



# STRATEGIC PLAN

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FISCAL YEARS 2011 & 2012  
FY 2011 SECOND QUARTER REPORT

*March 31, 2011*

**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)  
Thomas Hawkins, Commissioner (At-large)  
Jeanna Mastrodicasa, Commissioner (At-large)  
Scherwin Henry, Commissioner (District I)  
Todd Chase, Commissioner (District II)  
Susan Bottcher, Commissioner (District III)  
Randy Wells, Commissioner (District IV)

**Charter Officers**

Russ Blackburn, City Manager  
Brent Godshalk, City Auditor  
Robert Hunzinger, General Manager-Utilities  
Kurt Lannon, Clerk of the Commission  
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, governance, infrastructure and transportation, neighborhoods, and the environment and energy. Each stated goal is supported by a series of initiatives for which progress updates are reported each quarter.

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

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

**STRATEGIC GOALS AND INITIATIVES FY 2011/2012**

GOAL		INITIATIVE
<b>1. Public Safety</b> <i>Maintain a safe and healthy community in which to live</i>		1.1 Develop and continue programs to reduce the causes of crime 1.2 Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
<b>2. Economic Development and Redevelopment</b> <i>Foster economic development and encourage redevelopment</i>		2.1 Complete the implementation of the South East Gainesville Renaissance Initiative 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 2.8 Formalize relationships to build key partnership opportunities with UF and SFC 2.9 Develop strategies to support local small businesses
<b>3. Human Capital</b> <i>Assist every person to reach their true potential</i>		3.1 Continue implementation of the 10 year plan to end homelessness 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 Facilitate broader community support to improve the educational opportunities for city youth
<b>4. Governance</b> <i>Measure and improve the cost-effectiveness of government services</i>		4.1 Develop strategies for conducting successful annexation referendums 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
<b>5. Infrastructure and Transportation</b> <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 <sup>th</sup> Street 5.3 Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue 5.4 Bring existing roadway stock up to 70% rating level, as established by the Army Corp of Engineers 5.5 Implement improved transit as described in the RTS Premium Service Report
<b>6. Neighborhoods</b> <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 6.2 Assess neighborhoods to determine need for infrastructure improvements for bicycle and pedestrian use
<b>7. Environment and Energy</b> <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 Refine the 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

## 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)

#### 2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

UCR crime statistics for January-December 2010 were certified and released by FDLE and showed that we were down in violent crime by 21.6% and property crime by 15.4%. Overall, for 2011, the Gainesville Police Department saw a reduction in crime of 20.3%. This was attributed to the hard work from all levels of this agency and the community's support.

UCR Part I crime continued to be down for the year to date by 11.4% through March 2011. However, robbery crimes were up in March 2011 compared to the preceding two years. This spike in violent crime has been met with increased patrol and investigative resources being deployed as well as media highlighting this concern.

Safety kiosk bar efforts (primarily in College Park) continued with volunteers from the University of Florida assisting with handing out information to bar patrons. The "You and the Law" program also funded through the Byrne Grant trained most of the peer youth instructors.

A new GPD Citizen's Academy with more than 20 participants began this quarter with graduation set for the next quarter. GPD Citizen's Academy provides citizens with an in-depth knowledge of GPD, while preparing them for future service as a citizen on patrol.

GPD hosted a well-attended, community-wide "GPD 2011" forum in February which covered 2010 goals and successes and 2011 challenges and goals. Additionally, the community government concept with representatives from other areas of the city such as fire, public works, GRU and parks all spoke and a short community concern survey was conducted. This received excellent media attention as well.

Regional Training for a Critical Incident Stress Management Team (CISM) was postponed in early February and was rescheduled to occur on April 25<sup>th</sup> and 26<sup>th</sup>. Twenty-two members of area law enforcement agencies and human service organizations participated in this training which was designed to provide oversight and support to these agencies and their communities should a critical incident arise. The training addressed short-term crisis intervention for staff and their families following a critical incident. The CISM team also assisted in promoting awareness about psychological support services including managing stress and coping strategies following an incident. Results of this training will be provided in the 3<sup>rd</sup> Quarter Report.

The "You and the Law" grant-funded initiative, offered through the Florida Department of Law Enforcement and designed by the Gainesville Police Department and Reichert House staff, was implemented during this quarter. Programming for youth and adults was designed

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with the assistance of attorneys from the State Attorney’s Office, the Public Defender’s Office and the University of Florida Law School, which worked collaboratively with the Black-on-Black Crime Task Force and the Reichert House Youth Academy to develop outreach programming for youth and adults on their civil rights. Youth and adult sessions are currently being provided utilizing printed and audiovisual materials developed in conjunction with the parties listed above. The first three “You and the Law” presentations occurred this quarter with Reichert House youth teaching about crime and what youth can and cannot do to youth at the city’s recreation centers in the northeast and youth at the Boys and Girls Club southeast. It is anticipated that 24 sessions will be completed by the end of the grant period in September.

The Gainesville Police Department began utilizing COPS funding during this quarter. At this time three police officers have been hired. It is anticipated that all five police officers will be in place by the end of the 3rd Quarter Report.

The Gainesville Police Department has applied for two federal continuation grant projects slated to begin by October 1, 2011. The Domestic Violence grant project is competing for its third two-year funding cycle from the Department of Justice’s Office of Violence Against Women. Funding requested for this period will be in excess of \$390,000. The agency has received almost one million dollars from this funding source over the past four years. A new initiative for this funding cycle seeks to partner with the 8th Circuit Clerk of the Court’s Office to electronically update information on Protection Orders for use by police in monitoring violations of these important court orders. The department is also competing for approximately \$330,000 in funding from the Department of Justice’s Internet Crimes Against Children project. The Gainesville Police Department coordinates the North Florida Task Force jurisdiction and has been invited to participate in this competition.

At the direction of the Chief of Police, the agency is currently in the early stages of developing a five year strategic plan. A tentative date of late September has been set for the plan’s implementation.

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

**Champion:** Lynne Benck, Police Captain

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

During this quarter, Police Captain Lynne Benck spoke to a large group of citizens, a compilation of all neighborhood crime watches about this initiative and received positive feedback from the citizens.

# Economic Development

*Foster economic development and encourage redevelopment*

# & Redevelopment

## **INITIATIVE 2.1: IMPLEMENT THE SOUTHEAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER DEVELOPMENT IN EASTERN GAINESVILLE**

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):



Negotiations continue with Southern Charm and Pie Factory; a lease will be executed by May and construction is set to begin shortly thereafter. The restaurant will open summer 2011. The former Kennedy Homes site, now referred to as 1717 SE 8th Avenue, is still in the early planning phases. Perkins and Will and CRA staff developed a strategic framework for prioritizing the elements of the development plan for the site. CRA staff

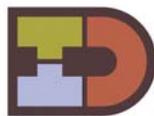
will be receiving an incubator assessment on GTEC in May from consultant, Georgia Tech Research Corporation, in an effort to reposition GTEC as a leader in Gainesville’s expanding technology sector.

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

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):



### **DEPOT PARK**

The final section of the Depot Building is being moved back to its permanent location along Depot Ave. Phase I of the building’s construction is currently being solicited through an Invitation to Bid with construction expected to commence during early summer 2011. Phase II GRU remediation is underway and is scheduled to be completed in fall 2011. Public Works stormwater pond design is approximately 75% complete and construction is expected to commence following GRU’s Phase II remediation (fall 2011). Additional contamination on the Depot Park site is being assessed and a contamination management plan will be completed in winter 2011. Park construction is anticipated to commence following the remediation of other site contaminates and the stormwater pond construction; estimated 2013.

**INITIATIVE 2.3: CONTINUE IMPLEMENTATION OF THE STRATEGIC REDEVELOPMENT PLAN FOR POWER DISTRICT**

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):



CRA staff continues to coordinate with 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 of development and regulatory issues which must be addressed in order to pursue redevelopment in the Power District. Current steps include organizing a leadership team to work through issues and provide guidance to staff. Perkins and Will, Inc. is assisting with phasing, zoning and land use applications. Additional survey work, site preparation and private sector coordination continue to align redevelopment with the GRU move-out schedule.

**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)

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

In the second quarter, staff provided support to the first several meetings of the Community Development Review Committee. During the January – March meetings, staff provided the committee with a variety of information sources documenting the department’s development review process as well as introducing the committee to several initiatives designed to increase process efficiencies.

In the second quarter, staff completed the scope of services associated with the Land Development Code RFP. The scope was provided to the CDRC for review and comment and it is anticipated that the RFP will be out in early May.

Staff worked on the petition associated with the work completed by the Planning Works group and presented it to the Plan Board at the March 31st Plan Board meeting. It is anticipated that final action will be taken on the petition in May and then move forward to the City Commission in June. A petition and first reading associated with modifications to the minor subdivision process will be moving forward to the City Commission in a similar timeframe. Staff did preliminary work on a modification to the subdivision ordinance as well as refinements to other provisions of the code to bring them in line with Comprehensive Plan policies.

Staff continues to bring elements of the Comprehensive Plan forward to the Plan Board for review in the context of the Evaluation and Appraisal Report (EAR) process. Several were reviewed by the Plan Board in the 2nd quarter and it is anticipated that the entirety of the EAR based changes to the Comprehensive Plan will be wrapped up by the end of calendar year 2011.

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**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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):



Planning and Development Department staff worked through various issues associated with the update to the UMU-2 zoning district that will set the regulatory platform for the Innovation Square project. The petition was reviewed by the City Commission in March and it is anticipated that the City Commission will adopt the modified regulatory platform in June.

The director provided updates to the EDUCC on progress on the Innovation Square project and the committee provided direction on ensuring a seamless effort between General Government, Gainesville Regional Utilities and the City Attorney’s Office related to facilitation of this effort. A parallel infrastructure study has been undertaken by the CRA and its consulting engineer to determine opportunities and challenges with infrastructure in the immediate area.

Staff processed a petition in the second quarter to the Plan Board regarding the siting of a GRU chiller plant that will provide support to Innovation Square. The Special Use Permit was approved.

The director was invited to participate on a UF Steering Committee designed to provide direction on various efforts associated with the Innovation Square project. The committee will meet primarily during the third quarter and wrap up its work by the end of the 3rd quarter.

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

During the second quarter, the Housing & Community Development (HCD) Division assisted 17 families with direct financial assistance, while also assisting 69 families with indirect assistance, for a total of 86 households being assisted this quarter. Direct assistance included assisting income eligible families through the homeowner rehab and roof repair programs to help correct health and safety housing violations. Additionally, HCD provided funding through the mortgage foreclosure program assisting two families to save their homes; while also assisting a first-time homebuyer with becoming a new homeowner through the down payment assistance program. Indirect assistance included the on-going homebuyer and homeowner education & training programs; credit and debt management counseling programs and one-on-one housing counseling.

The HCD Division continued the coordination of the \$100,000 Disaster Recovery Program (DRP) grant with Alachua County Department of Growth Management. The DRP funding will provide new roof replacements for eligible homeowners residing within the city limits of Gainesville. To date, 15 homeowners with actively leaking roofs have applied for assistance;

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environmental reviews have been completed and multiple meetings to finalize the grant requirements between the county and city are continuing. It is estimated that the program will be ready to roll-out with assistance to all 15 homeowners within the next quarter.

The HCD Division is developing the last three new homes out of five homes in the Porters Garden subdivision located in the Porters Community are nearing completion; with the actual completion anticipated by April 30, 2011. The energy efficiency of the new homes was upgraded to include natural gas making the homes more cost efficient; and the homes have been rated “green” according to the Florida Green Building Certification. All three of the homes already have pending sales with first-time homebuyers.

The HCD Division, through its in-fill new construction program, in partnership with Santa Fe College ventured into a new innovative project whereby the students enrolled in the construction program at SFC would construct a residence that would be owned by the city, relocated to a vacant city lot and sold to an income eligible first-time homebuyer. The home is scheduled to be relocated to a city-owned site in the Breezy Acres neighborhood located at 2404 SE 13th Street. This innovative project would eventually include the partnership of Alachua Habitat for Humanity. To date, the project is nearing completion and will soon be the home for a first-time homebuyer made possible through the city’s affordable housing initiatives.

As part of its on-going marketing outreach, in February HCD staff participated in a homebuyer awareness workshop hosted by SFC Center for Economic Development. The approximate 18 participants attending the workshop received information from the city, lender, realtor, GRU and an insurance professional.

**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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

Staff moved forward substantially on three fronts with respect to this Strategic Initiative.

First, a modified Urban Village proposal was developed by staff and rolled out to the Plan Board in the first quarter. At the January meeting, the proposed updated to land use and zoning associated with the Urban Village and the properties in the southwest annexation area outside of Butler Plaza were reviewed and approved by the board. These petitions were approved by the City Commission and moved forward to the City Commission for transmittal in the third quarter.

Additional work, at the direction of the City Commission, was forthcoming on the Butler Plaza PD petition. The focus was on phasing and several outstanding PD conditions that were still being worked on by staff and the Butler team. It is anticipated that the petition will be brought forward to the City Commission for action in the 3rd quarter.

Finally, the staff worked on the update to the Environmental Ordinance. Several meetings were held with affected stakeholders and the petition was reviewed by the Plan Board on several occasions. The petition was ultimately approved by the Plan Board and will move forward to the City Commission likely in the fourth quarter of the year.

**INITIATIVE 2.8: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE**

- Champion:** Paul Folkers, Assistant City Manager
- Co-Sponsors:** Craig Lowe, Mayor  
Todd Chase, Commissioner (District II)

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

UF:

The UF Transportation Advisory Committee approved RTS’s proposal to provide more than 3,500 additional hours of service during the summer. This includes enhanced service on routes 13, 21, 35, 36, 38 and 43. RTS has received a number of FDOT grants to assist UF expanding transit services by using UF funds as local match.

SFC:

RTS continues to work with SFC in Tallahassee supporting the SFC Transportation fee bill. RTS sent a proposal to SFC for consideration if the bill passes. Proposal includes the addition of more than 20,000 hours of service, enhancing three existing routes and creating four new routes.

**INITIATIVE 2.9: DEVELOP STRATEGIES TO SUPPORT SMALL LOCAL BUSINESSES**

- Co-Champions:** Lynn Janoski, CRA Finance Manager  
Shaad Rehman, Small & Minority Business Development Coordinator
- Co-Sponsors:** Randy Wells, Commissioner (District IV);  
Scherwin Henry, Commissioner (District I)

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

During the second quarter, staff presented the action plan for this initiative to EDUCC to receive feedback and policy guidance.

Staff concluded the research phase for a community-based seed fund and in March proposed a model to the CRA Board. As part of the marketing effort for the Grow Gainesville Fund, staff met with several area businesses, bankers and other stakeholders. Staff continues research for the development of additional loan programs, financial incentives and technical assistance programs to assist small businesses.

The CRA sponsored the UF Small Business Conference and Trade Show, held on March 24th. Staff hosted a table and participated in a workshop to let businesses know about the CRA’s resources.

Staff also had several meetings with the Office of Equal Opportunity to discuss potential revisions the Small Business Procurement Program. Staff plans to present recommendations to EDUCC in the third quarter.

## 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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

The GRACE Marketplace Project (formerly known as the “One-Stop Homeless Assistance Center”), continues to move forward in the design phase of the project. Over the last three months, multiple meetings were held between ADC, CHW and city staff to review the roadway construction plans, wetland mitigation plans and the future utility designs, to ensure that the plans complied with the city, state and federal regulations. These plans are to be submitted to the city for approval in the early part of the third quarter. In preparation for the presentation to the Alachua County Commission meeting that was held on January 11, 2011, city staff met with Leon County Commissioner Akin Akinyemi on January 6, 2011 to review with him the ASD presentation that staff presented to the City Commission on December 16, 2010, and discussed how the design for the GRACE Project was a culmination of ideas from a three-day charrette that included potential user groups, prior homeless, design professionals and personnel from the homeless services from the city and county. Commissioner Akinyemi was impressed with the campus concept and overall building design that the City Commission had authorized staff to complete, and stated that he would be interested in the future to utilize the knowledge that staff is obtaining from this project to assist Leon County with its future endeavor to construct a “One-Stop” facility. On January 11, 2011, staff and the design/build team presented to the Alachua County Commission the ASD presentation, which allowed the County Commissioners to see how the design/build team came up with the current design for the building and site. Several county residents provided comments and some requested information on the project status – which was provided after the meeting. Over the next several months, the design/build team worked closely with staff on preparing the necessary documents for the final site plan and final roadway plans to be submitted to the city. Upon approval, the city will then close on the property, which will allow for the start of the roadway and off-site utility construction to begin by the middle of the third quarter.

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

**Co-Champions:** Fred Murry, Assistant City Manager  
Steve Philips, Director of Parks, Recreation and Cultural Affairs

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

WG Mills, now Mills Gilbane (due to being bought by Gilbane) has completed the following activities in the above stated report period. Foundations & Slab completed, masonry completed, roofing completed, interior framing 95% completed, Mechanical, Electrical, and Plumbing rough in started. The monument sign structure has been installed, sidewalks are 40% completed, site utilities are 60% completed. The Design Build firm has made a lot of progress in a short period of time, and is still scheduled to be substantially complete in mid-September, with owner

occupancy scheduled for mid-October. This will leave two months to complete close out, and still be in compliance with our MOU with the State of Florida. We have asked that the contractor include kitchen furnishings in their contract due to the nature of detail in mechanical, electrical, and plumbing rough coordination for proper installation of all items. This will be added via a change order, and was within our budget for this line item. In addition, we have added to the Design Builders scope of work the park improvements on site. These will also be added via change order. This work was contracted to Mills Gilbane for several reasons, the Design Build firm was already onsite, so we could save on mobilization charges, they are familiar with the existing site utilities, and due to site logistics, would have impacted their work, so it was better that they perform the work to keep one firm responsible for all work, and to allow the owner a single point of contact.

**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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

During this quarter, an intern in PRCA updated the Youth Program Services Directory in preparation for a Gainesville Youth Alliance meeting to discuss after-school and summer program plan and identify opportunities to collaborate. Alliance meetings were scheduled in March and April, but due to low return RSVP's, the meetings were cancelled and instead, all providers were invited to attend the May 9th, 2011 Recreation, Cultural Affairs and Public Works Committee meeting to give updates on summer programs. GPD received an update by the State Attorney's Office on the 2010 Juvenile Crime Offenses and did a comparison to GPD statistics. These results were discussed in a joint GPD and PRCA meeting in preparation of summer plans for Operation Respect Yourself, HeatWave and a new program this summer, Teen Lounges at Porters Community Center and the Clarence R. Kelly Community Center. All three programs will be focused on teens ages 14 – 18 year olds in an effort to address the increased number of juvenile offenses in that age group. These programs will also occur during the early evenings, 6 pm – 9 pm, again addressing higher crime times during those hours. A presentation to the City Commission by the State Attorney's Office is being coordinated for June 16, 2011.

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

**Co-Champions:** Cecil Howard, Equal Opportunity Director  
Paul Folkers, Assistant City Manager

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

The GEM program is running smoothly and work continues in preparation for the next group of students entering the program in the fall.

# Governance

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

## **INITIATIVE 4.1: DEVELOP STRATEGIES FOR CONDUCTING SUCCESSFUL ANNEXATION REFERENDUMS**

**Champion:** Lila Stewart, Senior Strategic Planner

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

An overview of the strategic initiative was presented to the Community Development Committee on January 25, 2011. The committee provided comments on the proposed plan of action and gave direction to bring a strategy back to the full City Commission for affirmation. During the second quarter, staff worked on a presentation for the annual TLG/FCCMA Conference titled, “Close the Gap: A business approach using spatial analysis and social media to identify and empower voters in an annexation referendum.” The presentation will be given in the third quarter.

During the second quarter, the 5-year update and review of Gainesville’s Urban Reserve and Statement of Services began. Gainesville’s Urban Reserve designates where we can annex, therefore it is an integral element of our annexation policy. The City of Gainesville has requested to add the property that encompasses the Paynes Prairie Sheetflow Restoration Project to Gainesville’s Urban Reserve. Staff worked with GRU and Alachua County during this quarter to follow the steps outlined in the Boundary Adjustment Act (BAA) to accomplish this goal.

## **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

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

The Communications Office coordinated live broadcast and archived online video stream coverage of the 2011 State of the City Address, held at the Hippodrome State Theater on January 25, 2011. Also in January, communications staff provided media coverage of Florida Arbor Day at Ironwood Golf Course and the swearing-in ceremony of the Gainesville Fire Chief on Community 12TV and by online video stream. Staff also coordinated local news media coverage of these events. Communications staff coordinated the Second Annual Gainesville Photo Contest Exhibition at the Hippodrome State Theatre, and a calendar featuring winning photographs was made available to the public by download from the City of Gainesville website.

In February, Communications staff provided advertising assistance to the Planning Division and provided coverage on Community 12TV and by archived online video stream of the North Main

Street Community Charrette held on February 15, 2011 at St. Patrick’s Catholic Church. On February 23rd, the Communications Office hosted a webinar entitled, “Local Government Use of the Latest Technology,” which discussed how local governments are leveraging the latest technology, to improve internal operations. Discussed technologies included Google Analytics and apps, iPads, Wikis, mobile apps, GoToMeeting and GoToWebinar.

Communications hosted another webinar on March 1st provided by Granicus, the vendor that currently provides city video streaming services. The webinar discussed the accelerating mobile device market and what our citizens expect with respect to providing access to their government over smartphones and tablet PCs and how we can reach our community over leading devices like the iPhone, Android phones and iPads. The office hosted another city webinar on March 23 entitled, “Mobile Apps for Citizens,” which focused on the emerging local government trend of enabling civic-centered mobile software.

Staff provided coverage on Community 12TV and by archived online video stream of Commissioner Scherwin Henry’s presentation as keynote speaker at the Annual East Gainesville Development Corporation Annual Dinner and Business Meeting on March 10th at the Ironwood Golf Course Clubhouse. Also, the spring 2011 session Gainesville 101: the Citizens’ Academy kicked off its first session on March 16th. The six-week course is designed to provide a comprehensive overview of city government to the general public.

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

**Champion:** Lila Stewart, Senior Strategic Planner

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

An overview of this strategic initiative was presented to the Audit, Finance and Legislative Committee on January 27, 2011. The committee provided feedback and guidance on future Town Hall Meetings and Neighborhood Meetings. On March 16, 2011, Senior Strategic Planner, Lila Stewart gave a presentation to the Citizens’ Academy titled, “Top Ten Opportunities for Civic Engagement at the City of Gainesville.” On March 28, 2011, another presentation was given to the General Government Customer Satisfaction team of employees regarding feedback that we have received from residents in past citizen surveys.

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

WSPP Project Status Update:

- Bids are anticipated to open in the next quarter for the following: Cone Park, Nature Park Improvements (boardwalks) and Greentree Park.
- Bids have been awarded and construction is anticipated to begin shortly for the following sites and projects: T. B. McPherson Center, Nature Park Improvements (parking lots), Hogtown Creek Headwaters and Ring Park.
- Construction projects currently underway in this quarter: N/A.
- Projects completed to date include: Possum Creek Park, Rosa B. Williams Center, Cofrin Nature Park, the Thomas Center, Citizens Park, NE Pool, Albert “Ray” Massey Park, Spurgeon Cherry Pool at AR Massey Park, NE Park (paving) and Lincoln Park.

Staff continues to pursue the WSPP land acquisitions. To date, no land has been acquired. A pavilion and playground was completed at Duval Park. An observation deck, signage and picnic tables will be completed by the end of the third quarter at Duval Park. Morningside received paint and signage upgrades to the parking areas.

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

The fencing along the east side of SW 6th St has been approved by HUD and the bid documents are in Purchasing for processing. Additionally, the DPW’s Survey Crew is providing topographic detail of the street ends along the Porter’s neighborhood to determine which may be favorable to connect with the 6th Street Rail Trail.

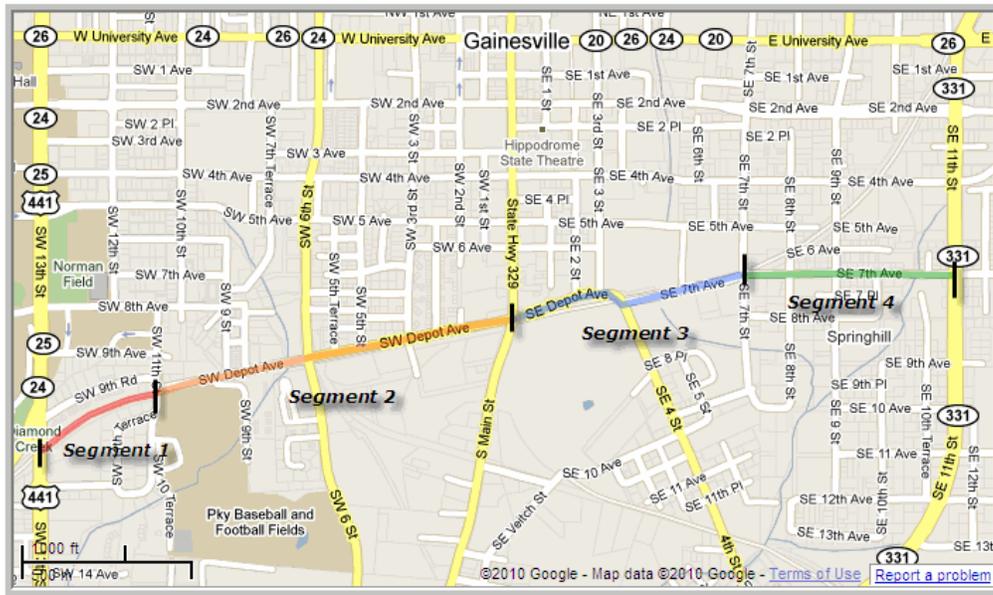
Several discussions and site walks have taken place with the consultant for the design of the remaining segment of the 6th Street Rail Trail and 60% plans are expected by April 21, 2011 for review and comment by the department. The consultant has added resources to this design effort and the design is progressing rapidly.

The construction of the traffic signal at SW 4th Avenue and SW 6th Street is substantially complete, with the final inspection scheduled for April 26, 2011

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

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

2nd Quarter Report (January 1, 2011 – March 31, 2011):



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 continuing. The roadway mainline plans remain approximately 90% complete as utility relocations are being negotiated. The plans for the roundabout at Main Street are approximately 40% completed. Row maps are 100% completed and being reviewed for approval by FDOT. The ROW acquisition phase will begin following approval of the maps.

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

- Construction is 99% completed and will be accepted during next quarter.

Segment 4: SE 7th Street to Williston Road

- Final design and ROW acquisition are continuing. The plans are approximately 60% completed. The ROW control survey is approximately 100% completed and being reviewed for approval by FDOT. Title searches and ROW mapping work will begin following approval of the control survey.

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

**Champion:** Jerry Hansen, Operations Division Manager

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

During the second quarter, the Public Works Operations Division Manager, along with the Public Works Director, gave a presentation to the Recreation, Cultural Affairs and Public Works Committee. The presentation covered alternative strategies for short and long-range work plans to improve the overall pavement condition of city maintained roadways. The presentation also explored alternative funding scenarios in order to help fund short and long-range work plans. There were some discussions from committee members concerning the possibility of presenting the presentation to the City Commission in the future.

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

**Champion:** Jesus Gomez, Transit Director

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

- 1) An update to approve policy criteria for transit service rates for fixed route services outside Gainesville city limits was presented to the City Commission for adoption on February 17, 2011.  
It was referred back to the Audit, Finance and Legislative Committee (AFLC) for further consideration.
- 2) The annual update of the FY2011 Regional Transit System (RTS) Transit Development Plan (TDP) was presented to the City Commission on March 17, 2011. The City Commission approved the plan.
- 3) Letter was sent to potential members to review project.
- 4) Three table events have been set at Santa Fe College, University of Florida and RTS Rosa Parks Downtown station to get public comment.
- 5) RTS is in the process of receiving \$1,001,000 in grant funding.
  - a. \$145,000 for a Comprehensive Operational Analysis
  - b. \$125,000 for a BRT Alternatives Analysis Study
  - c. \$328,000 for a new Route 46, which includes streetcar conversion
  - d. \$403,000 for continued Route 25 and new Route 28
- 6) Facility expansion design process is in process.
- 7) Bus Rapid Transit Alternative Analysis is in process.

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

Code Enforcement staff has worked throughout the second quarter with Innoprise software developers to develop the requested reports which were summarized in the first quarter report. Innoprise notified staff that the requested reports should be available in June or July 2011. Staff also requested a keyword search which will allow staff to search for specific items within care record narratives. This tool will give staff the ability to determine if specific issues are more prevalent by searching for a keyword rather than a general violation type.

## **INITIATIVE 6.2: ASSESS NEIGHBORHOODS TO DETERMINE NEED FOR INFRASTRUCTURE IMPROVEMENTS FOR BICYCLE AND PEDESTRIAN USE**

**Champion:** Debbie Leistner, Transportation Planning Manager

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

An overview of the strategic initiative was presented to the Public Works/Parks, Recreation and Cultural Affairs Committee on February 24, 2011. The committee provided comments on the proposed plan of action. A preliminary cost estimate for the installation of sidewalks in the target area was completed. Funding sources were identified for a few segments that overlap CDBG districts. Staff will continue to evaluate opportunities to enhance neighborhood connectivity and seek to install wider paths where feasible to accommodate bicycle and pedestrian travel.

## 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

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

On February 2, 2011, the US EPA released the Final Cleanup Plan Approved for the Cabot/Koppers Superfund Site. The cleanup plan, also known as the Record of Decision (ROD) on the Cabot/Koppers Superfund Site, is available to the public on the EPA website at <http://www.epa.gov/region4/waste/npl/nplfn/cabkopfl.htm>.

The Local Intergovernmental Team (LIT) reviewed the EPA ROD and made a presentation to the City Commission on February 17, 2011 and the County Commission on February 22, 2011. The LIT continues to meet monthly to monitor the project and provide updates to the City Commission as information becomes available.

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

**Champion:** Steve Joplin, Solid Waste Manager

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

Haulers reported 1,874 tons of commercial recycling collected in the recyclable materials categories that have traditionally been tracked, compared to 1,483 tons for the same quarter last year. In addition, commercial haulers reported recycling five tons of C&D, 52 tons of organics, 103 tons of steel, three tons of tires and 317 tons of concrete.

### **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

**Sponsor:** Craig Lowe, Mayor

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

- There are currently 165 traffic signals (72.4%) online with the Traffic Management System.
- Installed 533 LED traffic signal indicators. 89.6% planned LED traffic indicator installations have been completed. 91.3% of traffic signal intersections are 100% LED.
- Installed LED lights in 24 downtown decorative poles. Conduits and line installation completed on February 15 and meter installation completed on March 31 to measure energy usage and savings over existing lights.
- Transit ridership for the second quarter was 2,993,708 – each month of the quarter saw record ridership for the month.

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

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

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

2<sup>nd</sup> Quarter Report (January 1, 2011 – March 31, 2011):

GRU is encouraging low-income homeowners to participate in its Low-income Energy Efficiency Program (LEEP). The goal is to make energy improvements to 336 homes this fiscal year. In an effort to reach this goal, GRU’s Marketing Department began a marketing campaign to bring more awareness to the community and increase the number of applicants.

Marketing ramped up its campaign during the month of January. Elements of the campaign included press release interviews, newspaper inserts, bill inserts, local media interviews and direct mail. Income-based (less than \$50k a year) direct mail, that was dispensed during the month of March, was the most successful of the marketing campaign; 121 applications were received. Of the 121 applicants, 74 applications were complete and accepted into the program. It is expected that the remaining 47 applicants will resubmit their completed applications.

To assist with LEEP, two full-time temporary employees were hired as Conservation Analysts in April 2010. With the addition of these two employees, the expectations were to retrofit more homes expeditiously while providing quality service. February 2011, one employee accepted another assignment; leaving not only a vacancy in the position, but a void in the process. As a result, the number of homes retrofitted in a timely manner has been affected. The hiring process is expected to begin and the position filled next quarter.

Year to date, there are 176 homes that are at some juncture in the program. Forty-seven homes have been retrofitted; 43 during the second quarter. This is an energy cost savings of \$10,912, a reduction in electric consumption of 83.936 MWh and 71.3456 tonnes of CO2.