



# STRATEGIC PLAN

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FISCAL YEARS 2009 & 2010  
FY 2010 THIRD QUARTER REPORT

*June 30, 2010*

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

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**ELECTED OFFICIALS AND CHARTER OFFICERS**

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**Mayor & City Commission**

Craig Lowe, Mayor (At-large)  
Jack Donovan, Commissioner (District III)  
Thomas Hawkins, Commissioner (At-large)  
Jeanna Mastrodicasa, Commissioner (At-large)  
Schervin Henry, Commissioner (District I)  
Lauren Poe, Commissioner (District II)  
Randy Wells, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Brent Godshalk, City Auditor  
Robert Hunzinger, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
Marion Radson, City Attorney  
Cecil Howard, 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 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
<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>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> Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan <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 child and youth programs and identify a role for City Government including addressing the harmful effects of child and youth poverty <b>3.4</b> Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
<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 increased use of available internet tools to improve the City's website portals <b>4.3</b> Increase opportunities for civic engagement
<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 and continue land conservation and acquisition program <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>	<b>6.1</b> Develop creative ways to measure progress in code enforcement
<b>7. Environment and Energy</b> <i>Protect and sustain our natural environment and address future energy needs</i>	<b>7.1</b> Protect the quality of drinking water and integrity of neighborhoods in Gainesville by actively participating in the clean-up and redevelopment of the Cabot/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>7.4</b> Improve the energy efficiency of modest-income homes through weatherization
<b>8. Partnerships</b> <i>Champion effective and institutionalized relationships with other government entities and community partners</i>	<b>8.1</b> Formalize relationships to build key partnership opportunities with UF and SFC <b>8.2</b> 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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The Gainesville Police Department continued to report decreases in UCR Part I crime in 2010 for April, May, and June. Formal FBI statistics for this quarter will be available by end of July but are expected to be down by 5% or more in line with the most important agency wide stated 2010 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. One statistical example of success out of this process is that GPD made 796 arrests and wrote 2,466 traffic citations in June, 2010.

Key crime prevention components aimed at the root causes of crime featured this quarter included the car burglary “lock it or lose it” campaign placed on the GPD phone system. Persons calling the agency hear this message whenever they are placed on hold. Using Federal stimulus dollars, an interactive robot that can be a boy, girl, or dog was received and 3 schools named them. This robot has been highly requested at community events & is extremely effective. Crimereports.com, a crime mapping and reporting program, was purchased and added to the GPD website which allows real time crime information within 24 hours to be accessed and reported community wide.

In a difficult budget climate, GPD has continued to apply and utilize grants and monetary awards to help fight crime. GPD applied for 4 Edward J. Byrne grants during this quarter to support youth, agency and community initiatives, a COPS Hiring Grant through the Department of Justice for approximately 2.8 million dollars and a Youth Mentoring Program through the Office of Juvenile Justice and Delinquency Prevention (OJJDP) that would benefit the Reichert House Youth Academy. The department also partnered with the Boys and Girls Club of Alachua County in submission of a grant that provides Youth Gang Prevention and Intervention programming through OJJDP. Additionally, the department is addressing at-risk neighborhoods in the Gainesville/Alachua County area by applying for a grant through the US Department of Education’s Promise Neighborhood Planning initiative and a Project Safe Neighborhood grant to include the apprehension of weapons and weapons that may be held by Sexual Predators/Offenders.

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 began summer

programming with an all time high average of over 70 youth most Mondays through Fridays. Innovative programming and education this quarter included extensive class credit remediation, computer lab work, field trips to colleges in the region, archery, chess, and rites of passage into manhood.

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 4 separate Saturdays during the summer. This quarter, 3 of the events had taken place with total attendance of over 780.

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 also began patrolling. Members have a well marked "Citizens on patrol" vehicle and wear uniforms that clearly distinguish them from law enforcement. This will further develop as a core goal of GPD 2010.

Extensive public information and crime prevention continued via one additional original Police Beat episode. Additionally, media and public information via radio and regular interaction with print, radio, and television outlets has been extensive. While crime is clearly reported, proactive media dissemination has focused on the positive and building trust in GPD by the community and even putting out disciplinary information when possible. Several examples include highlighting agency member accomplishments, GPD training, and statistical drops in crime. Two new crime prevention and public information markets included dissemination to the Hispanic and Latino radio market (Previously had no dissemination) via Radio Kuva and retooling an existing facebook social networking page. Lastly and importantly, 4 professional public service announcements (15 second videos) reinforcing reporting crime and instilling trust to GPD have been created and began running on network TV and via email and internet outlets.

# 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)

### 3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

During the third quarter, CRA staff continued on background research and feasibility analysis for Kennedy Homes redevelopment. The fencing project at Lincoln Middle School was completed. Phase 1 construction on the Hawthorne Road Café is underway and will be completed in August 2010. The RFP for an occupant is currently underway and the build-out will occur once the occupant is identified. Five businesses were awarded pain program grants and have completed façade upgrades to their properties.

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

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

### 3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

Phase 1 of GRU remediation is nearing completion with backfilling underway. Phase II of remediation is continuing and is anticipated to be completed in spring 2011. Depot Avenue Phase II construction is to begin in September 2010 and be completed by the end of the calendar year. Depot Building Rehabilitation will begin in winter 2011. Public Works Stormwater Pond design is 70% complete and construction is expected to occur during 2011. Park construction is expected to occur after stormwater pond construction or in 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)

### 3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

CRA is the lead agency for the Power District redevelopment. Utility information on the surveys is being finalized and coordinated with GRU. CRA updated the CRA Board regarding the identified challenges to moving the redevelopment forward. CRA staff will continue to provide regular updates to the CRA Board and City Commission. The project will require extensive coordination with GRU and General Government. Key stakeholders are indentified and next

Strategic Plan FY 2009/2010  
City of Gainesville, Florida

steps are being finalized. CRA staff continues outreach efforts to businesses and developers who may wish to locate in the Power District.

**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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The Community Development Committee (CDC) reviewed the draft Comprehensive Plan and Land Development Code modifications regarding Activity Centers, Mixed Use Districts and Large Scale Retail. Modifications were proposed and initiation of a Plan Board Petition is expected shortly. On longer term structural modifications to the Land Development Code, a report prepared by the Planning consultant was reviewed by the Committee and forwarded to the City Commission.

A plan to move forward with a consolidated GIS posture in the short and longer term was presented to the Public Works, Planning and Development Services and Administrative Services Directors. The short term consolidation of efforts in Public Works is moving forward via the proposed FY 2011/2012 budget.

Staff continues to improve upon Innoprise functionality as led by the Zoning Technician and current Planning staff. Plans are moving forward to tie in all members of the Technical Review Committee. ProjectDox is moving forward as well in Building.

**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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The Innovation HUB petition was approved by the Development Review Board in May. A groundbreaking with representatives from the City of Gainesville, UF, Santa Fe College, and private industry attended the event in June.

Staff held an exit interview with a company that recently graduated from GTEC remaining within the City of Gainesville. GTEC itself had an Open House and awards ceremony in June as well.

The City Commission endorsed both the City’s ED Strategic Action Plan and Innovation Gainesville effort by the Council for Economic Outreach (CEO). A report will be forthcoming to the Economic Development University Community Committee (EDUCC) on status in September.

The Planning and Development Services Director, CRA staff and a UF representatives will make a presentation at the Florida APA conference on using planning tools to facilitate the Innovation Economy (in a University Community).

**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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

On Saturday, May 22, 2010, the HCD Division staff participated in the Florida Housing Help Workshop, which was sponsored in part by Chief Financial Officer Alex Sink, State of Florida; Florida Department of Financial Services; Wealth Watchers, Inc. and City of Gainesville. The workshop was designed to educate and assist families facing foreclosure. The workshop included opportunities for families to meet with mortgage lenders, HUD-certified housing counselors, local housing authorities, legal assistance, credit counseling services and many other foreclosure assistance programs.

On June 30, 2010, the Housing & Community Development Division (HCD) completed the new Florida Homebuyer Opportunity Program (FHOP), which was funded by the State of Florida through the SHIP Program. However, the First Time Homebuyer Credit deadline was recently extended to September 30, 2010 by President Obama . The HCD is awaiting final approval from the State for authorization to extend the FHOP to the new deadline. The new deadline will apply to all pending homebuyers who have a purchase contracts that were signed by April 30, 2010. Since the inception of the FHOP in September 2009, six homebuyers have received downpayment assistance totaling \$48,000. There is currently one additional homebuyer pending assistance in the amount of \$8,000 based on the approval of the FHOP deadline.

The City continues to provide low cost affordable housing assistance through its Comprehensive Housing Program including homeowner rehabilitation, mortgage foreclosure intervention, down payment assistance, and homebuyer/homeowner education to promote affordable homeownership and to sustain and preserve City neighborhoods. From April 1, 2010 – June 30, 2010, a total of 162 families were provided with housing assistance (11 financial assistance and 151 housing services).

The HCD Division is working in partnership with Alachua County to coordinate a Disaster Recovery Program to provide new roof replacements for eligible homeowners. The primary objective of the Roof Program is to reduce the vulnerability of housing structure and infrastructure systems to severe weather and wind conditions. The State of Florida has always been vulnerable to damage caused by hurricanes, coastal storms and tornadoes. In an effort to minimize this type of property damage, these grant funds will be utilized to enhance the City’s 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. The grant funds received from the County will be leveraged with City’s federal and state funding program such as CDBG and SHIP to help to expedite assistance to homeowners

who are currently on the Roof Program waiting list. Priority will be given to eligible homeowners who have experienced damage to their homes by Tropical Storm Fay. The grant request will go before the City Commission on August 5, 2010. If approved, the program will kick-off in October 2010. It is estimated that 14 families will receive assistance through this program.

The SHIP Affordable Housing Advisory Committee (AHAC) continued its discussion on increasing the amount of affordable housing and low-cost housing throughout the City. Areas of concern included affordable housing issues affecting very low and low-income families in the City.

**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

3rd Quarter Report (April 1, 2010 – June 30, 2010):

Staff did not receive any comments on the Butler Plaza Land Use Plan Amendment and this item will be coming forward to the City Commission for adoption in August. This speaks well of coordination efforts undertaken with the County and Butler Team over the course of the last eighteen months. The Planned Development Zoning Petition will likely be heard in August as well.

Staff finished its work on the referred item regarding the Urban Village (on SW 20th Avenue). This was reviewed by the City Commission in January and further work was recommended. Staff is meeting with individual Commissioners and will likely be coming forward shortly with the revised Petition.

Staff processed an extension request and verbiage modification request for Plum Creek. This was heard by the Plan Board in June and will come to the City Commission in August. Staff coordinated with Alachua County EPD during the original adoption of this Land Use Plan Amendment eighteen months ago.

## 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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

On May 13, 2010, the Design Plat for the One Stop Homeless Assistance Center was approved with conditions by the Development Review Board and forwarded to the City Commission for approval (will be heard in July). City staff will continue to coordinate with County staff to discuss funding the FY 10/11 operating budget for the One Stop Homeless Assistance Center.

On June 1, 2010, several members of City staff traveled to Daytona with a delegation from Gainesville to meet with Daytona Beach City staff, a Daytona Beach City Commissioner, and the Daytona Beach Salvation Army to learn about their Downtown Streets Team program. Staff is working with representatives from the Gainesville Salvation Army and other local agencies to explore the potential of implementing a similar program in Gainesville. Staff will also work towards providing an update to Commission in coming months, and will attempt to arrange for a representative from Daytona to make an informational presentation to the Commission.

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

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

**Sponsor:** Jack Donovan, Commissioner (District III)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

On April 15, 2010, the City Commission approved the preliminary design, instructed the architect to start construction drawings for review by the City Commission at the 30% stage, and allowed the design team to submit the site plans to the City of Gainesville Planning Department. On June 30, 2010, the City Commission approved the 30% design with suggestions. A formal application for development approval was submitted to the City's Planning and Development Services Department. The application was reviewed by the Technical Review Committee and then placed on the July 8, 2010 agenda of the Development Review Board.

The Senior Services Workgroup continues to analyze data and draft a narrative for the Senior Services Report.

**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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

On May 13, the GIS presentation was made to the City Commission Recreation, Cultural Affairs and Public Works Committee in conjunction with summer plan updates from a number of youth service providers. The recommendation was approved to Create a City of Gainesville Youth Alliance that 1). Consists of all youth service providers in the City; and 2) 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.

A similar presentation will be made to the full City Commission on August 19, 2010. Ongoing summer programs for youth are being coordinated throughout the City at 5 summer camp sites, the MLK Jr. Center is hosting a Mini HeatWave 3 on 3 Basketball Series in conjunction with PRCA and GPD and 4 Operation Respect Yourself events will occur as the continued GPD and PRCA partnership continues. The Reickert House has had a full summer program including the annual Boot Camp trip to Paris Island.

**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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

During the third quarter, Commissioner Poe and CAC Director Sherry Kitchens attended the National Conference on Family Justice Centers in San Antonio, Texas. Grant travel funds were used to fund this training. The conference had many tracks, one being related to starting a FJC. The Commissioner and Ms. Kitchens walked away with ideas and strategies aimed at setting up a Family Safety Center in Gainesville. Upon their return to Gainesville they held a meeting to discuss their next steps with other staff members who have been involved in this project.

# 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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The annexation of Tower Center was completed in April, 2010. These tax parcels are expected to generate approximately \$12,000 in property taxes (at FY 10 millage rate). More importantly, by adding these 26 acres to the city limits, this annexation begins the process of improving service delivery to residents and businesses west of Interstate 75 through more uniform city limit boundaries.

During the third quarter, the City commission adopted the urban services report for two pieces of City owned land that runs along NE/NW 53rd Avenue. While this annexation is quite small, and will not generate any property tax revenue, it corrects a major service delivery issue. Once this annexation is complete, the majority of 53rd Avenue will be in the City limits as compared to the current “in-out-in” pattern that exists today.

## **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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

In April, at the direction of the City Manager, the Communications Office continued coordination and activity in support of media and publicity campaigns for the US Census Bureau and the local Alachua County Census Committee to inform the public about the 2010 US Census count. The Office assisted by publicizing US Census Team locations in the city and at special events such as the UF Orange and Blue game. The Office developed and continuously updated the city website census page to provide current local, state and US Census information to the public, including current census response rates in city areas. An aggressive effort to increase student response rates was conducted culminating in improved response rates by the end of May. The City of Gainesville was recognized for its efforts to assist the census count at the Alachua County Board of County Commissioners meeting held on Tuesday, April 27th.

On April 21st, the Communications Office completed the spring 2010 session of Gainesville 101: the Citizens’ Academy, with 26 accepted applicants. The six-week course is designed to provide a comprehensive overview of city government to the general public. The course features sessions on city leadership and budget, quality of life, public safety, infrastructure, energy and utility operations, and planning and development. City Commissioner Candidate Wells also

spoke to the spring 2010 Citizen's Academy participants about the benefit of participating in the Citizen's Academy program.

Also in April, the Communications Office assisted in City Manager preparations to provide a detailed orientation to new City Commissioner Randy Wells. The new commissioner was briefed during a two-day period using materials and presentations submitted by city departments and several charter offices to the City Manager's Office. These materials were assembled and reviewed by communications staff for final approval and use by the City Manager. Appropriate changes were made to the website to indicate changes on the Commission.

The Communications Office videotaped Swearing-In Ceremonies for new Mayor Craig Lowe and Commissioner Randy Wells at the Thelma Boltin Recreation Center. The ceremony was subsequently aired on Community 12TV for viewing by the general public. The video also appeared as a featured recording via the city's online video streaming site. The Communications Office also assisted in planning for the Rosa Parks Mural Dedication at the Downtown Regional Transit System Transfer Facility and videotaped the event.

Communications Office staff also videotaped a presentation for air on Community 12TV by the City Manager and Administrative Services Director and hosted by the Communications Manager to educate and inform the public regarding the biennial City Budget process and those factors influencing its development. This item is available online as a featured video. The Communications Office also arranged a radio interview with the City manager to discuss his proposed budget on WBXY-FM radio. Also, the Communications Office arranged a City Manager press conference to publicly present his recommended FY 2011-FY2012 City Budget.

In May, the Communications Office assisted City government efforts to provide public education and information regarding the proposed special assessment for fire services by developing a proposed fire assessment informational webpage and issuing press releases announcing informational meetings and various other related proposed fire assessment activities.

The Communications Office also coordinated emergency weather notification processes with Gainesville Fire Rescue and the Gainesville Police Department and participated in Alachua County Emergency Operations Center training exercises to prepare for the start of the hurricane season on June 1st. Also in June, the Communications Manager attended the City Commission Strategic Planning Retreat held in the Austin Cary Memorial Forest building.

The Communications Office also assisted planning and supported public information efforts educate the public regarding two scheduled Town Hall meetings conducted by the City Commission in June. The Office also assisted publicity efforts to make the public aware of a public workshop concerning "Public Meal Issues in Gainesville" held at the Alachua County Health Department.

The Communications Office continues to facilitate city involvement with the Butterfly Education Project as the "First Butterfly City." All requested materials have been forwarded to a professional sign designer and work is progressing on a recommended Butterfly City sign design. Once a recommended design is approved by the Butterfly Education Project, a status informational item will be placed on a City Commission agenda.

**INITIATIVE 4.3: INCREASE OPPORTUNITIES FOR CIVIC ENGAGEMENT**

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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The City Commission held their annual town hall meetings in the third quarter of this fiscal year. Over 200 people attended the two meetings, one of which was held at Talbot Elementary School and the other at the Alachua County Health Department. Residents asked a number of questions in regards to the up coming budget, proposed fire assessment, and the biomass energy plant. In addition to a presentation by the City Manager on the possible solutions to the budget deficit, both City Commissioners and staff provided feedback to residents in regards to questions about City operations and finances.

At the February 18th City Commission meeting, the City Commission directed staff to look at issues surrounding the provisions of meals to homeless and low income citizens through a facilitated workshop. The City, in cooperation with Alachua County held a four hour workshop on Tuesday, June 29th at the Alachua County Health Department. This workshop was facilitated by Ms. Marilyn Crotty, the director of the Institute of Government at University of Central Florida. Approximately 50 people attended and provided numerous ideas on how to address hunger in our community. Ms. Crotty will be writing a summary report on the workshop, and will be asked to present the findings to the City Commission at some time in the near future.

In May, the City was awarded a \$5,000 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 City will be working with the University of Florida to complete this project, including conducting focus groups for citizen input. 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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

Parks, Recreation and Cultural Affairs closed out a very exciting quarter during these months, with the completion of Possum Creek Skate Park. The park opened for use at the end of April, and paperwork closing out its Florida Recreation Development Assistant Program (FRDAP) was successfully filed with the State. The community has provided substantial feedback, and use of the skate bowl feature at the park has been constant. A grand opening is planned for the coming months, pending fund availability.

The new boardwalks were completed at Bivens Arm Nature Park, with a small ceremony held in late June recognizing the contributions of the many individuals and agencies who contributed to the project. A new restroom was installed at Cofrin Park, and zoning and land use changes have been filed with Planning Department to begin processes for work at Hogtown Creek Headwaters Park.

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

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

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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

- Sections 1 and 2 are approximately at 85% construction with completion expected by mid-August 2010, which is one month ahead of contract schedule.
- Section 3 land rights issues remain due to State and FDOT/FHWA requirements and procedures. Once the land rights issues are fully addressed, final construction plans and documents will be completed, immediately followed by the bidding and construction processes.
- The staff recommended Capital Improvement Program includes \$1,500,000 for design and construction of SW 6 Street between SW 4 Avenue and University Avenue. If approved design phase of this project could begin in FY 12.
- The roundabout construction at SW 2 Avenue/6th Street is scheduled for opening in mid August with final completion in September.

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

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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 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 currently 90% 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.) will begin following GRU's contamination remediation work in the Depot Ave roadway. Phase 2 is anticipated to resume September '10 and be completed by December '10.

Segment 4: *SE 7th Street to Williston Road*

- Final design and ROW acquisition is underway. The design plans are currently 50% 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)

### 3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

Code Enforcement along with the Gainesville Police Department has implemented the tool that was reported in the 2nd quarter report which will track the correlation between Code Enforcement actions and crime rate. This has been implemented in various areas throughout the city as a pilot program and will expand once the attributes of the tool are finalized. Additionally, as the Innoprise system continues to be implemented the reports and data available through the system will be evaluated to determine how they can be used to illustrate the effectiveness of code enforcement. During the 3rd quarter staff continued to evaluate best practices used by code enforcement departments statewide. Through the Florida Association of Code Enforcement (FACE), communities were identified that have performance measurement tools in place to measure the effectiveness of their code enforcement activities. Staff will be evaluating the performance measurement tools identified through FACE and determine if any of their measurement techniques will benefit Gainesville Code Enforcement.

Public outreach activities presented in previous quarterly reports are ongoing. During the 3rd quarter planning began for Code Enforcement’s participation in a university community student welcome activity. This annual activity is conducted in conjunction with the University of Florida, the UF Office of Off Campus Life, and various city department including GPD, Solid Waste and Code Enforcement. The activity consists of a university neighborhood walk-through during which tenants of rental properties are welcomed to the neighborhood, given an opportunity to ask questions about City Code Enforcement and the services we provide, and we take the opportunity to discuss the merits of being a responsible neighbor and abiding by the City of Gainesville Code of Ordinances.

## 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

#### 3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

On April 1, 2010, the Gainesville City Commission approved the recommendation of the Community Development Committee to direct staff to prepare a petition for the rezoning of the Koppers property to residential use with some elements of mixed uses on the site and it was anticipated that E2, Inc.'s findings and recommendations would be reviewed and considered as a part of the rezoning process.

On April 29, 2010, the Joint City and County Commission heard presentations from the Local Intergovernmental Team, US Environmental Protection Agency (EPA), Florida Department of Environmental Protection and Beazer East, Inc. on the status of the Cabot- Koppers Superfund site and authored the City Manager and County Manager to schedule a public meeting to discuss and receive input on the proposed site Clean-up Plan from the EPA. At this meeting, the City Commission agreed to submit a letter supporting the request from the group, Protect Gainesville's Citizens, Inc. (PGCI) for the technical documents and information as contained in their letter to the EPA dated April 28, 2010. The Mayor sent the letter to EPA outlining the concerns and request on June 1, 2010.

The Final Feasibility Study was released by the EPA on May 11, 2010. On June 3, 2010, the City submitted a letter to EPA regarding the initial review of the Human Health Risk Assessment and Feasibility Study reports. Based on the preliminary review, the local review team felt that "these documents omit what we believe is essential data and as written cannot form the basis of an acceptable Proposed Plan for the surface soil alternatives". Based on these concerns, the City requested that a meeting/workshop be held to specifically discuss soil alternatives, performance metrics, and the risk assessment prior to EPA finalizing the Proposed Plan.

On June 1, 2010 GRU in conjunction with ACEPD submitted a summary of key technical concerns and recommendations related to groundwater and subsurface contamination to EPA for consideration by the National Remedy Review Board (NRRB). The NRRB is composed of site managers from various EPA district offices, and was tasked with reviewing the proposed plan for the Koppers Gainesville site prior to EPA releasing it. On June 8, 2010, the City submitted a letter to EPA for consideration by the NRRB and attached a brief summary of issues of concern relative to the Human Health Risk Assessment and the proposed on-site and offsite soil remedial alternatives as presented in the Final Feasibility Study. The letter requested that the summary be transmitted to the NRRB prior to the start of their deliberations and review of EPA's proposed remedy for the Koppers Superfund site.

On June 14, 2010, the EPA and their consultant, E2, Inc., hosted a community forum for local stakeholders to learn about future use considerations for the Koppers Site at Parkview Baptist Church. Many citizens expressed concerns to the City regarding the EPA timeline and public

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participation process. Based on these concerns, at the June 17, 2010 Gainesville City Commission meeting, the City Commission authorized the Mayor to request to EPA changes to the timeline in order to allow greater coordination of the citizen participation.

On June 24, 2010, Mayor Lowe expressed these concerns to the EPA and requested that the release of the Proposed Plan for the remediation of the Koppers portion of the Cabot/Koppers Superfund site in Gainesville Florida be postponed until July 15, 2010.

On June 28, 2010, the City submitted a letter to the EPA regarding the review of the Short Term Interim Measures Work Plan (IMWP) prepared by GeoTrans, Inc. for Beazer East, Inc. for the Koppers portion of the site. The City coordinated its review and comments with the Alachua County Environmental Protection Department (ACEPD), and expressed serious concerns about the inconsistency of the IMWP with a number of the Feasibility Study Remedial Alternatives. The City requested more discussion and data to help staff fully understand the disparity in the environmental objectives presented by the two documents.

**INITIATIVE 7.2: REVIEW THE STATUS OF COMMERCIAL RECYCLING ORDINANCES**

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

**Sponsor:** Craig Lowe, Mayor

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

For the third quarter, haulers reported 1,754 tons of commercial recycling collected; of which 543 tons was commercial yard waste, and 1,211 tons was paper, cardboard, and commingled plastic, glass and metal. The Solid Waste staff needs to meet again to finalize a list of recommendations regarding improving commercial recycling ordinances and penalties. Alachua County and Emerald Waste Services appear to be close to an agreement that will allow EWS to continue to mine their commercial waste for recoverable materials at their own transfer station as long as EWS agrees to dispose of that waste at New River Landfill so the County is not penalized for a loss of tonnage.

**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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

General Government:

- There are currently 154 traffic signals (67.5%) online with the Traffic Management System.
- Installation of the remaining traffic signal LED indicators will be installed pending final issuance of a purchase order under federal Energy Efficiency and Conservation Block Grant funding.

- Transit ridership has increased 4.4% since June 2009.
- Reported commercial recycling tonnage has increased approximately 12% since 3rd Q 2009.
- The City submitted its application for Florida Green Local Government designation.

Gainesville Regional Utilities:

- GRU has been successful in obtaining a Determination of Need finding from the Florida Public Service Commission for the proposed 100 MW biomass fueled power plant.
- Capacity has been released and program guidelines developed to further accelerate the Solar Feed in Tariff program. To date GRU has over 2,000 kilowatts of solar capacity installed. GRU serves about 1% of Florida's energy, so the equivalent amount of capacity on a state wide basis is more that four times the amount of solar photovoltaic capacity in the entire state (less than 50,000 watts).
- A memorandum of understanding is being developed with Shands and UF to provide chilled water and other utility services to the Innivation Square project downtown.
- GRU's rebate programs are successful in that nearly all the funds have been expended and program participation is continuing to grow. [Lila – I will have Bill Shepard send the third quarter report DSM report to you when it is ready].
- Working in close collaboration with Alachua County Commission staff, an application has been developed to apply to the USEPA Climate Showcase Grant program to obtain funds to advance chilled water systems and the use of electric vehicles.
- Work has begun on the Eastside Operation Center which will be LEEDS certified and a model of energy efficiency for the community.
- The South Energy Center has completed its first year of operation as a highly efficient system to create electricity, chilled water, and steam simultaneously and in a cost-effective manner. This facility, combined with Renewable Energy Credits purchased from GRU, has helped the new Shands cancer center hospital to earn LEEDS Gold certification.

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

**Champion:** Kathy Viehe, Assistant General Manager for Customer Services

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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

To assist with the Low-income Energy Efficiency Program (LEEP), two full time temp employees were hired as Conservation Analysts. With the addition of these two employees the expectations are to retrofit more homes expeditiously while providing quality service. To meet these expectations these employees required more in-depth technical training. Training consists of detailed instructions on how to identify safety issues, problems that contribute to high energy use, conducting energy surveys and performing pre and post inspections, to name a few. Although they have been in training mode, they have impacted the program significantly.

During the third quarter 48 homes were retrofitted; we have completed 88 homes YTD. Initial analysis of LEEP Customers' usage has shown about a 13 percent reduction, resulting in an average annual savings of \$230 per customer.

# 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)

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

### Transit

- RTS-UF partnership on biodiesel has been successful. RTS is ready for implementation of Biodiesel B20 in the entire fleet with an expected effective date of July 19, 2010. RTS continues to work with UF to extend the "Gator Locator" GPS system to all RTS City routes and expects to run this service by fall 2010. New bus route 25 (UF to Airport) will be in effect on August 16, 2010 with funding from UF and FDOT. Service will run every hour from 7 am to 11 am and from 3 pm to 7 pm. This route will connect the airport, UF eastside campus, downtown, and part of UF main campus.

### Sustainability

- The Sustainability Forum, which includes representatives from our community partners, continues meeting quarterly. The last meeting was held May 19, 2010 on the topic of sustainable transportation. Speakers included Linda Dixon from the UF Office of Facilities, Planning and Construction and Doug Robinson, Chief Transit Planner for RTS.

## **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

3<sup>rd</sup> Quarter Report (April 1, 2010 – June 30, 2010):

The City Commission approved funding of \$45,500 for the Mentoring Initiative proposed by the Equal Opportunity Office which is based on the Taking Stock in Children program. The Mentoring Initiative will commence in the fall.