

# **GOAL – SETTING WORKSHOP**

## **CITY OF GAINESVILLE**

**DECEMBER 3, 2007**

**Facilitated by  
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Florida Institute of Government  
University of Central Florida**

## INTRODUCTION

The Gainesville City Commission held a Goal Setting Workshop on December 3, 2007. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Commissioners, and senior staff set ground rules and discussed the internal and external factors that may impact the city in the next five to ten years. The participants then assessed the strengths, weaknesses, opportunities and threats facing the city.

The Commission reviewed the vision, values, and mission that had been developed by staff two years ago and agreed that some changes should be made to reflect the community rather than the organization. Due to time limitations, it was decided the Commission will address this at another meeting.

The elected officials then discussed the goals and objectives that were identified last year. They agreed that the existing eight goals are still relevant and should be maintained. Work on the priority objectives should continue and the Commission suggested additional objectives for FY 09-11. The listed objectives will be prioritized by the Commission at a later time.

This report is a summary of the discussions and conclusions of the workshop. Attached to the report is an addendum containing recommendations submitted by Mayor Pegeen Hanrahan and Commissioner Jack Donovan for consideration by the Commission.

## **GROUND RULES**

*The following ground rules were agreed upon by the participants as guidelines for the day:*

- Turn off cell phones
- Full participation
- Listen
- Stay on topic
- Be respectful

## **EXTERNAL ISSUES AND TRENDS**

*The Commission and staff discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on the City of Gainesville in the near future. The following external forces were identified as significant for the community:*

Property tax issues

Water

quantity

quality

Instability of funds

lack of investments

Fuel and energy

Oil prices rising

Need for alternative sources

State fiscal problems

Budget cuts

Impact on state employees

Growth and change of University of Florida and Santa Fe Community College

Foreign Investment through annexation process

Court decisions

Strand Decision

Kelo Decision

Insurance Rates

Property

Auto

Government infringing on home rule

Climate change

Regulatory impact

Growth Management- still growing

Criminal justice system

Juvenile rising

Number incarcerated

Burden on local community after release

Housing market falling

State of economy

Levels of debt

Legalized gambling

Changing demographics

Immigration

Family structure- impact on children

Changing workforce

Baby boomers retiring

Millenials

- Technology changes
  - Instant messaging
  - Instant results
  - Financial implications
- Public/Private partnerships
  - Red light cameras
  - Roads
- Greater participation of citizens by use of technology
- Digital divide
- Education
  - Higher drop out rates
  - More home-schooling
  - Brain drain
  - Options- vocational arena for life choices
  - Involvement of local government with schools/education
- State crisis
  - Investment fund
- Growth in Unincorporated Alachua County
- Unfunded mandates
- Decrease in transportation funding
- Impact of social service programs on municipal budgets
- Airline service and reliability
- Proposed cuts in earmarks
- War in Iraq
  - Money
  - Families
  - Returning service personnel
- National crime rate rising
  - Drug use rising
  - Violent crime rising
  - Culture of acceptance, insensitivity
- Gun laws- availability
  - Lack of enforcement
- Youth culture celebrates (encouraged by adults)
  - Instant gratification
  - Violation
- Gaming-violent
- Parental relationships
- Socialization skills of young people
- Mobility of society
  - No investment in community
- Deterioration of infrastructure
- Less recognition of need for shared responsibility for community
- Less confidence in government at all levels
  - Rhetoric, behavior of elected officials

- Corporate, social agencies, churches, etc.
- Multiplicity of avenues for targeted communications- instantly
- Senior populations rising
  - Difficulty meeting needs- social security
- Less participation in social entities- isolation of people
- Technology- connection with people
- Sharing of private information on internet
- Lack of ability to resolve conflict
- Access to healthcare
- Upcoming presidential election
  - Diversity of candidates
  - Negative campaigning
  - Fundraising
  - Early campaigning
  - Changes in voting system
- Growing influence of South Florida
  - South Florida-ization of state government
  - Wealth of region
- Diversity of state population

### **INTERNAL ISSUES AND TRENDS**

*The Commission and staff analyzed internal issues and trends that may have an impact on the city. The following items were identified:*

- Accelerated retirements (GRU) at all levels
  - New employees
- Expectation for instant service
- Stealth growth
  - More people
  - Extended families
- Quality of schools affecting where young families live
  - Lower test scores- socioeconomic split
  - Inner cities- less investment of money
  - Magnet schools- 2 schools within 1
- Increased private investment not enough
  - East/west sustainable (not just government)
  - Kickstarting- identify barriers
- Less affordable housing
  - Gentrification
  - Replacement housing
- Neighborhood revitalization
  - Creating some conflict
- Perception by many that city is not business friendly- media

- Reality- small business is not supported as much as it could be
- Balance is improving
- Increased cost of providing services
  - Revenues down
- More reliance on government to solve all problems
- Quick to judge, to complain without research, petty
- Focus on material things, not community well being
- Intergovernmental functions not as clear (lines blurred)
  - Frustration by citizens, staff
- Need for more intergovernmental cooperation
- Public information system changed
  - Ability to communicate
- Turnover in reporters covering city government
- Lack of knowledge by general citizenry of local government
- People operating in silos
  - Need to think beyond own concerns
- Labor issues
  - Property tax reform impact
  - Unrealistic expectations
- Loss of natural areas
  - Hogtown Forest
- Increased conflict- development vs. environment
- Appropriate development vs. redevelopment
- Changing mission of University of Florida
  - Entrepreneurial activities
  - Cost cutting
- Revenue caps by state
  - Roll back millage
  - GRU revenues
  - Property tax
- Healthcare provisions by Shands
  - Increased services
  - Shortage of nurses- potential
  - More people using services
  - Need for housing in area
  - Impact on services
  - Effect on annexation
- Transportation- need for additional capacity
- Vision of city
  - Need to determine how we see ourselves
- Competition for retail- Downtown
- Affordable housing
  - Location
  - Dispersal
  - Construction in a manner that does not stigmatize
- Variety of housing options

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Eastside development

Environmental concerns

Image rundown

Crime

Disappearance of mobile home parks

Increased school segregation

Competition from county and cities for economic development

Innovative efforts by staff to get city to vision of commission

Recycling

Waste and trash management

Poverty and hunger increasing

Public information

PR aspect rather than informative

Increased annexation

Seen by some as avoidance of environmental regulations of county

More responsive to stakeholders

More need to develop a sense of place



*The Commission and staff then identified what they perceive as strengths and weaknesses of the city and its government. They also identified opportunities and threats that the city faces. The following chart is a compilation of these ideas. The number in parens ( ) next to each comment indicates how many participants made this comment*

<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>THREATS</b>
Professional staff (2)	Lack of revenue/funding (2)	Good base for building public transit system (2)	Property tax reform (6)
Highly qualified workforce	Large number of long term staff retiring (2)	Technology advances to assist in meeting changing approaches to work	Current offensive by elected officials against home rule autonomy in fiscal affairs (2)
Passion employees demonstrate	Lack of flexible funding in future	Positive impact on families/children	State legislature (3)
Longevity of staff	Employment diversification	Technology	Tallahassee (2)
Talented and resourceful staff	Less revenue to provide social services	Annexation of taxable property	Aging workforce (2)
Committed staff (2)	Underemployment	Growth in ridership of RTS	Housing distribution
Creative citizens (2)	Regulatory burden	Better inter-local collaboration	Mission creep/ overpromise of services
Involved community members (2)	Budget cuts could lead to fewer internal resources	Alexandria Group investing in large space in Gainesville	County government's loss of revenue and the potential impact on city government
Creative, educated, engaged, passionate citizens, business leaders and staff (2)	Downtown is small, less well defined and diverse for city's size	Consolidation of services with county for more control and cost savings, especially growth management/planning	Salaries/incentives in job market make it difficult to recruit and retain qualified employees
Beautiful environment (2)	Lack of single family housing options	Opportunity to build the innovation economy with UF, SFCC, business community (2)	Lack of economic opportunity in some areas could lead to poor planning choices due to desperation
Clean adequate water	Succession planning issues	Increased coordination among government agencies (2)	Cost of meeting demands such as TMDL programs mandated by feds
Hospitable climate (2)	Lack of funds for facility repairs and maintenance	Growth of technology and venture capital to fund new companies	Loss of experience due to aging workforce (more errors, safety issues)
Natural resources	Traffic congestion	Greater emphasis on health and the environment	Instability of budget and its affect on staff retention and morale
Attractive community	Customer unfriendliness	Expansion of teleworking	
University of Florida (2)	Antiquated systems	Outsourcing and worker attrition	Rising costs of materials/supplies
High level of participation by citizens in government decision making process	Lack of coordination/ cooperation with the school system regarding school performance and graduation rates	Housing for young families, singles, retirees, placement in vicinities to meet needs such as hospitals, schools, etc.	A state housing market that is blaming locals while expecting us to provide free services to state agencies by employees with union benefits the state requires
Educated workforce	Long meetings	Vision and growth of UF	Commercial lending tightening
Public awareness/education in the community	Educational achievement weaknesses and disparities	Elimination of blighted conditions	Organized efforts to divide the community into camps over controversial issues
Tech oriented workers	Condition of roads/streets	City's ranking as a great place to live	Forced consolidation of cities through budget cuts

Ethical elected officials and staff	Mechanisms for obtaining broad citizen input	Increased visibility after receiving high ranking	Declining housing market
Excellent transportation system- RTS	Lack of cooperation by The University of Florida on some key issues	External investors in property development that can be high quality	Increasing "permanent" pollution of natural resources upon which we rely
New hospitals	Too many regulations	The need for creative funding sources	Reduced funding
Funded TMS bike path network (2)	Progression through skills development training program in general government	Need for more private/public development in the city including social service issues	Perception of not being friendly towards development in the city
Eastside transportation capacity	Separate and independent mission of charter offices	Community development and investment of funds	South Florida water discussions
GRU and revenue diversity it provides (4)	Protecting status quo/Turf guarding	Increased private sector funding of community services and amenities	Constitutional and statutory amendments that limit ad valorem tax revenues
Diversified revenue streams (storm water utility, solid waste, service contracts, services, GRU)	The city has inadequate revenues to adequately raise health and productivity of the poor	To set the course for the City of Gainesville to become one of the most social, cultural and economical cities for the State of Florida	Poor relationship with UF/ UF says negative things re: city (especially Bernie Machen)
Financial strength of utility	Lack of diversity in qualified applicant pool	Proximity to UF (innovation, knowledge culture)	Failure to see the need for public investment in both human and infrastructural capital
Public utility that allows us to chart our energy future	Promotional opportunities for staff	Pool of talent coming out of UF and SFCC	Various macro economic trends
Citizen interest/advocacy groups are active and informed	Limiting tax base with little ability to raise adequate new revenues	Partnerships with other government entities for services such as solid waste management	Population growth that is not sustainable and is already straining vital resources such as water
Strong community investment into the vision of the city	Often bad attitude, morale problems/sense of entitlement by some (not all) employees	UF/SFCC/Business partnerships with city and county governments to improve quality of life through education and economic development	Lack of national leadership on infrastructure provision
Downtown events	Strategic technology plan funding and implementation	Create greater synergy between city, county, UF and other partners	Rising cost of doing business in the city/county
16 acres of downtown land owned by city (at GRU site)	Local workforce preparedness	Greater investment by private sector to develop a central retail core destination community that has indicated a willingness to pay for better/more service (Parks and Roads in 2004, Alachua Forever in 2000)	Possible rise of unskilled, young population not prepared to enter workforce
Physical location of Gainesville	Negative perception of city's planning and building staff (slow, discouraging)	Poor growth management in other areas of Florida	Less affordable housing available
Excellent customer service	Lack of inclusion in some areas	Technological advances enhancing productivity	Utility costs
Staff creativity in funding options	Large amount of property off the tax rolls	On the map with respect to innovative economy	Federal and state pre-emption of local authority
Open mindedness	Often Byzantine policies	Technology can improve	Aging infrastructure

	and procedures that act as quicksand inside the city	efficiency and eventually increase resources	
Improved communication effort to public audiences about local government issues	Too much time spent on issues of interest to only 1-2 people that are obviously going nowhere	Major research university and large community college (jobs, economic development, training, etc.)	State budget/property tax issues hurting city directly and residents indirectly
Extensive investment by private sector in rental housing	Lack of control over activities, operations, growth of University and its agencies (e.g. Shands)	University that provides diverse cultural opportunities that we could take better advantage of	Property off of tax rolls
New apartment buildings in town	Lack of vision in land use planning by county resulting in traffic and environmental degradation	Increased information with public about the need, resources and initiative to raise quality of life	Water supply issues
Retirees in college towns		Geographic diversification of economic development and redevelopment in downtown and on east side	Community ignorance of services and funding options
Public safety teams well organized and well trained		To take advantage of opportunities in providing an increased quality of life for our senior population	State legislature and lack of support for local area
UF and SFCC provide a stable primary economic engine for city			
Santa Fe Community College			

## GOALS

*The Commission agreed that the existing eight goals remain relevant. The Commission may review the wording of the goal statements at a later time.*

Public safety – Maintain a safe and healthy community in which to live

Economic development and redevelopment – Foster economic development and encourage redevelopment

Human capital – Assist every person (regardless of age)\* to reach their true potential

Government effectiveness and fiscal responsibility – Continue to increase the effectiveness of local government and maintain a strong fiscal condition

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

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

Environmental – Protect and sustain our natural environment and address future energy needs

Partnerships/Intergovernmental Relationships – Champion effective and institutionalized relationships with other government entities and community partners

*\*language suggested for elimination*

*The remainder of this report includes additions and modifications that were suggested by the Mayor and Commissioners to the existing objectives. Also included are staff assignments and informational comments.*

## **PUBLIC SAFETY**

- A. Objective Changes
  - 1. ADD: Pursue legislative avenues to generate additional revenue to address alcohol consumption-related problems.
    - i. Fund additional Officers
  - 2. MODIFY: Ensure there are appropriate staff levels for police and fire and review deployment of staff.
- B. Staff Assignments
  - 1. Commissioner Henry asked if Violent Crime Task Force (VCTF) was applied to “youth violent crime.”
  - 2. Establish a work plan that addresses under-achievement, leading to youth crime and wasted talent. This could be accomplished by replicating or expanding the Reichert House and similar programs, perhaps using a charter school model.
    - i. It was suggested that this task be assigned to the Police Department as a report.
- C. Informational
  - 1. It was suggested that we take a closer look at bar density in the downtown and midtown areas.
    - i. Look at impact of bars as a negative or neutral source during the day.
    - ii. Is there a benefit to the concentration of bars in one area for police enforcement?

## **ECONOMIC DEVELOPMENT AND REDEVELOPMENT**

- A. Objective Changes
  - 1. ADD: Work with the Airport Authority to improve the quality and quantity of air services to Gainesville
    - i. Increase reliability and access
  - 2. ADD: Extend economic reach of the Airport further into the Community rather than just in the immediate Airport vicinity.
    - i. Expand ancillary businesses (spinoffs) beyond immediate airport property
    - ii. Explore the possibility of extending the economic reach down Waldo Road instead of centralizing it around the airport
  - 3. ADD: Re-examine, in conjunction with the CRA, the use of the downtown Plaza (Courthouse, County office building, and Front of City Hall).
    - i. Create a “New Image”
    - ii. Provide Pedestrian Access

- iii. Does it continue to be an entertainment- type venue?
  - 4. ADD: Increase the amount of affordable and low-cost housing throughout the City.
  - 5. ADD: Identify additional / alternative strategies for funding redevelopment activities in light of the Strand case.
  - 6. MODIFY: Remove barriers (regulation review, project facilitation). Consolidate layers of regulation and consider expanding team to include outside representation.
- B. Staff Assignments
- 1. Have staff create a “timeline” or “key milestones” report for redevelopment projects that can be posted with the actual schedules. This would be helpful for the Southeast Gainesville Renaissance Initiative (SEGRU) and Depot Park (16 Acres Innovation Park) Project.
    - i. This would establish a time frame so the City Commission is made aware of the targeted completion date. Previously a board hung in the City Commission chambers that listed projects (mostly capital) and was updated on a more regular basis.
    - ii. Also see Infrastructure and Transportation, Staff Assignment #2 (Capital Projects Reporting).
- C. Informational
- 1. Commissioner Donovan brought up concerns about state funds being withdrawn from the Main Street Project. It was discussed that there are no plans to withdraw state funds from the Main Street Project.

## HUMAN CAPITAL

- A. Objective Changes
- 1. ADD: Establish equity scorecards and community scorecards.
    - i. This can only be done if the Equal Opportunity Department identifies sources to accomplish this.
  - 2. ADD: Examine existing programs, camps, and after-school activities for environmental-based programs.
  - 3. ADD: Conduct a needs assessment and/or gap analysis to identify the unmet needs for child care.
- B. Staff Assignments
- 1. Ask the Equal Opportunity Department to identify sources to accomplish the equity and community scorecards objective.
    - i. Is there adequate staff?
    - ii. Explore the possibility of partnering with a non-profit.

- iii. It was suggested that we might be able to use the “Healthy Communities Initiative” and “Success by Six” program to gather statistics.
- iv. Previously used Interns to gather statistics.
- 2. Ask Cultural Affairs to look at establishing a Network for Native American Heritage Parks. (UF, County, Tourism)
- C. Informational

## **GOVERNMENT EFFECTIVENESS AND FISCAL RESPONSIBILITY**

### **A. Objective Changes**

- 1. ADD: Review the hiring and promotional processes at both GG and GRU to assess whether they represent the population and demographics of the community.
- 2. ADD: Review all city activities and determine if there is a more cost effective way to accomplish them without sacrificing service levels.
  - i. Look into expanding and outsourcing.
  - ii. Explore re-assessing the positions and programs.
- 3. MODIFY: Review alternatives and strategies to increase civic engagement and responsibility, and the city’s responsiveness.
  - i. Study city advisory committee’s membership and structure, including the possibility of restructuring committees so that each commissioner has one appointed member on each board.
  - ii. Schedule one city commission meeting in each of the four commission districts each year. Focus on “report cards”.
  - iii. Establish breakfast meetings with business sectors and interest groups.  
(see full description in Pegeen Hanrahan’s Annual Retreat Suggestions, pg 1 in addendum)

### **B. Staff Assignments**

- 1. Ask the City Clerk to address Commission Issues.
  - i. Change the day of the City Commission meetings to Wednesday or Thursday.
  - ii. Review and revise commission meeting related policies and procedures.
  - iii. Consider membership in the U.S. Conference of Mayors and increasing travel budget for elected officials to attend conferences

### **C. Informational**

- 1. There was discussion of building a new website or redesigning the existing website and an update was given.
- 2. The ‘Rusk Report’ was sent to Community Development Committee in January, 2007.

3. The County-wide Visioning and Planning Committee is scheduled to meet on January 24<sup>th</sup>, 2007 in the Grace Knight Conference Room from 4:30pm – 6:00pm.
4. Commissioner Donovan suggested an increase of participation of all commissioners on Channel 12.

## **INFRASTRUCTURE AND TRANSPORTATION**

- A. Objective Changes
- B. Staff Assignments
  1. Gather information on privatization of roadways/ leasing.
    - i. Prepare a white paper
  2. Improve reporting of capital projects.
    - i. It was mentioned that this will be assigned to the Assistant City Manager, Paul Folkers.
    - ii. Also see Economic Development and Redevelopment, Staff Assignment # 1 (Key Milestones Report).
  3. Investigate whether recent County decisions will exacerbate westward sprawl and, if so, engage the County on a reassessment.
    - i. Investigate impact of new grid work to West and impact on City, Urban density, etc.
- C. Informational

## **NEIGHBORHOODS**

- A. Objective Changes
  1. ADD: Evaluate the effectiveness of changes in codes for rental properties.
  2. REMOVE: Review codes relating to rentals.
  3. REMOVE: Assess changes to codes relating to rentals.
- B. Staff Assignments
- C. Informational

## **ENVIRONMENTAL**

- A. Objective Changes
  1. ADD: Implement a procedure for consolidated environmental reports, especially on wetlands mitigation.
    - i. There was mention that Mark Garland, the Environmental Coordinator, could coordinate comments from the County, the City Arborist, etc.



2. ADD: Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed.
3. ADD: Explore legal action to recover the expense for clean-up of Cabot Carbon / Koppers Superfund site.
4. ADD: Review current conservation programs and explore the possible addition of new and expanding programs.
  - i. Consider “out of the box” ways of funding conservation and renewable projects. (ex. Berkeley Project)
  - ii. Review plans for under-grounding overhead lines, extending reuse lines, etc.
  - iii. Consider adopting more “fine grained” conservation programs focused on “outliers.” (see full description in Pegeen Hanrahan’s Annual Retreat Suggestions, top of page 4, in addendum)
  - iv. Recognize future climate warming trends and likely greenhouse gas regulatory responses by investing in efficiency, conservation and demand side management of Gainesville’s energy resources.
  - v. Develop programs to maximize growth of photovoltaic’s and solar thermal technologies in Gainesville region’s homes and businesses.

B. Staff Assignments

1. Provide an update on Gainesville’s sustainability given build-out under existing land use and zoning.
  - i. It was mentioned that this study was conducted approximately five years ago.

C. Informational

**PARTNERSHIPS/INTERGOVERNMENTAL RELATIONSHIPS**

A. Objective Changes

1. ADD: Monitor School Board expenditures to insure equitable investment in capital and instructional quality of schools located both inside and outside of the City limits.
2. ADD: Increase involvement of City in improving quality of City schools.
3. ADD: Approach the County about participation in the Transfer of Development Rights (TDR) program.
4. ADD: Explore additional opportunities with the non-profit sector.

B. Staff Assignments

1. Have staff research activity in St. Petersburg (spearheaded by Mayor Baker) to increase efforts to support public schools improvements.
2. Also see Public Safety, Staff Assignment # 2 (Reichart House)

C. Informational