachua County. To date, a total of 549 persons/220 households have received HPRP assistance.
- Continued planning of “Ten Days for the Ten Year Plan (10D10YP).” This public awareness campaign, planned for October 1 – 10, 2010 (10-10-10), is designed to highlight the realities of homelessness in Gainesville/Alachua County. The ten days of events will be coordinated by and benefit the various members of the Alachua County Coalition for the Homeless and Hungry. Planned events include lectures, exhibits, film screenings, concerts, and book signings. The Annual Breakfast on the Plaza is scheduled conjunction with this series of events for October 7, 2010.
- Met with Kevin Putansu of Shands to discuss the need for medical respite for the homeless. Mr. Putansu attended the September 27th Implementation Committee meeting which included a deeper discussion of local need and what would be useful to have in place once the One Stop opens; and met with representatives of the Alachua County Sheriff's Office and the Gainesville Police Department to discuss the role of law enforcement at the planned Homeless Assistance Center.
- Applied for a mini-grant from Satchel's Pizza to purchase either tents or Mylar blankets for the homeless. Winners to be announced October 15th; and was awarded \$22,501 from the Alachua County Community Agency Partnership Program (CAPP) grant application on behalf of the Alachua County Coalition for the Homeless and Hungry.

Strategic Plan FY 2009/2010
City of Gainesville, Florida

The grant will be used to provide the services of a Coordinator/Case Manager to the Coalition.

Staff continued to work in partnership with the North Central Florida Continuum of Care (CoC) to implement the HUD Supportive Housing Program (SHP). The SHP helps local communities supplement funding for local homeless programs in efforts to reduce the incidence of homelessness in CoC communities by assisting homeless individuals and families to move to self-sufficiency and permanent housing. In FY 2010, staff continued to coordinate two projects, for which the City has served as the applicant and grantee: 1) Meridian Behavioral Healthcare, Inc. "HOPE" Program, a transitional housing program that provides rental housing and supportive services for mentally ill persons and their families; and 2) VETSPACE, a transitional housing program that provides rental housing and supportive services to homeless or near homeless veterans who suffer from mental illness, chronic substance abuse, those who are diagnosed with HIV/AIDS, those who deal with physical disabilities, unemployed veterans, and/or veterans who are victims of domestic violence. During FY 2010, the HOPE Program assisted 21 households and VETSPACE assisted 14 households for a total of 35 households assisted.

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

Champion: Fred Murry, Assistant City Manager

Sponsor: Jack Donovan, Commissioner (District III)

4th Quarter Report (July 1, 2010 – September 30, 2010):



Photo Credit:
Gary Paul, Volunteer Services Coordinator
Parks, Recreation and Cultural Affairs

On September 14, 2010, the Recreation, Parks and Cultural Affairs Department along with the General Services Department conducted a groundbreaking ceremony at Northside Park to kick-off the construction of the project. The development of the Senior Center is underway. WG Mills the Design Build firm has provided a site work GMP, and anticipates a beginning of November, 2010 start at the site. ElderCare of Alachua County has agreed to manage and operate the Senior Recreation Center. As a result, a lease Agreement between the City of Gainesville and ElderCare of Alachua County is in the process of being finalized and approved. ElderCare will also

start a fundraising campaign to pay for ongoing operations of the center. When the Senior Recreation Center is not being used by the Seniors of Alachua County for senior services and activities, the facility will be available to the general public, the City of Gainesville, and the Alachua County Board of County Commission. The Senior Recreation Center is being constructed to meet 120 mph wind speeds, with a portion of the facility meeting the County’s Emergency Shelter Guidelines. Parks, Recreation and Cultural Affairs staff will be meeting with the Alachua County Emergency Management Department and City of Gainesville Emergency Management Services - GPD to determine the appropriate role and use for the building.

INITIATIVE 3.3: ANALYZE THE AVAILABILITY AND ACCESSIBILITY OF CHILD AND YOUTH PROGRAMS AND IDENTIFY A ROLE FOR CITY GOVERNMENT INCLUDING ADDRESSING THE HARMFUL EFFECTS OF CHILD AND YOUTH POVERTY

Co-Champions: Tony Jones, Police Chief
Michelle Park, Assistant Recreation and Parks Director

Co-Sponsors: Scherwin Henry, Commissioner (District I)
Jack Donovan, Commissioner (District III)

4th Quarter Report (July 1, 2010 – September 30, 2010):

On August 19, 2010, the GIS presentation was made to the City Commission that provided the following recommendation:

Create a City of Gainesville Youth Alliance that consists of all youth service providers in the City and meets regularly to build a stronger network of support for youth programs and services by:

- sharing information
- identifying possible partnerships
- providing logistical support and/or assistance.

We are waiting for final approval from the City Commission before organizing the first Gainesville Youth Alliance meeting early next year. The Parks, Recreation and Cultural Affairs (PRCA) Department hosted a Mini HeatWave 3 on 3 Basketball Series at the MLK Jr. Center in conjunction with the Gainesville Police Department (GPD) who shared in the cost and provided school resource officers for every tournament series. Four Operation Respect Yourself events occurred as the continued GPD and PRCA partnership continues. The Reickert House had a full summer program including the annual Boot Camp trip to Paris Island. PRCA and GPD were involved with Alachua County being named as one of the 100 Best Places for Youth to Live by the America’s Promise Foundation! Both departments served on the submission committee providing vital information about youth success stories from City recreation programs and the Reickert house.

INITIATIVE 3.4: COORDINATE THE EFFORT TO BRING A CENTER THAT PROMOTES FAMILY SAFETY TO THE CITY OF GAINESVILLE

Champion: Lynne Benck, Police Captain

Sponsor: Lauren Poe, Commissioner (District II)

4th Quarter Report (July 1, 2010 – September 30, 2010):

Much of the weekly activity related to this initiative has died down as we have reached a point where funding is the remaining issue. Due to continual discussions that CAC Director Sherry Kitchens and Commissioner Poe have had with community members who may have an interest in assisting in funding this project, a meeting was set up on September 2, 2010 with Police Chief Tony Jones. During the meeting, Sherry Kitchens and HOME Magazine editor (and CAC Board Member) Scott Costeo explained to the Chief that they have a person who may want to donate a large amount of money to build a children’s justice center. The Chief agreed to meet with this person to further the discussion and answer any questions the potential donor may have. At the time of this report, the outcome of those meetings has not been finalized.

Governance

Measure and improve the cost-effectiveness of government services

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

Sponsor: Scherwin Henry, Commissioner (District I)

4th Quarter Report (July 1, 2010 – September 30, 2010):



At the August 5th, 2010, City Commission meeting, the City Commission adopted Ordinance No.100071 and 100072 which annexed a portion of NW 53rd Avenue, and property owned by the City/GRU on the north side of NE 53rd avenue. While this annexation is quite small, and will not generate any property tax revenue, it corrects a major service delivery issue. Now that this annexation is complete, the majority of 53rd Avenue is in the City limits as compared to the “in-out-in” pattern that previously existed.

INITIATIVE 4.2: IMPROVE COMMUNICATION THROUGH INCREASED USE OF AVAILABLE INTERNET TOOLS TO IMPROVE THE CITY’S WEBSITE PORTALS

Champion: Bob Woods, Communications and Marketing Manager

4th Quarter Report (July 1, 2010 – September 30, 2010):



In July, the Communications Office began planning coordination with Ironwood Golf Course staff to advertise and promote the reopening of the course on November 1st. The Office prepared a campaign strategy plan that included use of animated Flash banners on the main page of the city web site and regular updates posted to city social media web sites. The strategic plan was subsequently used as the basis for a service contract with Bob White Productions to promote the Ironwood reopening.

The Communications Office also began coordination with Parks, Recreation and Cultural Affairs to plan groundbreaking ceremonies for the Northside Park Senior Citizen’s Center. Staff continued efforts to engage citizens in the City budget workshop process by providing informational and educational materials about the budget using the city web site and city social media sites. The Broadcast section conducted a technical review of Granicus video web streaming upgrades. Communications staff initiated planning for the 2d Annual City of Gainesville Photo Contest anticipating the use of social media sites such as “Flickr,” to facilitate contest submissions.

In August, Communications staff was selected to prepare a city of Gainesville submission to present at the 2011 Transforming Local Government/Florida City County Manager Association detailing the successful campaign to annex the Southwest 20th Avenue area which featured innovative uses of social media. The Office Communications Assistant attended training at New Horizons Computer Institute to upgrade skills using advanced graphics software.

The Communications Office hosted an International City Manager Association Webinar entitled, “Innovative Local Government Marketing Strategies that Build Community and Trust,” in the City Hall Auditorium. Planning and coordination of online publicity for the groundbreaking for Gainesville Fire Rescue Station #8 was conducted and successfully completed on August 17th.

In September, Communication staff began online monitoring of Dove World Outreach media coverage on news and social media sites and began coordination with internal city departments regarding the city’s public response. The Office also assisted Gainesville Fire Rescue in conducting media training for its District Chiefs who have assumed PIO responsibilities within the Department. Broadcast staff extended a closed captioning service contract to provide on-air and web streamed closed captioning service for the hearing impaired.

Coordination of media publicity for the Senior Citizen Recreation Center groundbreaking was successfully completed on September 14th. The Communications Office also assisted public education efforts regarding the proposed USEPA remediation plan for the Cabot-Koppers site by posting the City of Gainesville response and making additional subject matter information available to the public online. The Communications Office assisted Gainesville Police Department PIO and provided public information and education regarding the city response to the Dove World Outreach Center event.

INITIATIVE 4.3: INCREASE OPPORTUNITIES FOR CIVIC ENGAGEMENT

Champion: Karen Billings, Strategic Planning Manager

4th Quarter Report (July 1, 2010 – September 30, 2010):



During the fourth quarter, staff finalized a contract with the Florida Survey Research Center (FSRC), a consulting research firm affiliated with the University of Florida to conduct focus groups with Gainesville residents. The contract is funded by a trailblazer grant from the Center on Government Performance of the National Center for Civic Innovation. This program helps local governments to engage the public in their performance measurement and reporting processes. There are two major goals to the grant program:

1. To produce greater alignment between the public's point of view and the actions and priorities of its local government; and
2. To provide non-confrontational opportunities for the public and government to discuss matters of mutual concern.

The focus groups will be completed by early 2011 and the final report will be available in August, 2011.

Infrastructure & Transportation

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

INITIATIVE 5.1: COMPLETE CAPITAL PROJECTS AT PARKS AND CONTINUE LAND CONSERVATION AND ACQUISITION PROGRAM

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

Sponsor: Craig Lowe, Mayor

4th Quarter Report (July 1, 2010 – September 30, 2010):

Forty nine percent of all Wild Spaces, Public Places (WSPP) capital projects have been completed. Possum Creek Park boardwalk is under construction, as are the Rosa B Williams Center renovations. TB McPherson renovations, Alfred A. Ring and other nature park boardwalk replacements are in the design stage. In addition, neighborhood parks are currently being designed for energy efficient lighting and solar energy installation. Also, the Cone Park track and multi-purpose fields are being designed and reviewed.

WSPP land acquisition has also been progressing. Alachua Conservation Trust has been under contract with PRCA since January 2010 to investigate and broker priority land acquisitions. To date, there are two property owners willing to negotiate a sale, two properties owners who are willing to discuss sale options, and two property owners with whom ACT is in the process of making contact. In addition, the City and County are moving forward with an offer on one property adjacent to the future Hogtown Creek Headwaters Nature Park.

PRCA staff obtained a \$25,000 grant from the US Fish and Wildlife Service to implement sandhill restoration activities at Boulware Springs Nature Park. PRCA staff assisted the Public Works Department in the development of Duval Park, which included an asphalt trail, boardwalks, picnic table, bike racks, and a stormwater pond. Future additions to Duval Park will include a pavilion, playground, observation deck, and interpretive signage.

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

Champion: Teresa Scott, Public Works Director

Sponsor: Thomas Hawkins, Commissioner (At-large)

4th Quarter Report (July 1, 2010 – September 30, 2010):

Sections 1 and 2 have been completed. Staff is working with the Porters neighborhood to determine the preference for relocation of new fencing along the trail between Depot Avenue and SW 4 Avenue.

Roundabout construction at SW 2 Avenue/6th Street has been completed.

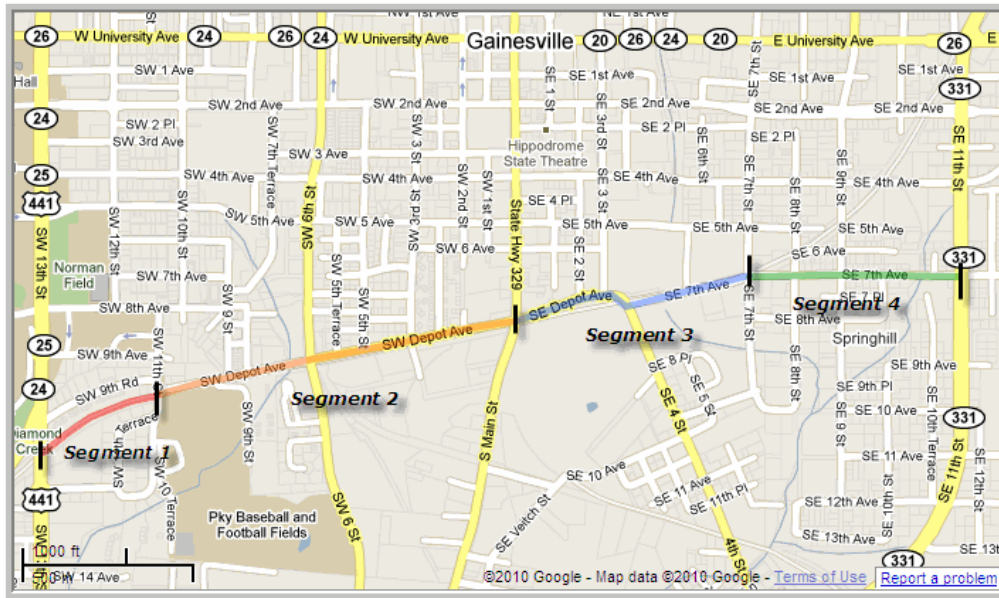
The CIP was approved with \$1,500,000 for design/construction of SW 6 Street between SW 4 Avenue and West University Avenue.

The traffic signal at SW 4 Avenue/Sw 6th Street is under design for replacement.

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

Champion: Teresa Scott, Public Works Director

4th Quarter Report (July 1, 2010 – September 30, 2010):



Segment 1: SW 13th Street to just west of SW 11th Street

- No further progress to report this quarter.

Segment 2: SW 11th Street to Main Street

- Final design and ROW acquisition are underway. The design plans are approximately 95% complete. ROW acquisition is approximately 30% complete.

Segment 3: Main Street to just west of SE 7th Street

- Construction is underway. Phase 1 (SE 3rd St to just west of SE 7th St) is substantially completed. Phase 2 (SE 3rd St to Main St.) has begun and is expected to be completed in December '10.

Segment 4: SE 7th Street to Williston Road

- Final design and ROW acquisition is underway. The design plans are approximately 60% complete.

Neighborhoods

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

INITIATIVE 6.1: DEVELOP CREATIVE WAYS TO MEASURE PROGRESS IN CODE ENFORCEMENT

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

Sponsor: Thomas Hawkins, Commissioner (At-large)

4th Quarter Report (July 1, 2010 – September 30, 2010):

During the 4th quarter Code Enforcement staff continued the implementation of the pilot program with the Gainesville Police Department to track correlations between Code Enforcement actions and crime rates.

Code Enforcement is also moving forward with reviewing performance measurement tools utilized by other departments throughout the state with the intent of implementing performance measurement standards within the next fiscal year. The Innoprise records system (used by Code Enforcement, Planning Department, and the Building Department) reporting capabilities has been evaluated and will be incorporated into any performance measurement tool used by the division. Staff is using three report types available to review performance and set benchmarks:

1. *Weekly Reports* which allows a date range review of notices issued and any permits issued;
2. *Case Report* which allow review of Division activity by violation type and date range; and
3. *Monthly Statistics* which allows review of activity of inspector by date range.

Code inspectors are responsible for a specific area of the city so a benefit of being able to review activity by inspector will allow staff to identify any issues that may be unique to a specific part of the city. Once Innoprise has been implemented for a duration that benchmarks can be evaluated staff will periodically review them to measure the Division's progress.

Environment & Energy

Protect and sustain our natural environment and address future energy needs

INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER AND INTEGRITY OF NEIGHBORHOODS IN GAINESVILLE BY ACTIVELY PARTICIPATING IN THE CLEAN-UP AND REDEVELOPMENT OF THE CABOT/KOPPERS SUPERFUND SITE

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

4th Quarter Report (July 1, 2010 – September 30, 2010):

On July 1, the City received reports from several concerned citizens that there may have been building demolition activity at the Cabot/Koppers Superfund Site. City and County staff immediately responded to the reports, but found that no demolition had taken place. In mid-July, the EPA began notifying homeowners near the Superfund Site that they would require property access for soil sampling that would begin in mid-August.

On July 15, 2010 the City of Gainesville received a copy of the Proposed Plan for the Cabot/Koppers Superfund Site from the US Environmental Protection Agency (EPA). The Proposed Plan identified EPA's proposed remedy for cleaning up the Koppers portion of the Cabot-Koppers site and includes an analysis of alternatives including timelines and costs for each remedy. The EPA is the lead agency responsible for development of the remediation plan for the site. The EPA set the public comment period on the Proposed Plan for thirty (30) days from July 15, 2010 to August 15, 2010. On July 26, 2010 the City made a formal request to the EPA to extend the public comment period for an additional sixty (60) days ending October 15, 2010 to allow for sufficient review and opportunity for public input. On August 5, 2010 the EPA held a public meeting to describe the Proposed Plan to the public and to solicit comments from the citizens.

The Local Intergovernmental Team (LIT) consists of staff from the Alachua County Environmental Protection Department, the City of Gainesville, Gainesville Regional Utilities, the Alachua County Health Department and outside technical experts. The LIT evaluated the Proposed Plan and developed a draft of comments and recommendations to the City and County Commission for transmittal to the US EPA. The LIT held two public meetings to present the draft of preliminary comments and recommendations to the public for discussion and feedback. At the Joint City and County Commission meeting on August 30, 2010, the LIT presented their recommendations. At the Joint meeting, both Commissions recommended changes and additions to the preliminary draft and asked that the final recommendations be brought before them separately for final approval prior to submission to the US EPA. Based upon the input from both Commissions (and additional public input), the LIT revised the recommendations and comments and prepared the final report that was presented to the City Commission on September 27, 2010, and the County Commission on September 28, 2010. These joint recommendations were submitted to EPA by the Mayor and BoCC Chair.

It is anticipated that the EPA will issue a Record of Decision (ROD) for the Cabot-Koppers Superfund site in November/December of 2010. The ROD is a legal document that explains how the superfund site will be cleaned up. The ROD represents EPA's final decision on how the site will be cleaned up. Once the ROD is issued, then a consent decree or a unilateral agreement is reached with Beazer East, Inc for the clean-up of the site. Engineering designs and

plans will then be developed for the implementation of the remedy for the site. EPA is not required to include public participation in the remedial design and implementation process. It is our understanding that they will provide periodic updates to the public on the progress of the cleanup.

INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES

Champion: Don Hambidge, Assistant Public Works Director

Sponsor: Craig Lowe, Mayor

4th Quarter Report (July 1, 2010 – September 30, 2010):

For the final quarter of the year haulers reported 2,236 tons of commercial recycling collected. The total for all four quarters was 6,594 tons, which is just below our target of 6,616 tons. During this quarter 70 commercial recycling audits were performed. Solid Waste staff will be taking some recommendations for establishing penalties or surcharges for noncompliance with commercial recycling ordinances to the Public Works Committee on November 8, 2010. The City and County Solid Waste staffs are working together to find ways to achieve the new 75% recycling goal by 2020.

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

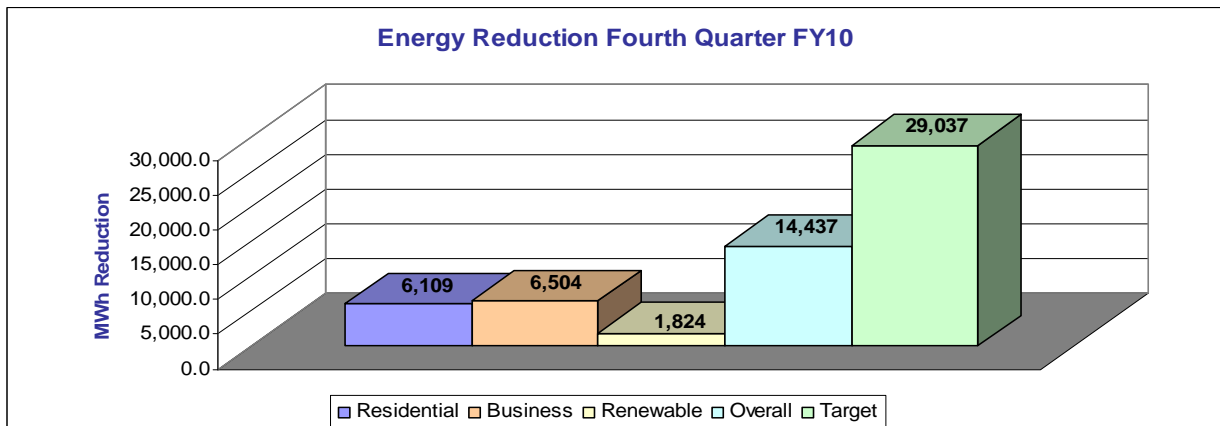
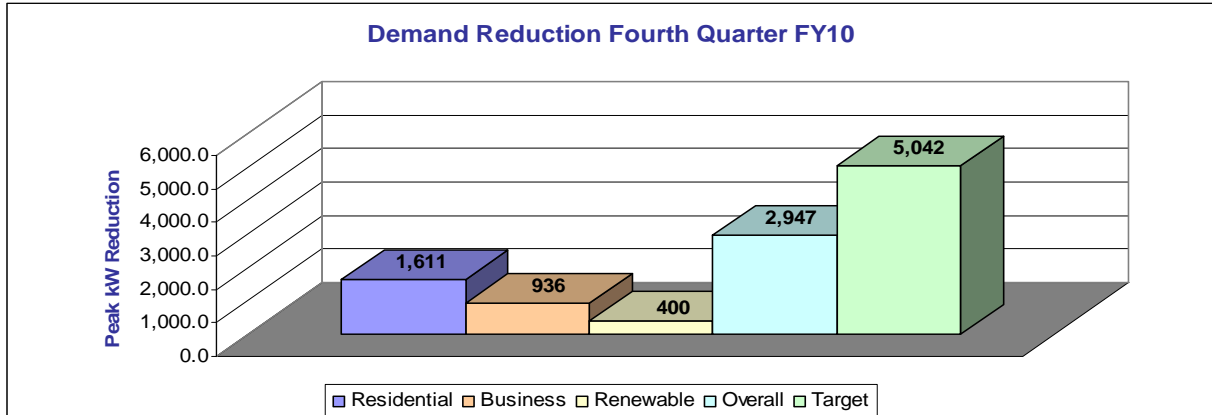
Co-Champions: Paul Folkers, Assistant City Manager
Ed Regan, Assistant General Manager for Strategic Planning

4th Quarter Report (July 1, 2010 – September 30, 2010):

General Government:

- There are currently 162 traffic signals (71%) online with the Traffic Management System. Installation of the new Traffic Management Center in the recently opened Public Works Administration Building is being completed.
- Installed 239 traffic signal LED indicators.
- Transit ridership increased 4.4% since September 2009 and set records for daily, monthly and annual ridership rates.
- Reported commercial recycling tonnage has increased 83% since 4th Q 2009; setting a total tonnage for FY 2010 of 6,594 tons.

GRU Fourth Quarter FY10 Report of Energy Efficiency Programs:



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

Champion: Kathy Viche, Assistant General Manager for Customer Services

Sponsor: Lauren Poe, Commissioner (District II)

4th Quarter Report (July 1, 2010 – September 30, 2010):

The Low-income Energy Efficiency Program (LEEP) was in full force during the fourth quarter, in an effort to meet the fiscal year’s goal of repairing 169 homes (a combination of GRU’s budgeted amount and half of the EECBG granted amount). Efficient air conditioners were installed, along with programmable thermostats, water heaters were replaced and/or cutover to natural gas, ducts were repaired and tested to ensure high performance, insulation was installed, and weather-stripping and caulking was performed.

Two new employees were hired during the third quarter. Once they completed training, GRU doubled the amount of homes retrofitted during the fourth quarter. Ninety six homes were retrofitted; totaling 181 homes for the fiscal year. As a result, the program produced an energy cost savings of \$42,885, a MWhs reduction of 353.312, and a savings of 300.3 tonnes of carbon.

LEEP was a success and will continue next fiscal year, targeting 340 homes.

Partnerships

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

INITIATIVE 8.1: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE

Champion: Paul Folkers, Assistant City Manager

Sponsor: Lauren Poe, Commissioner (District II)

4th Quarter Report (July 1, 2010 – September 30, 2010):



As a result of UF-RTS partnership, RTS was able to implement biodiesel B20 in the entire fleet on July 19, 2010 and received a Chamber of Commerce business for excellence award for commitment to the environment.

RTS partnered with UF and extended the GPS “Gator Locator” system to all the City routes on August 30, 2010. New Route 25 from UF to the Airport started in August 16, 2010 partially funding by UF and FDOT. RTS is currently working with the UF Transportation Fee Committee to plan transit services for fall 2011 and establish a new per credit hour fee for transit services.

RTS is working with Santa Fe College (SFC) on the “Start the Bus” campaign to support state legislation to authorize Community Colleges to establish a transportation fee to improve transit services.

INITIATIVE 8.2: FACILITATE BROADER COMMUNITY SUPPORT TO IMPROVE THE EDUCATIONAL OPPORTUNITIES FOR CITY YOUTH

Champion: Paul Folkers, Assistant City Manager

Sponsor: Craig Lowe, Mayor

4th Quarter Report (July 1, 2010 – September 30, 2010):



The Mentoring Initiative has commenced this fall as part of the Taking Stock in Children Program. Seven students have enrolled in the Mentoring Initiative this school year and 8 students will enroll next school year for a total of 15 participating students based on funding availability. Each student is being assigned a City official/employee as a mentor. An Intern has been recruited in the Equal Opportunity Office to coordinate efforts.