



STRATEGIC PLAN

FISCAL YEARS 2013 & 2014
FY 2013 SECOND QUARTER REPORT

March 31, 2013

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

ELECTED OFFICIALS AND CHARTER OFFICERS

Mayor & City Commission

Craig Lowe, Mayor (At-large)
Thomas Hawkins, Commissioner (At-large)
Lauren Poe, Commissioner (At-large)
Yvonne Hinson-Rawls, Commissioner (District I)
Todd Chase, Commissioner (District II)
Susan Bottcher, Commissioner (District III)
Randy Wells, Commissioner (District IV)

Charter Officers

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

EXECUTIVE SUMMARY

Gainesville is the largest city in north central Florida with a population of 125,000 residents and is an educational, cultural and business hub for the region with a large medical component. The City of Gainesville has a city-owned utility and provides a variety of municipal services, including law enforcement, fire rescue, development services, mass transit, and transportation infrastructure. The organizational vision for the city is to achieve national recognition as an innovative provider of high-quality municipal services.


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

The City Commission has identified a number of strategic goals that encompass a variety of city services, including public safety, economic development and redevelopment, human capital, governance, infrastructure and transportation, neighborhoods, and the environment and energy. Each stated goal is supported by a series of initiatives for which progress updates are reported each quarter.

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

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

STRATEGIC GOALS AND INITIATIVES FY 2013/2014

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

<p>7. Environment and Energy <i>Protect and sustain our natural environment and address future energy needs</i></p>		<p>7.1 Protect the quality of drinking water in Gainesville</p>
		<p>7.2 Monitor compliance with recycling ordinances and identify a roadmap for achieving a recycling goal of 75%</p>
		<p>7.3 Monitor & report the progress of the coordinated response at the local level to address energy policy and climate change</p>
		<p>7.4 Improve the energy efficiency of GRU customers with an emphasis on low income homes</p>

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: Yvonne Hinson-Rawls, Commissioner (District I)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the 2nd quarter of FY13, the Gainesville Police Department is thrilled to report an overall decrease of -14.5 percent in Part 1 crime compared to the previous quarter. The Uniform Crime Report (UCR) showed 1,584 total Part 1 crimes for the 1st quarter FY13 and 1,353 total Part 1 crimes for the 2nd quarter FY13. We attribute this significant reduction partly to our continued tactical briefings, which are a weekly information sharing session between all bureau heads and shift commanders within the department. There are many other reasons listed below that contributed to this impressive reduction.

On March 6, the Gainesville Police Department hosted its biannual Town Hall Meeting to report our progress to the community. Chief Jones and members of the GPD Command Staff presented our accomplishments from the previous six months and engaged in an open forum discussion about issues that citizens identified in their neighborhoods. Chief Jones was happy to hear few crime-related issues in the community. We received positive comments from citizens that look forward to the information presented at these meetings. GPD will continue to hold these biannual meetings as a way to stay connected with the citizens of Gainesville.

GPD Corporal Fernando Zaragoza created a new crime reduction initiative called “Step Up, Stop Crime!” which was unveiled at the Town Hall Meeting. The idea came from an Employee Advisory Committee (EAC) meeting. The EAC is a group of GPD employees from all divisions that meets with Chief Jones to discuss issues around the department. Corporal Zaragoza took the slogan and created a logo, which uses simple geometric shapes to build a memorable image. Corporal Zaragoza took the idea a bit further by using a play on words and suggested a “step dance” routine to be filmed as a part of a PSA. GPD ultimately filmed the PSA as part of the GPD Show “Police Beat” to alleviate the cost of filming. The video that was produced shows a scenario of two burglars breaking into a neighborhood home. Three very observant citizens call 911 to report the activity, and GPD officers respond and capture the suspects in the act. The officers and citizens then do a collective step dance to symbolize both community relations and reinforce the message of “stepping” up to report crime. Overall, the reception was amazing. We even received comments from area residents that this message may help change the unwritten “no snitching” rule that is present in some neighborhoods. GPD hopes that this crime reduction message will help urge residents to reduce crime in their areas of the city.

In January 2013, in an effort to more efficiently investigate property crimes and street-level crimes, GPD created the Special Operations Unit (SOU). SOU is tasked with the investigation of all burglaries, street-level narcotics investigations, criminal gang investigations and other street-level crimes. The creation of the SOU resulted in the consolidation of property detectives, the Gang Intervention Unit and the Neighborhood Street Crimes Unit. The SOU works with a mixture of uniform and covert operations to attack crime from many different angles. Officers assigned to the SOU are not tasked with answering routine calls for service, but are dispatched to

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any call that falls under their purview so they can follow a case from start to finish. SOU members are considered a sort of “road patrol detective” that operates between a road patrol officer and a major case detective. Another portion of the SOU is information sharing. SOU members routinely distribute flyers and alerts to all members of the department, which has resulted in the successful arrests of many burglary suspects and offenders. Even though the SOU is still in its infancy, it has greatly contributed to a reduction of crime in the city. As the team continues to work, they will collect more data and criminal intelligence which will continue a trend of crime reduction in Gainesville.

GPD continues to enhance our social media efforts. In the 2nd quarter of FY13, GPD saw an additional 500+ new followers. GPD reaches out daily with information to the public through both Facebook and Twitter. The PIO also conducts “social media listening” to monitor and identify any criminal intelligence through these outlets. GPD has enjoyed a steady increase in the number of social media “followers” which enables us to reach members of the community instantly through social media. GPD continues to enhance the content that is released publicly. We have also noticed that these social media outlets foster more interactions from the community. Each person we reach through social media is more likely to stay connected with GPD and report crime and suspicious activity.

The Gainesville Police Department has recently revitalized our Reserve and Auxiliary Officer Program. The program is designed for persons who have selected other careers, but still would like the honor of becoming a Gainesville police officer. Our reserve and auxiliary officers are fully-trained sworn police officers that operate on a volunteer basis. The Reserve and Auxiliary Program creates a pool of highly trained men and women that can be called upon during times of crisis or emergency. In addition, the Reserve and Auxiliary Program supplements some of our specialty units. For example, Dr. John Sligh was recently sworn in as a reserve officer to act as the SWAT team physician. Dr. Sligh will be able to now participate as a fully sworn officer with the team and provide medical care to team members, other officers or citizens. GPD hopes to expand the Reserve and Auxiliary Program even further this year.

During the 2nd quarter of FY13, the City of Gainesville saw numerous crimes involving credit card fraud. A majority of those crimes occurred in the area of the Oaks Mall, but the criminals were not prepared to encounter GPD Officer Derek Tirado, who has become an expert at identifying the fraudulent behavior and investigating the crimes. Officer Tirado’s tenacity for these investigations have not only netted numerous arrests and fraudulent credit cards, but has also netted some of the equipment used to manufacture these cards. The intelligence gained through Officer Tirado’s investigations will undoubtedly lead to other persons involved in these types of crime. Other areas of the city have been plagued also. Criminal investigations by patrol officers and detectives have resulted in numerous fraudulent credit cards being taken off the streets. In the last large fraud case, the offenders were traveling through Gainesville and decided to stop and try our city for credit card fraud. Their fraudulent, criminal behavior landed them in jail right along with others that have tried the same crimes in Gainesville. Their arrest resulted in the seizure of more than 80 fraudulent credit cards and equipment used for the manufacture of the cards. GPD continues to remind criminals that our city is not friendly to any type of criminal, especially ones traveling from other areas that want to bring new crime into Gainesville. GPD officers and detectives have discovered a large amount of criminal intelligence while working these cases that enhances our ability to detect and investigate future crimes.

The Gainesville Police Department continues to maintain our relationship with the city’s elementary schools with school resource officers (SRO). GPD currently has four school resource officers assigned to three schools each, and they rotate through the schools during the day. We continue to have nothing but positive comments from students, parents, teachers and

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administrators. The positive comments from the schools have been overwhelming. In one instance, Rawlings Elementary sent a letter to Chief Jones that was signed by every teacher and staff member. The letter praised SRO Sandy Teasley for his efforts to be a positive role model for elementary children. An excerpt from the letter reads, “Having an officer on campus has helped put minds at ease when it comes to school safety, but beyond that, our students have had a new role model, one that high fives a solid test score, sits and listens when problems arise, talks with parents about the importance of staying involved in their child's schooling; someone who helps teachers complete classroom activities or sits in on parent/teacher conferences; someone who attends school functions, from SAC meetings to Family Reading Nights; and someone who is a constant presence that administration can count on to help in any way asked.” GPD believes that elementary school resource officers are much more than just security guards. They can provide valuable services to the students, and positive interactions with these young students now will result in children that are less likely to grow into a life of crime.

The Reichert House Youth Academy continues to look for new ways to mentor and represent young people. Recently, eight Reichert House staff members completed the required training and were sworn in as Guardians ad Litem. Volunteer Guardians ad Litem are appointed by the court to protect the rights and advocate for the best interest of a child involved in a dependency court proceeding as a result of abuse, neglect or abandonment. The volunteer Guardian ad Litem makes independent recommendations to the court by focusing on the needs of each child. Now Florida’s abused and neglected children have eight additional voices speaking on their behalf. Having the Reichert House staff members acting as Guardians ad Litem will only enhance their ability to care and mentor young children in our community.

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

Champion: Lynne Benck, Police Captain

Sponsor: Lauren Poe, Commissioner (At-large)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

No noticeable forward movement was made during the 2nd quarter. There are issues being discussed by CPT and CAC that must be worked out before the group can take the next step.

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

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

Construction of the GPD building was initiated with completion expected by April 2014. Staff has continued to work on acquisition of property for construction of a new Fire Station 1 and is working to bring contracts for purchase of suitable property to the City Commission.

Economic Development

& Redevelopment

Foster economic development and encourage redevelopment

INITIATIVE 2.1: IMPLEMENT THE SOUTH EAST GAINESVILLE RENAISSANCE INITIATIVE (SEGRI PROJECT), FOSTER COMMERCIAL & RESIDENTIAL DEVELOPMENT IN EASTERN GAINESVILLE

Champion: Anthony Lyons, Community Redevelopment Agency Director

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The Hawthorne Road Corridor Infrastructure Assessment and Visioning Study has been the jumping off point for many conversations about development along the corridor. GRU's plans to retrofit and upgrade Lift Station No. 7 have been prioritized and city's Planning Department is addressing potential zoning issues and non-conforming lots. The CRA continues to pursue opportunities for redevelopment including approaching businesses about its paint program, partnering with the Cotton Club and the School Board of Alachua County on projects and other strategic initiatives. The Southern Charm Kitchen is fully operational and succeeding as a full-service restaurant on the Hawthorne Road corridor. The eastside gateway has been seasonally replanted with input and encouragement from the community. The CRA continues to be involved in positioning GTEC for future success.

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

Champion: Anthony Lyons, Community Redevelopment Agency Director

Co-Sponsors: Craig Lowe, Mayor
Susan Bottcher, Commissioner (District III)

2nd Quarter Report (January 1, 2013 – March 31, 2013)



DEPOT PARK

Depot Park Phase I, the rehabilitation of the Depot Building and construction of the historic context area, was completed in early 2013. Project close out documentation with the grant agencies and funding partners is underway. In late January 2013, the Public Works Department's contractor mobilized to begin construction of the Depot Park regional stormwater pond and pump station project. Construction is anticipated to occur throughout 2013. The CRA is working with design consultants to finalize construction documents for Depot Park Phase II. Construction document finalization and construction of the park will occur during 2014-2015.



POWER DISTRICT

The CRA completed construction of the Catalyst Building in February 2013 and Prioria took occupancy. The CRA is moving forward on revising and finalizing the master plan and rezoning for the Power District. That work is currently underway and will be ongoing through FY13.

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

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

Sponsor: Thomas Hawkins, Commissioner (At-large)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

In the 2nd quarter, the development review process threshold petition was adopted via ordinance by the City Commission into the land development code. This allows for a more predictable development review process and allows for greater administrative approvals. This effort evolved was initiated by staff and then vetted by the Community Development Review Committee a few years ago.

On the form-based code front, staff from several reviewing areas of the city covered the latest (and close to last) iteration of the form-based code and related code update with the city's consultant and following one additional round of comments will publish the proposal on the city's website (in the third quarter).

Finally, the final EAR transmittal work was completed by staff and will be reviewed by the City Commission at an April meeting.

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

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

Co-Sponsors: Craig Lowe, Mayor
Todd Chase, Commissioner (District II)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The Economic Development and Innovation Director attended several recruitment sessions focusing on Innovation Square prospects.

In his role as Interim Planning and Development Services Director, revisions to the UMU-2 section of the land development code were proposed in order facilitate additional development of Innovation Square.

A qualified target industry (QTI) resolution regarding Mobiquity was approved by the City Commission providing local incentives should they qualify as a state of Florida QTI firm and locate within the city limits.

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

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

In the 2nd quarter, Planning and Development Services staff continued to work with the Butler team on the proposed comprehensive plan and planned development amendment that will be reviewed by the City Commission in the 3rd quarter. The specific petitions were reviewed by the Plan Board in February. These amendments are inclusive of coordination between the county and city on prospects and affected property owners for an I-75 flyover.

INITIATIVE 2.6: DEVELOP STRATEGIES TO SUPPORT SMALL, MINORITY AND WOMEN-OWNED LOCAL BUSINESSES

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

Sponsor: Randy Wells, Commissioner (District IV)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

Staff continues to work with project managers to ensure that small, minority and women-owned businesses have equal access to city contracts and are communicating with project managers and the various departments within the city regarding the use of small, minority and women-owned businesses, as well as any efforts that have been made to increase the use of these particular business types. Staff continues to pursue ways to improve methods of capturing and reporting essential data, and ways to assist in the success, growth and development of our local small businesses. Staff also continues to track five large-scale city projects and the use of city dollars through regular correspondence with project managers. Additionally, staff continually updates the Equal Opportunity Committee on a monthly basis regarding the size, scope and specific distribution of funds to vendors/material suppliers on the projects.

The Office of Equal Opportunity (OEO) and GRU were co-sponsors at the University of Florida Annual Small Business Conference and Trade Fair. We have also set a tentative date for its next Small Business Workshop for October 2013. Staff continues to be a resource for local small businesses and is enhancing outreach efforts.

The following are some of, but not the total sum of, the efforts put forth in order to improve small business outreach:

- 1) Staff has extracted information from the state of Florida disadvantaged business enterprises (DBE) listing in order to network and offer assistance to such business types.
- 2) Currently updating small business listings in the City of Gainesville database.
- 3) Added a “Business Resource” tab to the OEO website which links the public directly to the city website for review of pertinent bid and vendor information. There is also a link to the Center for Innovation and Economic Development (CIED) as a resource for small business owners.

- 4) Minority business listing in local magazine.
- 5) Created a newsletter that will eventually be advertised on the city's intranet, as well as the OEO website. The newsletter will be used to report opportunities for vendors, as well as other information to the general public and city employees.

Continues to reach out to previous Small Business Workshop attendees and encourage them to register to do business with the city, as well apply for the Small Business Procurement Program (SBPP).

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

Champion: Erik Bredfeldt, Economic Development and Innovation Director

Sponsor: Todd Chase, Commissioner (District II)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

In the 2nd quarter, this matter remained as adopted in the city's existing strategic action plan for economic development. Updates will likely be forthcoming in the 3rd quarter

Human Potential

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The Cold Night Shelter Program ended March 30. Due to the large number days of cold nights where the temperatures were at or below 45 degrees, one of the providers (St Francis House), asked for additional funds to cover its expenditures for FY12-FY13. The Cold Night Shelter Program is jointly funded by the City of Gainesville and Alachua County. Both the city and the county provided \$25,000 each for the Cold Night Shelter Program for a total of \$50,000. City staff is responsible for managing the contract for Cold Night Shelter Program. Staff is currently reviewing the existing contracts to determine whether there are any unused funds within the contract to provide additional funds to the St. Francis House.

City staff continued to negotiate with the Florida Department of Environmental Protection for the purchase of the State of Florida Department of Correction’s former Gainesville Correctional Institute (GCI). The exchange of city property for the remaining buildings of the GCI is underway and both parties are in agreement of the exchange, but the appraisal and the survey must be done to complete the exchange of the properties.

On March 29, a delegation of city staff, city officials and the GCI work group members toured the GCI site with Senator Rob Bradley who expressed an interest in viewing the site. Both the City of Gainesville and the Alachua County Board of County Commissioners have made the acquisition of the GCI site a high priority in their legislative packet.

The GCI workgroup is developing an RFP/RLI for the operation of the first phase of the GCI site, which includes day services with an option for shelter services.

The city's General Services Department has engaged an engineering/architectural firm to review the cost of the rehabilitation of the first phase of the site for the homeless services..

INITIATIVE 3.2: ADDRESS SENIOR ISSUES AND SERVICES

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

Sponsor: Todd Chase, Commissioner (District II)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The one-year anniversary of the Gainesville/Alachua County Senior Recreation Center occurred on January 24, 2013 with more than 300 people in attendance at the ceremony. With the success of the partnership with Eldercare, combined with the findings of the Parks, Recreation and Cultural Affairs master plan, PRCA “Vision 2020,” staff recommends that this Strategic Initiative be classified as achieved and thereby removed from the City Commission’s Strategic Plan. The

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master plan findings, as noted in the previous quarterly update, explained that the 55+ population was expected to increase from 16.3 percent in 2010 to 20.5 percent by 2025, or 20,269 population in 2010 to 27,317 in 2025. This modest growth is good news for the city for planning purposes and indicates that the city does not need to spend a lot of resources planning for a large jump in population and instead can focus on growing programs for this population on a steady and realistic basis. PRCA collects monthly program, participation and attendance data from Eldercare and will include this information in future City Manager’s Annual Report. In addition, the data will be used to evaluate continued growth at the facility and document demand and need in the future. Lastly, since the Eldercare Meal Program and other senior services are continuing at the Thelma Boltin Center, both co-champions, Fred Murry and Michelle Park, believe services for seniors are being met at a high level. Staff will continue to monitor statistical data and utilize future surveys and other means of feedback to monitor any future needs.

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

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

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

GPD, PRCA and the community continue to work together on several different committees in order to provide the services needed to youth in the community. Areas of focus include the Phoenix and Pine Ridge neighborhoods, as well as the community as a whole.

Staff again submitted an education session proposal to the National Recreation and Park Association (NRPA) 2013 Congress, and they have been selected to speak. The title of the session is “Show Me the Proof: Effective Partnerships for Reducing Juvenile Crime.” The session will focus on how enhanced teen programming has led to a fourth year of successful crime reduction statistics, which are tracked by the State Attorney’s Office. The partnership between these two city departments will be used as a best practice model for other communities across the country to replicate. Staff will discuss integral roles and responsibilities of the police department as mentors and role models as well as the three components of the Heatwave Program: basketball, swimming and teen lounges.

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

Champion: Cecil Howard, Equal Opportunity Director

Co-Sponsors: Craig Lowe, Mayor;
Randy Wells, Commissioner (District IV)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The Office of Equal Opportunity (OEO) will host its 2nd Annual Youth Summit on May 18, 2013, at the Ignite Life Center of Gainesville. Youth will be taught very valuable life skills, in addition to receiving training on diversity and race relations. The OEO continued to broadcast

via a recurring radio ad and is still receiving children's books from the public. These books will be distributed to our local youth as a part of our READY! (Reading Excites And Develops Youth) Initiative.

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

Champion: Erik Bredfeldt, Economic Development & Innovation Director

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

In the 2nd quarter, staff met at Santa Fe College with parties interested in developing a curriculum for manufacturing related positions in the community. The consensus of participants is that this type of effort needs to be driven by industry and there seems to be some interest in moving the effort forward. Staff has heard from employers in the community that there is a need for filling positions which demand computational skills and problem-solving aptitude that is married to a technical degree (rather than an academic or advanced degree).

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: Susan Bottcher, Commissioner (District III)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the 2nd quarter, the city conducted outreach for two annexation referendums on the west side of Gainesville’s city limits in the unincorporated portion of voting Precinct 22. Activities included neighborhood canvassing, informational mailers, preparation of fiscal analyses for homeowners, and advertising in The Gainesville Sun. The results of this annexation referendum will be used to further refine the city’s annexation strategy for successful referendums.

INITIATIVE 4.2: IMPLETMENT GOVERNMENT 2.0

Co-Champions: Becky Rountree, Administrative Services Director
Jennifer Hunt, Chief Financial Officer, Utilities

Sponsor: Lauren Poe, Commissioner (At-large)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the second quarter of FY13, departments began assigning members to the Government 2.0 Team. The team will begin brainstorming the types of data already collected and available that would be conducive to the open government concept. This will provide the preliminary foundation for developing a long-range plan for Government 2.0.

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

Champion: Paul Folkers, Assistant City Manager

Co-Sponsors: Randy Wells, Commissioner (District IV);
Craig Lowe, Mayor

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The city received Green Local Government Designation at the “silver level” from the Florida Green Building Coalition in late 2012. City staff will be updating the city’s sustainability portal on the city website as part of the city website upgrade that will be completed in FY13. Work continues looking into appropriate models for a Sustainability Plan for the City of Gainesville. Since the City Commission’s Strategic Plan addresses the economic, environmental and social health of the city, staff work is focusing on a plan for environmental sustainability.

INITIATIVE 4.4: FORMALIZE RELATIONSHIPS TO BUILD KEY PARTNERSHIP OPPORTUNITIES WITH UNIVERSITY OF FLORIDA AND SANTA FE COLLEGE

Champion: Paul Folkers, Assistant City Manager

Sponsor: Craig Lowe, Mayor

2nd Quarter Report (January 1, 2013 – March 31, 2013)

RTS solicited feedback from the SFC student senate regarding desired service enhancements and prepared a response document for consideration.

Infrastructure & Transportation

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

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

Champion: Debbie Leistner, Planning Manager – Public Works

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

Surveys were completed for the identified sidewalk projects; design shall commence during the 3rd quarter for all projects except Southwest 23rd Terrace, for which design is nearing completion, and Southwest 35th Place which is ready for bid (construction is anticipated to start in the fall 2013). Staff is preparing a bid package for an annual contract for sidewalk construction which will enable faster implementation of projects. The bicycle facilities map was completed and available at several locations and is also available online at www.cityofgainesville.org/bikeped. The bicycle boulevard plan was developed and presented to several advisory boards during this quarter, receiving favorable recommendations; the plan will be presented to the Downtown Redevelopment Advisory Board in April and then to the City Commission for final approval. Work on the Bicycle and Pedestrian Safety Action Plan is ongoing, a draft is currently under review. Staff is developing a citywide inventory of ADA access ramps to determine needs, prioritize retrofitting of the system to current ADA standards, and identify a funding strategy.

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

Champion: Teresa Scott, Public Works Director

Sponsor: Susan Bottcher, Commissioner (District III)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

6th Street Rail Trail:

Revisions have been made to the construction plans and bid documents to address comments made by FDOT. Next quarter, the project will be released for bid and construction should begin.

6th Street Rail Trail Landscaping:

Preliminary concepts were refined into 30 percent plans. The 30 percent plans include landscaping the Rail Trail right-of-way between Northwest Eighth Avenue and Northwest 16th Avenue. Plans were sent to major stakeholders for review and comments were received. These comments are currently being implemented into the design. Next quarter, 90 percent plans will be submitted and more extensive stakeholder involvement will be performed in preparation for final plans production.

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

The basis of design package was completed which includes preliminary design alternatives and cost estimates. Next quarter, this basis of design will be presented to all major stakeholder groups in order to get concurrence on the scope of work. Once concurrence is received, 30 percent plans will be prepared.

Depot Avenue:

Design and ROW acquisition work on Segment 2 (Southwest 11th Street to Main Street) is nearing completion. Construction is scheduled to begin in fall 2013. Design and ROW acquisition work for Segment 4 (Southeast Seventh Street to Williston Road) is ongoing. Construction is anticipated to begin in 2014.

INITIATIVE 5.3: ENHANCE STORMWATER INFRASTRUCTURE IN OLDER NEIGHBORHOODS & CONSTRUCT THEM AS NEIGHBORHOOD AMENITIES

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The draft Stormwater Management Master Plan has been refined, adding detailed cost estimates. Each project within a CDBG eligible neighborhood has been identified; in addition, all projects in the plan have been mapped in GIS to allow more detailed analysis to be performed.

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the 2nd quarter, the Public Works Operations Division completed several street resurfacing projects, totaling approximately 17,436 square yards or approximately 2.75 lane miles of roadways within the City of Gainesville. Project scope for streets scheduled for resurfacing included repairing the existing road base as needed, resurfacing of adjacent driveways to meet new street pavement grades, working in partnership with GRU in the raising and lowering of water valves and manholes within the roadways, repairing and installation of 1,483 linear feet of new roadside curb and gutter.

The project also included several ADA upgrades that included the installation of 25 ADA pedestrian ramps along with several sections of sidewalk that were disturbed by curb repairs and the installation and upgrade of ADA handicap ramps.

Other general asphalt maintenance performed during the 2nd quarter included asphalt utility cuts and minor asphalt repairs, totaling 180 square feet of pavement repairs. Additionally, 111 potholes were repaired throughout the city.

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)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

- RTS prepared bid document to achieve ADA accessibility at a number of stops along key transit corridors.
- RTS continued to review and submit comments on key development projects in the community that affect multi-modal network implementation, including Butler Plaza PD, Newberry Village TOD, etc.
- RTS and BRT project consultant participated in public meetings at GRU and engaged the community through information booths at UF, Downtown Station, Black-on-Black Task Force, and SFC. A survey was distributed, as well as made available online, for specific feedback regarding premium transit amenities and alignment. The resulting report is available online.
- RTS and BRT project consultant completed final draft of initial screening evaluation report and prepared for April meetings with the Chamber of Commerce, Public Advisory Working Group and Technical Advisory Committee.
- Finalize scope of services for streetcar conceptual study.
- RTS held a public meeting to discuss summer service changes.
- RTS submitted service proposal enhancements to FDOT.

Quality of Life

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

INITIATIVE 6.1: STRENGTHEN THE EFFECTIVENESS & TRANSPARENCY OF CODE ENFORCEMENT

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

Sponsor: Randy Wells, Commissioner (District IV)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

Code Enforcement partnered with the Historic Preservation planner to further a City Commission referral dealing with the demolition by neglect of historic structures with a focus on a collaborative effort to address housing code violations and other deficiencies before structures become dangerous buildings or damaged beyond repair. This joint effort has resulted in an initial evaluation of the situation from multiple perspectives, a review of possible funding sources, and a plan to develop tools to encourage compliance that will complement standard enforcement practices. Throughout the 2nd quarter, Code Enforcement staff attended stakeholder meetings including crime watches, neighborhood walks with the Chief of Police, neighborhood associations and other opportunities to meet with and discuss issues related to code enforcement.

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

Champion: Jackie Richardson, Housing and Community Development Manager

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the 2nd quarter, the Housing and Community Development Division assisted more than 119 families by providing an array of housing services. HCD directly assisted 17 families with financial assistance and indirectly assisted 102 families with other housing counseling activities. With its ongoing application cycle for homeowner rehabilitation, new applications were received (21) and new roof applications received (9). In an effort to prevent further deterioration to a family's home while waiting to receive homeowner rehab assistance through the major rehab program, the roof repair program is also ongoing.

Direct financial assistance was provided to very low- and low-income families through the homeowner rehabilitation program (10), roof repair program (2), house replacement program (1) and the down payment assistance program (3).

The Purchase Assistance New Construction Program (PNC), which also provides down payment assistance for new construction homes in the Southeast Gainesville Renaissance Initiative, is now complete with the final closing taking place this quarter (1).

This quarter, 25 homeowners attended the mandatory Homeowner Education & Training (HOE) workshops; two families completed credit repair one-on-one counseling and 31 families received training through the down payment assistant workshop for first time homebuyers. As

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such, two DPA applications packages were received. Other general housing counseling activities included assisting 12 families with lien subordination and temporary relocation.

INITIATIVE 6.3: ACCELERATE THE IDENTIFICATION AND ACQUISITION OF CONSERVATION LANDS AND COMPLETE WSPP CAPITAL PROJECTS

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

Sponsor: Craig Lowe, Mayor

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During this quarter, Parks, Recreation and Cultural Affairs Department staff continued to develop Hogtown Creek Headwaters Nature Park, which is partially funded by Wild Spaces-Public Places (WSPP). Development work in this quarter included the installation of an emergency phone and turn-around. In addition, non-WSPP projects have also moved forward, including the permitting process for the restoration of Beville Creek at Cofrin Nature Park. Staff is also working on extensive repairs to the Hogtown Creek Greenway boardwalk through Loblolly Woods Nature Park.

Regarding WSPP projects, the re-roofing and solar panel installation at Citizens Park/Northeast Pool Building was completed during the first quarter. Northeast Park renovations for the restroom facility, concession renovation and parking lot refurbishing and were completed during this quarter. The last remaining WSPP capital project will be Smokey Bear Park, which is scheduled to begin construction as soon as land acquisition is realized. WSPP has also contributed to the Cone Park track and field lighting project. This project has been through review and is anticipated to be completed the first of next fiscal year.

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

Champion: Fred Murry, Assistant City Manager

Sponsor: Craig Lowe, Mayor

2nd Quarter Report (January 1, 2013 – March 31, 2013)

On March 14, Mayor Craig Lowe submitted the City Commission's comments on the Consent Decree to the United States Department of Justice. A copy of the letter, including the city's comments on the consent decree, is on file in the City of Gainesville Clerk of the Commission's Office. The comment period for the consent decree ended on March 15.

On March 12, the County Commission received a report from county staff on the city's comments on the consent decree. The city's environmental legal counsel, at the request of the LIT, appeared before the County Commission to go over the legal and statutory requirements for the consent decree. The county chairperson was authorized to submit the county's comments on the Consent Decree to the United States Department of Justice, and the letter was executed and transmitted that same week.

On April 2, Beazer East, Inc.'s contractor was granted authorization to extend the drilling hours to catch up on previously authorized work for the site. Both city and county staff provided input

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on the drilling plan. Work is scheduled to start at 7:30 a.m. and end at 6:30 p.m. every day. The drilling hours will conform to the city's Noise Ordinance. A second set of drilling is scheduled for April 16 which will follow the same drilling schedule for the area.

The city's survey crew has completed their survey of the city's right of ways in the Stephen Foster Neighborhood and this information will be shared with Beazer East, Inc. as part of the cleanup and redevelopment of the Stephen Foster Community.

The Gainesville Housing and Community Development Division requested assistance from the United States Housing and Urban Development's Jacksonville office on rehabilitation projects in the Stephen Foster Neighborhood. The Stephen Foster Neighborhood is eligible to participate in the city's Housing Rehabilitation Program. There are certain areas within the Stephen Foster Neighborhood that are included in the proposed offsite cleanup as part of the Superfund site remediation. HUD advised city staff that it should wait on the delineation map from the USEPA on the Superfund site and then it would provide further guidance to city staff on rehabilitation projects in the area.

It is anticipated that United States Department of Justice will file its final document with the Federal Court in early May 2013. The Department of Justice has provided no details to the public on the format for hearing the consent decree before the Federal Court in Gainesville, Florida.

INITIATIVE 6.5: IDENTIFY STEPS OF IMPLEMENTATION FOR THE PARKS, RECREATION & CULTURAL AFFAIRS MASTER PLAN AND CONTINUED ACQUISITION OF CONSERVATION LAND

Co-Champions: Steve Phillips, Director of Parks, Recreation and Cultural Affairs;
Michelle Park, Assistant Parks, Recreation and Cultural Affairs Director

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

A prioritization and funding workshop was conducted at Ironwood from 8 a.m. until noon on January 28 for staff, advisory boards and key agencies involved in Parks, Recreation and Cultural Affairs. This workshop helped provide funding options and prioritization to the master plan components. This was followed by a PRCA master plan open house that same evening, during which the public could observe, ask questions and provide feedback about the planning options. At the March 19 PRCA quarterly departmental meeting, staff that was not able to provide feedback to the master plan was able to review the funding options and provide input as well. The information gathered during this quarter will be presented to the Recreation Cultural Affairs and Public Works Committee in an update during the next quarter.

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

Champion: Russell Etling, Program Coordinator

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

During the second quarter:

- The PRCA participated in a master planning workshop and public open house to continue the refinement of the PRCA Vision 2020 master plan. Additionally, the Cultural Affairs Division conducted a day long retreat to identify goals and objectives to support both the master plan and the strategic initiatives.
- The “Our Town” grant request to the National Endowment for the Arts to create the Gainesville Metropolitan Arts Partnership or G-MAP (referenced in the first quarter report) was submitted.
- PRCA continued planning for the expanded “Free Fridays” concert series which has added an additional eight weeks of performances bringing the total to 32 weeks, from April to November. The Hampton Inn and Suites provided partial sponsorship support for these additional weeks.
- PRCA finalized its plans for the inaugural four-week “Jest Fest!” series on Saturday evenings in April at the Bo Diddley Community Plaza, featuring many internationally known comedy/variety and cirque acts. This program is funded in part by a Tourist Development Tax Grant from the Alachua County Board of County Commissioners in conjunction with the Alachua County Tourist Development Council.
- PRCA partnered with the University of Florida Center for European Studies and the Shakerag Culture Center to present additional free to the public cultural events in the Thomas Center. The events which occurred included a talk by Selma Leydesdorff, from the University of Amsterdam, on the Bosnian Genocide (Feb. 19) and a concert by British singer/composer Katy Carr, who sings of Poland’s struggle during WWII (March 8), presented with the UF Center for European Studies and concerts by the Rowan Cunningham Band (Jan. 11) and Gatorbone Band (Feb. 9) presented with the Shakerag Culture Center.
- PRCA collaborated with the Doris Bardon Community Cultural Center to present dual exhibitions, *The Quest for the Fountain of Youth in Florida History Mythology and Art*, commemorating the 500th Anniversary of Ponce de Leon’s Florida landing and featuring more than 60 Florida artists.

PRCA has joined as the first Florida entity in a national consortium to participate in “Get to Know,” a nationwide art competition which encourages students to get out into nature and the parks to create art. A promotional kick-off event will be held for the project at Santa Fe Zoo on May 18 and a celebration featuring the work of local artists will be held at the Thomas Center on Dec. 5.

Environment & Energy

Protect and sustain our natural environment and address future energy needs

INITIATIVE 7.1: PROTECT THE QUALITY OF DRINKING WATER IN GAINESVILLE

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

2nd Quarter Report (January 1, 2013 – March 31, 2013)

As described in the previous quarterly update, Beazer completed approximately 90 borings in a grid pattern over the area of the site known as the “process area.” Temporary injection point (TIPs) wells were installed at each of these borings. These TIPs will be used for injecting the ISGS solution. In addition, Beazer is scheduled to install “DNAPL recovery” wells and groundwater monitoring wells in April 2013. These wells will be monitored for several months before the ISGS treatment in order to establish baseline data, and will continue to be monitored after treatment in order to measure the effectiveness of the treatment.

In March and April 2013, Cabot Corporation is completing a number of borings at and around the location where the Cabot site lagoons existed (north of the Northside shopping center). The locations of the borings were selected based on the electrical resistivity survey performed as described in the previous quarterly report. These borings have confirmed the presence of pine tar contamination from the former Cabot operations, which will need to be remediated.

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

Champion: Steve Joplin, Solid Waste Manager

2nd Quarter Report (January 1, 2013 – March 31, 2013)

Haulers reported 2,709 tons of commercial recycling collected during the 2nd quarter, compared to 1,934 tons for the same quarter last year.

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

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

Sponsor: Craig Lowe, Mayor

2nd Quarter Report (January 1, 2013 – March 31, 2013)

The city achieved “silver” level designation as a green local government from the Florida Green Building Coalition. The city has signed a contract for the Main Street lighting project that will include installation of LED streetlights and pedestrian level lights in the downtown core. The project will also include the installation of LED pedestrian level lights along South First Avenue from Southeast Third Street to Southwest Second Street. Solar panels were installed on the Northeast Pool Building. Work continues with the installation of LED interior lights in city facilities.

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

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

Sponsor: Randy Wells, Commissioner (District IV)

2nd Quarter Report (January 1, 2013 – March 31, 2013)

To date, the LEEP Program has accomplished the following:

- 99 customers approved into the program
- 97 homes pre-inspected
- 95 homes received certificates of recommendation
- 81 homes vouchered
- 56 homes post-inspected
- 36 homes closed-out

The program is 51 homes away from reaching its goal. The LEEP application and cover letter have been simplified to increase participation from our targeted demographics and improve the process. In addition to an announcement in the Gainesville Guardian, a direct mail will be sent to homeowners along with mailers to churches.