

STRATEGIC PLAN

2021 → 2026 → 2035



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STRATEGIC PLANNING FOR THE CITY OF GAINESVILLE

Strategic Planning Model for the City of Gainesville

Value-based principles that describe
the preferred
future in 15 years

VISION

Destination
“You Have Arrived”

Strategic goals that focus outcome base
objectives and potential actions for
5 years

PLAN

Map
“The Right Route”

Focus for one year – a work program:
policy agenda for Mayor and City
Commission, management agenda for
staff; major projects

EXECUTION

Itinerary
“The Right Direction”

Principles that define the responsibility
of city government and frame the
primary services – core service
businesses

MISSION

Vehicle
“The Right Bus”

Personal values that define
performance standards and
expectations for employees

CORE VALUES

Fuel
“The Right People”

GAINESVILLE VISION 2035

Gainesville Vision 2035

GAINESVILLE 2035

balances an **EQUITABLE COMMUNITY FOR ALL** (1)
and a **SUSTAINABLE COMMUNITY FOR THE FUTURE** (2)!

GAINESVILLE 2035

is a **WORLD-CLASS LIFELONG LEARNING COMMUNITY** (3),
is a **GREAT PLACE FOR NEIGHBORS TO LIVE AND THRIVE** (4),
and provides **MEANINGFUL EXPERIENCES FOR EVERYONE** (5)!

GAINESVILLE 2035

has an
ALIVE/VIBRANT DOWNTOWN (6),
a **STRONG, RESILIENT ECONOMY** (7)
and **MOBILITY FOR ALL NEIGHBORS** (8)!

Gainesville Vision 2035

PRINCIPLE 1

EQUITABLE COMMUNITY FOR ALL

► Means

1. Equity and inclusion to top-quality schools and education
2. Equity and inclusion to economic opportunities – employment and business development
3. Equity and inclusion to affordable housing – housing that is affordable and income not dictating where a Neighbor lives
4. Equity and inclusion to City contracts and ability to bid on services and projects
5. Equity and inclusion to services and businesses necessary for daily living
6. Equity and inclusion to quality healthcare and trust in the medical community
7. Low poverty rate in the Gainesville community (compared to peer cities)
8. Equity, inclusion and access to diverse cultural and arts locations, facilities and programs reach out and of interest to all Neighbors
9. Community understanding equity and addressing the existing systemic roots by shifting the community culture, systems and processes

Definition:

- Equity = acknowledging that different people start in different places due to historical racist content, national origin, ethnicity, and religious beliefs and giving everyone what they need to succeed
- Equitable Community = a community in which all Neighbors are given what they need to succeed
- Inclusion = process of creating a culture and environment that recognizes, appreciates and effectively utilizes the talents, skills and perspective of every individual
- Inclusive Community = a community in which each individual's talent, skills and perspective are appreciated and utilized effectively to achieve the goals of the community
- Accessibility = the quality of being possible to get into, use, make use of
- Accessible Community = a community in which physical and virtual space are designed and built in ways that enable all individuals to use them

PRINCIPLE 2

SUSTAINABLE COMMUNITY FOR THE FUTURE

► Means

1. Growth in renewable energy generation pursuing the goal of the 100% renewable by 2045
2. Greenspaces throughout the Gainesville community
3. Support for and active use of alternative fuel vehicles
4. Future high-quality water supply with an effective water conservation habits by Neighbors and businesses
5. Effective stormwater management system throughout the community
6. Public access to conservation and natural area for active and passive enjoyment
7. Goal of “zero waste” – at 90% level
8. Tree canopy with an effective, ongoing urban forestation program
9. Sustainable food system including community gardens throughout the city

PRINCIPLE 3
**WORLD-CLASS LIFELONG
LEARNING COMMUNITY**

► **Means**

1. Productive and strong partnership and collaboration between the Gainesville community, City government and Alachua County School District
2. Productive and strong partnership and collaboration between the Gainesville community, City government and Santa Fe College and the University of Florida
3. Inclusive community – International students, faculty and their families feeling welcome in the Gainesville community
4. Educational programs linked to economic opportunities for Neighbors
5. Technical and vocational programs and certifications preparing Neighbors for trade opportunities and careers for the 21st century
6. Welcoming educational environment for international Neighbors
7. Early education and before/after school programs in community centers, including support for Children’s Trust

PRINCIPLE 4
**GREAT PLACE FOR NEIGHBORS
TO LIVE AND THRIVE**

► **Means**

1. Well-designed, well-maintained City infrastructure – streets, curbs & gutters, sidewalks, medians, neighborhood lights
2. Housing opportunities/choices for all no matter on the location in the community
3. Convenient access to parks – within a 10-minute walk
4. Walkable and bikeable neighborhoods with trails connecting neighborhoods and community destinations
5. Convenient access to grocery store and neighborhood retail necessary for daily living – no “food desert”
6. Preservation and celebrating Gainesville history, heritage and Black culture
7. Safe community through an equity lens with all Neighbors feeling safe any place and any time of day
8. All Neighbor having opportunities to participate in sports, cultural activities and arts programs
9. Sustainable land use patterns and housing mix
10. Access to reliable, competitively priced essential City and utility services necessary for daily living

PRINCIPLE 5

MEANINGFUL EXPERIENCES FOR EVERYONE

► Means

1. Affordable, accessible, diverse and expanded recreational programming and activities
2. Strong diverse community festivals and events bringing Neighbors together
3. Top-quality parks throughout the community with convenient access for all Neighbors
4. Variety of cultural venues, programs and events serving the needs of all provided by private sector, public sector and community non-profit organizations
5. Quality sports fields for tournament, competition and recreations
6. Playgrounds for all abilities and all Neighbors
7. Public art inclusive of our community
8. Multi-purpose, multidisciplinary arts center

PRINCIPLE 6

ALIVE/VIBRANT DOWNTOWN

► Means

1. Choice of a variety of residential opportunities – types and price points
2. Successful locally owned retail businesses
3. Destination for 18/7 living, working and experiencing
4. Equitable development in adjacent neighborhoods
5. Community gathering places to hangout or to have events and festivals
6. Well-designed, well-maintained and attractive landscaping and buildings
7. Additional “mid-rise” mixed-use buildings providing office and residential opportunities
8. Neighbors and guests feeling safe with a well-lighted Downtown
9. Diverse mix of small locally owned retail, national retailer and entertainment/unique experienced-based businesses

PRINCIPLE 7

STRONG/RESILIENT LOCAL ECONOMY – MEDICAL/EDUCATION/INNOVATORS & ENTREPRENEURS

► Means

1. World-class hospital and medical services serving all neighborhoods and all Neighbors
2. University of Florida spinning off businesses and employment opportunities for residents and retaining businesses in Gainesville Neighbors
3. Great place for innovators and entrepreneurs to start and to grow a business
4. State-of-the-art information technology system and infrastructure for businesses and Neighbors – fast, reliable and affordable
5. Successful local small businesses growing in Gainesville
6. Economic opportunity for all Neighbors
7. Retaining successful local businesses and supporting their growth in Gainesville
8. Healthcare campus including an emergency clinic/room and medical offices on the Eastside
9. Expanded business investment on the Eastside
10. Retaining our graduate through business development and career opportunities

PRINCIPLE 8

MOBILITY FOR ALL NEIGHBORS

► Means

1. Connected trails and paths for biking, walking and running throughout every neighborhood and linking community destinations
2. Effective public transit system using a combination of fixed routes and on-demand services with an effective first and last mile options for all Neighbors
3. Pedestrian-friendly community – safe and walkable
4. Expanded mobility options beyond the automobile
5. Affordable or free public transit services
6. Easy access and parking, and designated shared ride areas in Downtown/Midtown/University Context
7. Pedestrian-oriented Downtown/Midtown/University Context

GAINESVILLE CITY GOVERNMENT: OUR MISSION

Gainesville City Government: Our Mission

GAINESVILLE CITY GOVERNMENT’S MISSION
is to
BUILD COMMUNITY ⁽¹⁾
by providing
SERVICES RESPONSIVE TO NEIGHBORS AND OUR
COMMUNITY ⁽²⁾
in a
FINANCIALLY RESPONSIBLE ⁽³⁾
and
NEIGHBOR-FOCUSED MANNER ⁽⁴⁾
in
PARTNERSHIP WITH OUR NEIGHBORS ⁽⁵⁾
while
ENGAGING NEIGHBORS AND COMMUNITY BUILDERS ⁽⁶⁾

Gainesville City Government: Our Mission

PRINCIPLE 1

BUILD COMMUNITY

► Means

1. Creating an equitable and inclusive Gainesville community having Neighbors respected and included
2. Developing relationships between the City government and the Neighbors and the entire Gainesville community based upon mutual trust and respect
3. Providing well-designed, well-built, well-maintained and sustainable City infrastructure and facilities
4. Anticipating issues, challenges and opportunities through an equity lens
5. Supporting a welcoming and culturally diverse community
6. Creating a beautiful, unique and safe community – great place to live
7. Working as a whole City Team understanding and respecting others’ roles and responsibilities
8. Creating a sustainable community by addressing climate change, by reducing our Gainesville community and the City carbon footprint and by designing new developments based on sustainability concepts
9. Preserving and enhancing our natural environment and public spaces

PRINCIPLE 2

SERVICES RESPONSIVE TO NEIGHBORS AND OUR COMMUNITY

► Means

1. Hiring, developing and retaining a diverse, effective and efficient City workforce which is able to carry out the City’s mission
2. Creating a City organizational culture that emphasizes creative thinking and innovative actions
3. Knowing and creating “best practices” that benefit our Gainesville community
4. Taking responsibility, delivering results and being accountable for decisions and actions
5. Following through and supporting the Mayor-City Commission policy direction and priorities
6. Exploring and evaluating new innovations to enhance City services and service delivery
7. Working together as a highly effective organizational team
8. Partnering with private sector/community organizations/other governmental and educational entities to provide human and social services responding to the community needs
9. Valuing, supporting and caring about you - as a Community Builder, as a Neighbor and as a person

PRINCIPLE 3

FINANCIALLY RESPONSIBLE

► Means

1. Developing and following adopted financial policies that follow best practices
2. Developing a fiscally responsible annual budget that achieves Mayor-City Commission priorities and provides defined levels of City services
3. Providing the resources necessary to support defined Neighbor services and levels of service
4. Investing in the maintenance and upgrade in the City infrastructure and facilities
5. Having competitive compensation for all Community Builders
6. Using debt in a fiscally responsible manner and maintaining strong bond rating
7. Delivering City services in an efficient, cost effective manner
8. Leveraging private sector/community organizations, governmental agencies and educational institutions partnerships to expand available community and City resources
9. Having a predictable, reasonable and sustainable General Fund transfer from GRU
10. Developing and using outcome-based performance metrics and using the data to increase productivity, to enhance the quality of Neighbor services and to streamline City processes and systems

PRINCIPLE 4

NEIGHBOR FOCUSED

► Means

1. Listening to, knowing, understanding, valuing and empowering our diverse community
2. Informing Neighbors about City government - mission, finances, services and projects
3. Looking for innovative and creative ways to get to “yes”; taking time to explain especially when the answer is “No”
4. Being responsive to our Neighbors’ needs and concerns and understanding the context
5. Seeking feedback from our Neighbors, regularly surveying our Gainesville community and learning from their comments and experiences
6. Anticipating the changing service needs of our Neighbors
7. Providing a timely and appropriate response to non-emergency and emergency calls for service
8. Using data to better service our Neighbors and our Gainesville community
9. Working with our Neighbors to provide services, to solve problems and to address community issues

PRINCIPLE 5

PARTNERSHIP WITH NEIGHBORS

► Means

1. Developing a productive working relationship and collaborating action to enhance our Gainesville community with community leaders and neighbors
2. Developing a productive working relationship and collaborating action to enhance our Gainesville community with non-profit and community organizations
3. Developing a productive working relationship and collaborating action to enhance our Gainesville community with the University of Florida and Santa Fe College
4. Developing a productive working relationship and collaborating action to enhance our Gainesville community with the medical and healthcare community
5. Developing a productive working relationship and collaborating action to enhance our Gainesville community with neighborhood associations and organizations

PRINCIPLE 5

PARTNERSHIP WITH NEIGHBORS

► Means

6. Developing a productive working relationship and collaborating action to enhance our Gainesville community with faith-based institutions
7. Developing a productive working relationship and collaborating action to enhance our Gainesville community with businesses and economy organizations
8. Being an advocate for our Gainesville community with the federal government, State of Florida, Alachua County, Alachua County Schools, other local governments and other governmental agencies
9. Having clearly defined partnerships with common goals and defined roles and responsibilities

PRINCIPLE 6

ENGAGING NEIGHBORS AND COMMUNITY BUILDERS

► **Means**

1. Providing tools for effective leadership by the Mayor and City Commission, including professional development opportunities
2. Promoting and following standards for governing with civility and respect for all
3. Developing well-informed Neighbors through proactive communications using a variety of communications methods
4. Providing data-driven and timely response from the City to disinformation and misinformation
5. Involving Neighbors in planning our Gainesville community's future and policy development and service delivery
6. Focusing on our Gainesville community as a whole with emphasis for furthering equity and reducing historic disparities
7. Involving our Neighbors through committees, task forces, boards and other advisory bodies in the governance processes
8. Practicing proactive, culturally competent and inclusive community engagement

GAINESVILLE CITY GOVERNMENT: OUR CORE VALUES

Gainesville City Government: Our Core Values

TEAM P.R.I.D.E.

P = Performance

R = Respect

I = Integrity

D = Dedication

E = Empathy

**in SERVING NEIGHBORS and
BUILDING COMMUNITY**

Gainesville City Government: Our Core Values

VALUE 1

TEAM

► Means

1. Work as a Team – Help other teams and team members to be successful City, Department or Office
2. Communicate in an open, direct, accurate and timely manner
3. Be flexible and adjust to evolving situations
4. Share your knowledge and insights with others
5. Identify problems, potential solutions and opportunities and bring them forward
6. Know and use the City’s vision, mission and annual work programs
7. Embrace team diversity
8. Keep the “big picture” in mind
9. Collaborate with other departments and work units
10. Have an open mind to ideas and suggestions from others
11. Think about how your actions impact other Team members
12. Work with others to develop realistic expectations and to complete tasks/projects
13. Have a positive attitude and outlook
14. Know roles and responsibilities as a team and a team member
15. Embrace safety

VALUE 2

PERFORMANCE

► Means

1. Follow through on work tasks and assignments
2. Think creatively – look for new ideas
3. Solve problems and bring forward solutions – solution driven
4. Focus on outcomes and build efficient systems and processes
5. Provide data-driven recommendations
6. Produce the best possible results within available resources
7. Represent the City in a positive and professional manner
8. Pursue opportunities for personal and professional development and maintain your knowledge, skills and certifications
9. Take proactive actions
10. Complete assignments and projects on time and within budget

VALUE 3

RESPECT

► Means

1. Communicate in an open, direct and honest manner
2. Develop work relationship based upon mutual trust and respect
3. Actively listen to understand the other person and their message – be attentive to others
4. Have an open mind to ideas and suggestions from others
5. Accept communications and messages – disagreement does not mean that I did not listen
6. Understand and respect the Charter, the Mission, and roles/responsibilities of others
7. Work with others to develop realistic expectations
8. Provide constructive feedback
9. Be empowered to do your job
10. Understand and appreciate our Gainesville community and our Neighbors
11. Follow the “Golden Rule” – treat others in a manner that they want to be treated/the way that you would like to be treated
12. Act in a civil manner – understand how your words and actions may impact others

VALUE 4

INTEGRITY

► Means

1. Do the “right” thing even when no one is looking
2. Act in an ethical manner – above question
3. Be honest and trustworthy
4. Take responsibility for your job, your decisions and your actions
5. Deliver on your promises and commitments
6. Be consistent in your words and your actions
7. Be dependable
8. Follow the work rules, laws and City regulations
9. Treat everyone equitably – no preferential treatment
10. Provide professional opinions even if it is a difficult message
11. Tell the truth even if it is a difficult message
12. Set the example – integrity begins with everyone
13. Be accountable and hold others accountable

VALUE 5

DEDICATION

► Means

1. Care about our Gainesville community and have compassion for our Neighbors
2. Have a commitment to public service, building community and serving our Neighbors
3. Take the extra step to help or assist others
4. Look for ways to say “Yes”; when you must say “No”, take time to explain your decisions and actions
5. Work to secure better outcomes for our community
6. Deliver on your commitments
7. Listen and strive to understand our Neighbors, our cultures and our history
8. Provide a timely and complete response
9. Be consistent in serving our community
10. Look for partners and ways to partner with our community, our Neighbors and our Community Builders
11. Show up and support others at critical times

VALUE 6

EMPATHY

► Means

1. Listen actively to others and strive to understand our Neighbors, our cultures and our history
2. Be sensitive in your communication with others – how they receive your message
3. Challenge your preferences and prejudices and look for common ground with our community, our Neighbors and our Community Builders
4. Help others to be successful
5. View services and your work activities through an equity lens
6. Treat others in a manner that you want to be treated
7. Act in a friendly and courteous manner
8. Show compassion and understanding for the circumstance and situations that others are facing
9. Care about others – their culture, their history, their experiences, their needs and their feelings
10. Be concerned about the other person’s situation and feelings
11. Recognize that Community Builders are our Neighbors

CITY OF GAINESVILLE PLAN 2021 – 2026

City of Gainesville *Goals 2026*

EQUITABLE COMMUNITY



SUSTAINABLE COMMUNITY



A GREAT PLACE TO LIVE AND EXPERIENCE



RESILIENT LOCAL ECONOMY



“BEST IN CLASS” NEIGHBOR SERVICES

Goal 1

Equitable Community

OBJECTIVES

1. Create the neighborhoods that are food secure with all Neighbors having convenient access to quality foods
2. Have a City workforce that is racially and culturally diverse in all City departments and at all organization levels reflecting community demographics, at a minimum
3. Have equitable access for all Neighbors to healthcare, mental health services and other neighborhood services
4. Increase access to diverse cultural and recreational programs for all Neighbors
5. Be a welcoming and inclusive community for all, including our Neighbors from other countries, including the expansion of multi-lingual capacity of Community Builders which enhances City services to our diverse Neighbors
6. Implement City equity tool
7. Enhance the access to City services, information, programs, facilities and activity for all Neighbors

VALUE TO NEIGHBORS

1. Equal access to all
2. City services delivered in multi languages
3. Neighbor-focused City services
4. Confidence and trust in City government

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Increasing access to medical care and healthcare services, including a hospital or clinics in neighborhoods and for all Neighbors
2. Defining the City’s role and responsibilities to address the challenges associated with equity and providing sufficient resources to carry out responsibilities, policies and plans
3. Having consistent and collaborative Equity Plans and actions among Charter Officers
4. Increasing food security in some neighborhoods and attract a grocery store to underserved neighborhoods
5. Developing a clear, understandable City Equity Policy that is a consistent priority for Mayor-City Commission
6. Increasing language capacity of City government and Community Builders
7. Expanding workforce development opportunities for Neighbors preparing them for 21st century careers and job opportunities
8. Addressing “Equitable Community” as a whole community, including Alachua County, Schools, University of Florida, Santa Fe College, faith-based institutions, community organizations and businesses
9. Management succession planning and developing a diverse talented workforce prepared for upward mobility

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Increasing Neighbors’ trust and confidence in City government overcoming historic practices and actions
2. Partnering with the Gainesville community – nonprofit organizations, community organizations, faith-based community and other government agencies to enhance equity and sustainability
3. Having a meaningful community dialog on issues of race, inclusion, equity and diversity
4. City organization’s resistance to change
5. Working with and supporting public schools to enhance the quality of educational programs
6. Lack of middle-class job opportunities for Neighbors
7. Stereotyping “East Gainesville” – reputation and image
8. Developing and following through on an Equitable Community and City Organization Implementation Plan with adequate resources for full implementation
9. Perception of certain areas in our community
10. Some Neighbors having limited access to educational tools
11. National racism and personal bias trends and current events in other communities
12. Increasing number of Neighbors from other countries
13. Many eastside plans without funding for implementation

POLICY ACTIONS 2021 – 2022

1. Comprehensive City Public Health Policy and Strategy/Action Plan: Top Priority
2. City Racial Equity Policy and Plan Top Priority
3. Gainesville East Incentivized Development Plan High Priority

MANAGEMENT ACTIONS 2021 – 2022

1. Racial Equity Toolkit: Refinement and Expanded Use Top Priority
2. Gainesville Immigrant Neighbor Inclusion (GINI) Strategic Plan and City Actions Top Priority

MANAGEMENT IN PROGRESS 2021 – 2022

1. Partnership for Re-Imagining Gainesville
2. U. S. Department of Labor Job Corps Site/Alternative Program
3. Heartwood Development: Managing HOA; Realtor Listing; Model Home
4. Disparity Study: Completion
5. Translator Certification Policy and Program: Report and Direction
6. Foodshed Map: Phase 1
7. Neighborhood Policing Initiative: Implementation
8. GRU Community Outreach
 - a. Engineering Scholarship
 - b. Spring Break Camp
 - c. Community Grants
9. GRU Inclusionary Plan Implementation: Self-Awareness

ON THE HORIZON 2022 – 2026

1. Budget Equity Tool: Development
2. Inter-Cultural Competency/Sensitivity Training for City:
Report and Direction
3. 3rd Grade Reading Strategy: City Role, “Best Practices for
Cities”, Report and Direction
4. “White Supremacy” Zero Tolerance Report
 - a. Community
 - b. City
 - c. Hate Speech against Race or Ethnicity
5. Human/Social Services Transforming City Government’s
Mission and Services
6. After School Programs Expansion
7. Medical/Healthcare/Mental Health Services
Access/Medical Clinic Attraction
8. Community/Neighbor “Well Being Index and
Determination

Goal 2

Sustainable Community

OBJECTIVES

1. Increase the City’s use of renewable resources with the goal of net zero
2. Pursue zero waste goal
3. Reduce the City facilities, buildings and operations’ carbon footprint to achieve the climate change goal without impacting Neighbor equity
4. Increase the acreage of natural/conservation lands/parkland for public uses
5. Enhance well-designed water, wastewater and electric systems operating in an environmentally responsible manner
6. Increase the use of electric vehicles in the City fleet based upon data and return on investment
7. Increase Neighbor/Community Builder literacy on community sustainability and climate change

VALUE TO NEIGHBORS

1. City using renewable resources
2. More opportunities to experience and enjoy natural areas
3. Opportunities to reduce the waste stream through recycling opportunities
4. Reliable delivery of utility services needed by Neighbors, businesses and institutions
5. City acting as responsible environmental stewards
6. City proactively responding to climate change

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Costs and funding for the City’s purchases of park land
2. Climate changes and planning for changes in City services and service delivery
3. Additional costs and funding obligations to pursue expertise and staffing for Community Sustainability
4. Expanding advanced metering infrastructure
5. Reducing GRU debt
6. Realities of climate change and the City of Gainesville actions having a meaningful impact
7. Grants and other funding opportunities with the new Federal government administration
8. Aging water and wastewater infrastructure needing consistent and significant investment
9. Addressing neighborhood flooding and stormwater management

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Expanding use of solar energy
2. Proactive City policies and actions not financially viable and requiring complex strategies and actions to very complex issues
3. Determining the costs and financial impacts of this Goal – bond rating, debt capacity, annual budget, utility rates, property tax, etc.
4. Funding and costs of renewable resources
5. Annexations with aging infrastructure
6. Constantly shifting of priorities from Mayor and City Commission – meeting to meeting sending a confusing messages to Charter Officers and the community
7. Lack of meaningful measures to assess the impact of City actions
8. Lack of technological answers or solutions today – lack of storage capacity
9. Expectations that additional Federal funding on the methods/technology versus reality
10. Funding and commitment to reducing the number of septic systems and to increase the number of Neighbors on City’s wastewater system
11. Clash between this goal and economic development – land and tree conservation
12. Balancing the conflicts between lights and trees
13. Limited markets for recyclables
14. Differing definitions of “sustainability” and “resiliency”
15. Enhancing the tree canopy through a proactive urban forestation programs program

POLICY ACTIONS 2021 – 2022

1. Zero Waste Policy and Strategy: Implementation Actions High Priority
2. “Nature First” Plan: Development High Priority
3. City Environmental Goal: Implementation Actions
4. Alachua County Local Infrastructure Sales Tax Election: Parameters, Direction and Interlocal Agreement

MANAGEMENT ACTIONS 2021 – 2022

1. City Lighting Policy/Standards: Direction and Funding

GRU ACTIONS 2021 – 2022

1. AMI/Smart Meters: Direction and Funding High Priority
2. Utility Rates Increases: Report, Investing in Maintenance/Upgrade, Financial Impacts, and Direction
 - a. Water/Wastewater
 - b. Electric
 - c. Gas

MANAGEMENT IN PROGRESS 2021 – 2022

1. GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction
2. Electric Bus: In Service
3. Wetlands Recharge: Plan/Design and Construction
4. Carbon Emission Dashboard: Development: Implementation
5. Weyerhaeuser Property Development: Litigation Resolution
6. Community Gardens Program: Re-Vamp
7. Hogtown Creek Hydrologic Study
8. Lake Forest Creek Watershed Management Plan: Model/Report and FEMA Approval
9. Water Wise Vulnerability Assessment
10. Stormwater Rate Structure: Review
11. T *Ae. Aegyti* Mosquito Control Plan: Development (environmental sensitive)
12. Solar Capacity Re-Zoning Exemption (Alachua County)
13. Street Lights LED Change-out
14. Waste to Energy Study and Funding

MAJOR PROJECTS 2021 – 2022

1. Little Hatchet Creek Bank Stabilization Project: Design and Construction
2. Tumblin Creek Improvements: Design and Construction
3. SW 40th Boulevard Greenway: Edible Planting (3rd Site)
4. Deerhaven #2 : Phase 2 Completion
5. Kelly Generating Station Turbine Replacement
6. Septic to Sewer Project: SE 13th Avenue

ON THE HORIZON 2022 – 2026

1. Public Charging Stations: Report and Direction
2. Stormwater Credits System: Review and Revision
3. Preparation for Electric Vehicles/Charging Stations: Goals/Desired Outcomes, Policy/Standards Review, Trends/Best Practices, Report with Options, Direction and City Actions
 - a. Community
 - b. City
4. Septics to Sewers Policy/Program: Review, Outcomes. Report with Options, Direction, Funding and City Actions

Goal 3

A Great Place to Live and Experience

OBJECTIVES

1. Increase the affordable housing opportunities [ownership and rental] for all Neighbors and throughout the Gainesville community
2. Develop a vibrant, alive Downtown with expanded residential, entertainment and commercial opportunities
3. Revitalize eastside neighborhoods with expanded and upgraded housing, well maintained and upgraded City infrastructure and more neighborhood businesses serving the daily needs of Neighbors
4. Have medical/healthcare and mental health services available in all neighborhoods and access for all Neighbors, focusing on the eastside
5. Provide an affordable or free transit service with fixed routes and on-demand services accessible for all based upon available funding
6. Eliminate chronic homelessness and reduce transitional homelessness by 50%(point of time 2019)
7. Broaden diverse cultural and recreational experiences for all – festivals, entertainment venues, programs and events

VALUE TO NEIGHBORS

1. More reasons for Neighbors to live in Gainesville
2. Opportunities for a great quality of life
3. Choices for leisure time
4. Living in a walkable and bikeable community
5. Easy movement without using an automobile
6. Programs and activities for diverse cultures and ages
7. Livable homes, apartments, condos and townhomes
8. Safe community for pedestrians and bikes

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Developing affordable housing throughout the Gainesville community, including finding willing investors and developers
2. Mitigating neighborhood gentrification and displacement during revitalization efforts
3. Increasing pedestrian and bicycle safety throughout the Gainesville community
4. Adapting transit services to the needs of Neighbors and the community and securing adequate funding
5. Defining the City’s outcomes, roles/responsibilities, actions and funding for upgrading neighborhoods
6. Lack of funding for connecting (trails and sidewalks) throughout the community
7. Growth focus around the University of Florida
8. Lack of funding for bus routes and on-demand service
9. Lack of consistent neighborhood lighting
10. Developing multiple activity centers as community destinations for leisure and community gatherings which serve diverse ages and cultural activities
11. Clash between Downtown entertainment and neighbors living in and adjacent to Downtown

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Defining what is a neighborhood and what is a “healthy” neighborhood
2. Limiting exclusionary/inclusionary zoning options and State of Florida laws and restrictions
3. Escalating home values and the cost of new construction
4. Addressing neighborhood without sidewalks
5. Unrealistic expectations for affordable housing, medical/health services and homelessness
6. Alachua County’s responsibility for human and social services, including addressing the issues associated with homelessness
7. Viewing neighborhoods and leisure venues/opportunities through an equity lens
8. Balancing business development with neighborhood impacts
9. City and community expectations of the University of Florida (hospital, academic programs and administration unrealistic
10. Property owners who are not maintaining their properties or complying with City regulations and ordinances
11. Student housing impacting the availability and quality of rental housing
12. Lack of Neighbor-oriented businesses and services in some Gainesville neighborhoods
13. Limited diversity City cultural programs and offerings

POLICY ACTIONS 2021 – 2022

- 1. Housing Strategy 22-Part Motion: Update Report, Policy Direction and Project Priorities Top Priority
- 2. Vision Zero Actions: Implementation Top Priority
- 3. GCRA Plan: Implementation High Priority
- 4. Homeless Policy and Action Plan: Direction High Priority
- 5. Mobility Master Plan: Review, Direction And City Actions High Priority
- 6. Diversion/Deflection Program: Direction and Implementation High Priority
- 7. Arts and Culture Program Diversification/Expansion: Development
- 8. Annexation Strategy/Policy: Direction

MANAGEMENT ACTIONS 2021 – 2022

- 1. Downtown Vision/Master Plan/Strategic Plan: Development Top Priority
- 2. Urban Food Policy and Urban Agriculture Ordinance: Adoption, Funding and Implementation Top Priority
- 3. Youth Services Expansion: Direction Top Priority
- 4. Renter Rights Initiative/Inspections: Implementation and Update Reports High Priority
- 5. Community Broadband Feasibility Study RFP and Completion High Priority
- 6. Inclusionary/Exclusionary Zoning Policy: Report and Direction High Priority
- 7. Comprehensive Plan Update: Completion and Adoption
- 8. Housing Heirs Program: Implementation
- 9. NW 8th Avenue (Six Blocks) Redesign, Road Controls and Funding
- 10. Community Land Trust: Direction
- 11. Neighborhood Workshop/Notification Process: Direction and Implementation
- 12. Community Cultivator Program: Implementation
- 13. Neighborhood Overlay District Policy: Direction
- 14. Land Development Code: Updates
 - a. ROW/Street Vacations
 - b. Building Orientation
 - c. Building Frontage in Transect

MANAGEMENT IN PROGRESS 2021 – 2022

1. Bus System CAD-AVI System: Implementation
2. Micro Transit Routes: Funding
3. Reichert House Service Maintenance
4. Parking Management: Policy Direction
5. I-75 Florida Regional Advanced Mobility Elements (FRAME): Research
6. Transit Routes and Services: Goals/Desired Outcomes, Report and Direction
7. Housing Action Plan: Working Document
8. Special Event Ordinance and Permitting Process: Refinements
9. Deer Creek Senior Housing Project; Opening
10. Royal Park Rental Development – Multi-Family Rental Development Plan
11. Land Donation Pilot Project: Documents for Developers
12. Accessory Dwelling Units Pilot Program: PRESENTATION
13. Homeowner Education Program: DECISION
14. Legal Assistance Tenant Eviction Prevention/Displacement Proposal: DISCUSSION
15. Historic Heritage Trail: DECISION Award
16. Power District Redevelopment (Colliers)
17. University/Waldo Road Mixed-Use Development/Bidwell Center: Chamber Feasibility Analysis
18. Residential Paint Program: Select Vendor and Marketing
19. My Neighborhood Grant Program: DECISION Approval
20. CWC Partnership Grant Program: DECISION Approval
21. Historic Preservation Residential Grant Program: DECISION
22. Porters Quarters Neighborhood Improvements: Feasibility Analysis
23. Greater Duval Neighborhood Improvements: Feasibility Analysis
24. Engineering Design and Construction Manual: Revision
25. Partying Problem Analysis and Recommendations DECISION
26. RTS Bus Replacement: Funding DECISION

MAJOR PROJECTS 2020 – 2021

1. Residential Pavement Preservation Annual Program
2. SE 4th Street Reconstruction Project: Construction
3. South 62nd Milling and Re-Surfacing: Design; Construction
4. San Felasco Park – New 5-12 Playground
5. South 62nd Extension to Clark Butler: Design and Land Acquisition
6. Clarence R. Kelly Community Center and Park
7. Sweetwater Recreation Trail – Phase 1
8. Public Space Streetscape
 - a. SE Hawthorne Road
 - b. SW 2nd and 4th Avenues

MAJOR PROJECTS 2020 – 2021

9. NE 18th Avenue Sidewalk: Design and Construction
10. NW 19th Lane Bike Facility: Design and Construction
11. SW 27th Street Multi-Use Trail: Design and Construction
12. SW 40th Boulevard Off Site Mitigation
13. Depot Park Wetland Mitigation Supplemental Planting and Monitoring
14. North Main Street (North 39th Avenue to North 53rd Avenue): Design
15. Storm System Upgrades NW 14 Street 200 Block-400 Block
16. Dredge Tumbling Creek
17. Florida Park Berm Reconstruction: Design and Construction
18. University Avenue Entry Fountain Restoration: Design and Construction
19. SW 23rd Sidewalk Repairs: Construction

ON THE HORIZON 2022 – 2026

1. Cabot and Kopper’s Superfund Sites: Site Re-mediation and Understanding Development Options
2. First Mile/Last Mile Strategy Expansion: Funding
3. Affordable Housing for Low/Very Low-Income Dedicated Funding Sources
4. Eastside Infrastructure
5. Health Services to our Community: Dialog and Options
 - a. UF Health Services
 - b. North Florida
6. Porters Quarters Neighborhood Strategy: Implementation University of Florida
7. Social Gathering Places Beautification Areas; Options and City Actions

ON THE HORIZON 2022 – 2026

9. Trail/Greenway Strategic Master Plan
10. Traffic Enforcement: Options beyond Police
11. Mid-Range Workforce Attainable Housing (\$100,000-\$200,000):
12. 39th Avenue/SR 222/Waldo Road Study: Advocacy
13. Walkable Neighborhood Policy and Actions Plan
14. Pop-Up Learning Lab Web Development Plan
15. Newnans Lake Watershed Management Plan
16. Public Space Streetscape
 - a. NW 13th Street
 - b. University Avenue
 - c. Waldo/Willston Road

Goal 4

Resilient Local Economy

OBJECTIVES

1. Reduce the poverty level in the Gainesville community in comparison with major university communities
2. Have the technology infrastructure/community broadband that is fast, reliable and affordable to support businesses and home offices (working from home)
3. Develop a successful Minority/Women-Owned Business Enterprise (MWBE) program that is producing results for Neighbors (dependent upon Disparity Study)
4. Increase business development and growth on the Gainesville Eastside
5. Increase the number of successful and sustainable, small and locally owned businesses with ownership reflecting Neighbors
6. Expand and upgrade City infrastructure to support business development and economic investment

VALUE TO NEIGHBORS

1. Increase in community wealth with access for all
2. More higher paying jobs for Neighbors
3. More opportunities for job and career training
4. Support for small business start-up, development and success
5. City partnering with the University of Florida, Shands Hospital and Santa Fe College for economic growth and business investment
6. Local businesses having access to capital investment opportunities
7. More diverse City tax base
8. Expand local retail businesses serving the needs of Neighbors

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Providing access for Minority/Women-owned Enterprise to City bidding process and contracts
2. Understanding and addressing the barriers to economic and business growth on Gainesville Eastside
3. Need for living wage/middle class job opportunities and businesses, apprentice programs and small business development, including access to capital funding
4. Tapping the economic potential of the University of Florida, Shands Hospital and Santa Fe College, including spin-off businesses
5. Defining the City role, policies, programs and funding for economic development activities in collaboration with others
6. Having the City infrastructure to support economic growth and business investment within the City limits
7. Encouraging a community that welcomes a diverse workforce, including Neighbors from other countries
8. Having a high poverty rate in the Gainesville community beyond university students
9. Hot housing market focusing on student rentals and luxury homes
10. City-owned lots with potential for housing development

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Expanding business opportunities in Gainesville Downtown beyond governmental and daytime activities
2. Defining the City responsibilities for providing, expanding and continuously upgrading the technology infrastructure/community broadband in the Gainesville community
3. Expanding job and career training opportunities
4. Defining and funding for City incentives for economic development and business investment
5. Uncertain global, national and local economy impacted by COVID-19
6. Attracting businesses that are “right” for Gainesville – current focus on education, medical, governmental
7. Supporting Neighbor who are tele-commuting - working from home and home schooling
8. Truck routes through the City and from distribution businesses – using local roads and creating traffic congestion
9. Lack of City tools for economic development and business attraction
10. Local economy recession proof – Hospital and University
11. Conflict between environmental sustainability goals and policies and economic development, especially with manufacturing businesses
12. Uncertain future of businesses and office development

POLICY ACTIONS 2021 – 2022

1. Poverty Reduction Policy and Action Plan: High Priority
Direction and Implementation
2. Job Training/Career Development:
Direction
3. Santa Fe College Partnership and Strategy:
Dialog (related to Economic Development)
4. UF Partnership and Strategy: Dialog
(Related to Economic Development)
5. City Economic Development Incentives:
Framework and Direction

MANAGEMENT ACTIONS 2021 – 2022

1. Market/Grocery Store Business Attraction: Top Priority
Opening
2. City Local Procurement Policy: Direction

MANAGEMENT IN PROGRESS 2021 – 2022

1. EDA Grant for Revolving Loans: Eastside Businesses
2. Old RTS Site Redevelopment: Federal Appraisal and
Environmental Study
3. Airport Leveraging: Outcomes, Options, Direction and
City Actions

ON THE HORIZON 2022 – 2026

1. Youth Employment/Training Program: Inventory, Report and Direction
2. Downtown Business Organization and Development
3. City Resiliency Economic Development Policy, Plan and Funding (Resistance to Recessions and Economic Disruptions)
4. CDFI Credit Union Investing in Gainesville Community
5. Minority Women Business Enterprise Program (MWBE) Development

Goal 5

“Best in Class” Neighbor Services

OBJECTIVES

1. Develop a City organization culture that emphasizes professionalism, service, teamwork, results and performance accountability and trust in expertise
2. Have one City government - all Charter Officers and departments collaborating and working together without silos
3. Maintain and enhance proactive City communications policies, strategies and tools to inform the community and our Neighbors
4. Maintain, hire, train and retain professional Community Builders dedicated to serving the Gainesville community
5. Maintain a high level of Neighbor satisfaction with City services and services responses
6. Maintain and upgrade City facilities and buildings to better serve our Neighbors and our community
7. Develop effective tools/methodologies for benchmarking City services and process with other similar cities

VALUE TO NEIGHBORS

1. City providing services responsive to the Gainesville community and our Neighbors
2. City delivery on promises and commitments
3. Neighbor-focused delivery of Neighbor Services
4. Service value for taxes, rates and fees
5. City working as a team and without silos
6. Easy and convenient access for all Neighbors to City services
7. City protecting the community’s future through investment in City infrastructure and facilities
8. Neighbor Service accessible by all

SHORT-TERM CHALLENGES AND OPPORTUNITIES

1. Keeping the City’s focus on our mission, comprehensive plan, master plans and strategic plan rather than the issue of the moment
2. Enhancing City communications to and engagement with Neighbors
3. Providing equitable access for all Neighbors regardless of socio-economics, culture or language diversity to Neighbor Services
4. Free spending on new ideas and the reality of limitations on City Resources – the priority of the day
5. Having a City organization that values creative thinking and innovative actions, including failures with learning opportunities
6. Increasing City-wide collaboration and teamwork among all - breaking down silos – across Charter Officers and departments
7. Aging City infrastructure, facilities and buildings needing replacement or upgrade
8. Developing and using meaningful outcome-based performance measures – how do we know the achievements
9. Digital divide and multiple languages hampering effective communications and engagement with some Neighbors and parts of our Gainesville community
10. Addressing the health and safety concerns of all Community Builders

LONG-TERM CHALLENGES AND OPPORTUNITIES

1. Focusing on the core service responsibilities of Gainesville City government with clear direction and priorities, and adequate resources/staffing for effective service delivery
2. Aligning City resources with Strategic Plan and Action Agenda priorities
3. Maintaining and investing in a “Best of Class” Community Builders through talent development programs and opportunities
4. Increasing the University of Florida’s financial contribution to the City – paying for City services received: Fire/Rescue, Police, Transit, etc.
5. Dependence on property tax as the primary revenue source for General City government
6. Rebuilding some Neighbors’ trust in City government
7. Re-focusing Community Builders and the City organizational culture on Neighbor-focused service delivery
8. Rebuilding Community Builder trust with City leadership, including the Mayor and City Commission
9. Dedicating Community Builder time for training and development opportunities, including alternative work schedules
10. Actions by the State of Florida impacting home rule; City finances and revenues; Neighbor services and delivery; regulatory authority, etc.
11. Addressing the long-term impacts and opportunities from COVID-19: tele-working, virtual meetings, need for chemical and supply redundancy, handheld communications devices

**LONG-TERM CHALLENGES
AND OPPORTUNITIES**

(continued)

12. Building a relationship based upon mutual trust with Alachua County
13. Difficulty in filling selected positions due to a very competitive job market
14. Communicating and working with Neighbors from other countries - language and cultural barriers
15. Trusting the feedback and messages from our Neighbors, particularly if it is different than personal expectations
16. Maintaining and funding competitive compensation and benefits for Community Builders, focusing on highly competitive positions
17. Current approach to City finances and debt not sustainable

POLICY ACTIONS 2021 – 2022

1. City-Wide (GG/GRU) Proactive Communications Enhancement High Priority
2. Community Builders Mental Health: Direction
3. City-Wide (GG/GRU) Capital Improvement/Community Investment Program/Plan

MANAGEMENT ACTIONS 2021 – 2022

1. Community Policing Enhancements: Report Top Priority
2. Transit Rates: No Fare Pilot for under 18 and over 65 Report High Priority
3. Process Improvements: High Priority
 - a. Human Resources
 - b. Procurement
4. City Corporate/Organizational Culture: Survey/Audit Report High Priority
5. Fire Stations Master Plan: Direction High Priority

MANAGEMENT ACTIONS 2021 – 2022

6. City Community Builder Benefits: Evaluation, Market Analysis, Direction and Funding High Priority
7. Old Fire Station One: Status Update and Next Steps
8. Community Engagement Expansion and Action Plan: Report with Options, Direction and City Actions
9. Budget and Financial Policies: Review and Revision
10. Comprehensive Financial Model (10-Year): Development

GRU ACTIONS 2021 – 2022

1. City Service Boundary and City Services: Policy Direction

MANAGEMENT IN PROGRESS 2021 – 2022

1. Lobbyist Contract: Contract [Federal Government and State of Florida]
2. Permit GNV (Cloud-Based Permitting Platform: Implementation: Building; Planning and Codes
3. Southwest Parking Garage Cameras Upgrade: Implementation
4. FY 2021 Revenues and Assessments: Spending Limitations
5. Federal/State of Florida COVID-19 Stimulus Funding: Tracking
6. Construction Contracts Template: Update
7. Assets Works System for Fleet Parts and Inventory: Tracking Implementation
8. FEMA Recovery for Hurricane Irma: Finalization
9. Perform GNV System
10. Intranet Network for Community Builders: Framework Implementation
11. CRM: Implementation: Full Implementation
12. Legislative 2022 Priorities and Allocation Requests: DECISION
13. Resource Finder for Community
14. Code Enforcement GIS: Implementation
15. Fire Station 9: Land Acquisition
16. Financial Awards from GFOA
 - a. Financial Reporting: Notification
 - b. Budget Presentation: Application
17. NSF Grant: Monitoring
18. Website Redesign: Launch

MANAGEMENT IN PROGRESS 2021 – 2022 (continued)

19. Public Safety Radio: Cost Allocation
20. Voice Service Implementation
21. FEMA Facilities Hardening (\$1 million)
22. Customer Service Information Upgrade: Live
23. RP 3 Diamond Award
24. 55000 ISO Submittal
25. Hummingbird Records/Documentation Management Replacement: Funding DECISION
26. Work Day ERP Management: Implementation
27. City Auditor: Reports
28. Contract Management Software: Implementation
29. Internal Control Division: Evaluation and Improvements
30. Indirect Cost Allocation Study: RFP and Completion
31. TV12 (Roku and Apple TV) Over-the-Air Broadcast Options
32. Fellowship Program with Santa Fe College: Establishment
33. SCBA Replacement Program
34. Special Operations Medic Team Gear
35. Regional Area Fire Training Program: Development
36. CRM Service Enhancements

MAJOR PROJECTS 2021 – 2022

1. City Hall Roof Replacement: Completion
2. ADA Upgrades: Completion
3. Grace Marketplace Capital Improvements: Completion
4. Grace Marketplace State Grant for Emergency Shelter Improvements
5. Citywide HVAC Replacement: Completion
6. Touchless Pedestrian Push Buttons Pilot Project: Installation (2)

ON THE HORIZON 2022 – 2026

1. Independent City Ethics Board: Report, Direction and Funding
2. “Best in Class” City: Definition, Report and City Actions
3. Police Digital Evidence: Policy Direction
4. City Service Boundary and City Services: Policy Direction [including Growth, Service Extension, Service Area, Septic to Sewer]
5. City Satellite Offices for Services: Report – Lease Space/City-owned, Location, Direction and Funding
6. City Boards/Committees – Broader Community Representation
7. Budget Equity Tool
8. City Staff Retention: Report
9. Building City Organizational Capacity
10. Emerging Leaders Program:
 - a. Community
 - b. City

ON THE HORIZON 2022 – 2026

(continued)

11. City Facilities and Buildings Condition Assessment/Master Plan Development
12. Onboarding Process Improvements:
 - a. Mayor/City Commissioner
 - b. Charter Officers
13. Budget Process and Community Engagement
14. UF and Community Strategy (governmental relations and services)
15. City Service Access Study and Plan for Better Access:
16. Bond Rating (GG & GRU):
17. Talent Development Program and Opportunities: Funding
18. Pensions: Review and Direction
19. Partnering with Government Strategy: School Board and Alachua County

CITY OF GAINESVILLE ACTION AGENDA 2020 – 2021

City of Gainesville *Policy Agenda 2021 – 2022*

TOP PRIORITY

Housing Strategy 22-Part Motion: Implementation

Comprehensive City Public Health Policy and Strategy/Action Plan

City Racial Equity Policy and Plan

Vision Zero Actions: Implementation

HIGH PRIORITY

Poverty Reduction Policy and Action Plan

City-Wide (GG/GRU) Proactive Communications Enhancements

Homeless Policy and Action Plan: Direction

Zero Waste Policy and Strategy Implementation Actions

“Nature First” Plan: Development

GCRA Plan: Comprehensive Review, Direction and Project Priorities

Gainesville East Incentivized Development Plan

Mobility Master Plan: Development

Diversion/Deflection Program: Direction and Implementation

City of Gainesville

Management Agenda 2021 – 2022

TOP PRIORITY

Downtown Vision/Master Plan/Strategic Pan: Development

Urban Food Policy and Ordinance: Funding and Implementation

Youth Services Expansion: Direction

Community Policing Enhancement: Report and Direction

Racial Equity Toolkit: Refinement and Expanded Use

University Avenue /13th Street: Re-Design

Market/Grocery Store Business Attraction: Opening

Gainesville Immigrant Neighbor Initiative Strategic (GINI): Strategic Plan and City Actions

HIGH PRIORITY

Community Broadband Feasibility Study: Completion and Direction

Transit Rates: No Fare Pilot for under 18 and over 65 Report

AMI Implementation: Direction and Funding

Inclusionary/Exclusionary Zoning Policy: Report with Options and Direction

Process Improvements: Human Resources; Procurement

City Corporate/Organizational Culture: Survey/Audit Report

Renter Rights Initiative/Inspections Implementation: Update Reports

Fire Stations Master Plan: Review and Direction

City Community Builder Benefits: Direction

City of Gainesville

Management in Progress 2021 – 2022

Partnership for Re-Imagining Gainesville: Annual Report for Round 1

U. S. Department of Labor Job Corps Site/Alternative Program: Memo on Disposition

Heartwood Development: Launch Sale

Disparity Study: Completion

Dreams to Reality Program: Announcement

Corner Store Initiative

Neighborhood Policing Initiative: Implementation

GRU Community Outreach: Engineering Scholarship; Spring Break Camp; Community Grants

GRU Inclusionary Plan Implementation: Self-Awareness

GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction

Electric Bus (1): In Service

Wetlands Recharge: Plan/Design; Construction

Carbon Emission Dashboard: Development: Implementation

Weyerhaeuser Property Development: Final Plan

Community Gardens Program: Revision

Hogtown Creek Hydrologic Study

Lake Forest Creek Watershed Management Plan: Model/Report; FEMA Approval;

Water Wise Vulnerability Assessment

Stormwater Rate Structure: Review (Long Term)

Ae. Aegypti Mosquito Control Plan: Development (environmental sensitive)

Solar Capacity Re-Zoning Exemption (Alachua County)

Street Lights LED Change-out

Waste to Energy Study and Funding

Bus System CAD-AVI System: Implementation

Micro Transit Routes: Funding

Reichert House Service Maintenance

Parking Management: Policy Direction

I-75 Florida Regional Advanced Mobility Elements (FRAME): Research

Transit Routes and Services: Goals/Desired Outcomes, Report and Direction

Special Event Ordinance and Permitting Process: Refinements

Housing Action Plan: Working Document

Deer Creek Senior Housing Project: Opening

Royal Park Rental Development – Multi-Family Rental Development Plan

Land Donation Pilot Project: Documents for Developers

Accessory Dwelling Units Pilot Program: PRESENTATION

Homeowner Education Program: DECISION

Legal Assistance Tenant Eviction Prevention/Displacement Proposal: DISCUSSION

Historic Heritage Trail: DECISION Award

Power District Redevelopment (Colliers)

University/Waldo Road Mixed-Use Development/Bidwell Center: Chamber Feasibility Analysis

Residential Paint Program: Select Vendor and Marketing

My Neighborhood Grant Program: DECISION Approval

CWC Partnership Grant Program: DECISION Approval

Historic Preservation Residential Grant Program: DECISION

Porters Quarters Neighborhood Improvements: Feasibility Analysis

Greater Duval Neighborhood Improvements: Feasibility Analysis

Engineering Design and Construction Manual: Revision

Partying: Problem Analysis and Recommendation DECISION

RTS Bus Replacement: Funding DECISION

EDA Grant for Revolving Loans: Eastside Businesses

Old RTS Site Redevelopment: Federal Appraisal and Environmental Study

Airport Leveraging: Outcomes, Options, Direction and City Actions BRIEFING

Lobbyist Contract: Contract [Federal Government and State of Florida]

Permit GNV (Cloud-Based Permitting Platform: Implementation: Building; Planning and Codes

Southwest Parking Garage Cameras Upgrade: Implementation

FY 2021 Revenues and Assessments: Spending Limitations

Federal/State of Florida COVID-19 Stimulus Funding: Tracking

Construction Contracts Template: Update

Assets Works System for Fleet Parts and Inventory: Tracking Implementation

FEMA Recovery for Hurricane Irma: Finalization

Perform GNV System

Intranet Network for Community Builders: Framework Implementation

CRM: Implementation: Full Implementation

Legislative 2022 Priorities and Allocation Requests: DECISION

Resource Finder for Community

Code Enforcement GIS: Implementation

Fire Station 9: Land Acquisition

Financial Awards from GFOA: Financial Reporting: Notification; Budget Presentation: Application

NSF Grant: Monitoring

Website Redesign: Launch

Public Safety Radio: Cost Allocation

Voice Service Implementation

FEMA Facilities Hardening (\$1 million)

Customer Service Information Upgrade: Live

RP 3 Diamond Award

55000 ISO Submittal

Hummingbird Records/Documentation Management Replacement: Funding DECISION

Work Day ERP Management: Implementation

City Auditor: Reports

Contract Management Software: Implementation

Internal Control Division: Evaluation and Improvements

Indirect Cost Allocation Study: RFP and Completion

TV12 (Roku and Apple TV) Over-the-Air Broadcast Options

Fellowship Program with Santa Fe College: Establishment

SCBA Replacement Program

Special Operations Medic Team Gear

Regional Area Fire Training Program: Development

CRM Service Enhancements

City of Gainesville

Major Projects 2021 – 2022

Little Hatchet Creek Bank Stabilization Project: Design; Construction

Tumblin Creek Improvements: Design; Construction

SW 40th Boulevard Greenway: Edible Plantings (3rd Site)

Deerhaven #2 : Phase 2 Completion

Kelly Generating Station Turbine Replacement

Septic to Sewer Project: SE 13th Avenue

Residential Pavement Preservation Annual Program

SE 4th Street Reconstruction Project: Construction

South 62nd Milling and Re-Surfacing: Design; Construction

San Felasco Park – New 5-12 Playground

South 62nd Extension to Clark Butler: Design and Land Acquisition

Clarence R. Kelly Community Center and Park

Sweetwater Recreation Trail – Phase 1

Public Space Streetscape: SE Hawthorne Road: Planning; SW 2nd and 4th Avenues: Planning

NE 18th Avenue Sidewalk: Design and Construction

NW 19th Lane Bike Facility: Design and Construction
SW 27th Street Multi-Use Trail: Design and Construction
SW 40th Boulevard Off Site Mitigation
Depot Park Wetland Mitigation Supplemental Planting and Monitoring
North Main Street (North 39th Avenue to North 53rd Avenue): Design
Storm System Upgrades NW 14 Street 200 Block-400 Block
Dredge Tumblin Creek
Florida Park Berm Reconstruction: Design; Construction
University Avenue Entry Fountain Restoration: Design; Construction
NW 23rd Sidewalk Repairs: Construction
City Hall Roof Replacement: Completion
ADA Upgrades: Completion
Grace Marketplace Capital Improvements: Completion
Grace Marketplace State Grant for Emergency Shelter Improvements
Citywide HVAC Replacement: Completion
Touchless Pedestrian Push Buttons Pilot Project: Installation (2)