

# *Action Agenda* *2020 – 2021*



Gainesville, Florida  
May 2020



Lyle Sumek Associates, Inc.  
9 Flagship Court  
Palm Coast, FL 32137-3373

Phone: (386) 246-6250  
Fax: (386) 246-6252  
E-mail: [sumekassoc@gmail.com](mailto:sumekassoc@gmail.com)

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# **SECTION 1**

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## **ACTION AGENDA: FRAMEWORK**

# Definitions of Terms

## **POLICY –**

is an issue that needs direction or a policy decision by the City Commission; or needs a major funding decision by the City Commission; or an issue that needs City Commission leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

## **MANAGEMENT –**

a management action which the City Commission has set the overall direction and provided initial funding (e.g. phased project), may require further City Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

## **MANAGEMENT IN PROGRESS –**

a management or organization action which City Commission has set the direction, needs staff work before going to City Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the City Commission.

## **MAJOR PROJECT –**

a capital project funded in the CIP or by City Commission action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

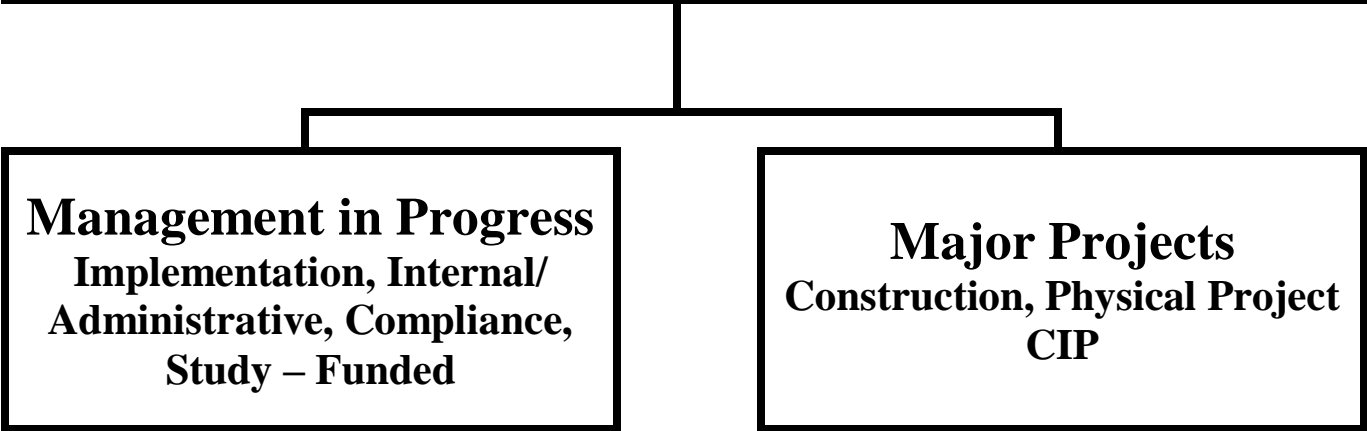
## **ON THE HORIZON –**

an issue or project that will not be addressed during the year by management or the City Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward – it depends on them.

**GOAL**

**ACTIONS**

<b>Policy: M/CC Actions Needed, Direction, Funding, Policy Adoption, Message to Others</b>	<b>Management May Require Some M/CC Action/Funding; M/CC Set Direction, Management Focus</b>
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**ON THE HORIZON**  
**Not This Year, Others May Pursue This Year, Wait and See, Other Actions Must Come First.**

# **SECTION 2**

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## **ACTION AGENDA 2020 – 2021**

**Policy Agenda 2020 – 2021  
Targets for Action  
City of Gainesville**

**TOP PRIORITY**

**City Racial Equity Policy and Plan**  
**Comprehensive City Public Health Policy and Strategy/Action Plan**  
**Affordable Housing Strategy**  
**Downtown Master Plan and Development Standards/Guidelines**  
**Community Policing/Use of Force Report and Zone Implementation**

**HIGH PRIORITY**

**Food Desert Elimination Action Plan**

**Gainesville East Incentivized Development Plan**

**City Environmental Goal –  
100% Renewable Energy City Organization**

**Exclusionary Zoning Policy: Report and Direction**

**Vision Zero Action Strategy**

**Homeless City Action Plan**

**Community Broadband: Policy Direction**

**Community Engagement Program Enhancements**



# **Management Agenda 2020 – 2021 Targets for Action City of Gainesville**

## **GENERAL GOVERNMENT**

### **TOP PRIORITY**

**Rental Housing Ordinance: Adoption and Implementation**

**Financial Modeling: Development (10-Year)**

**GRU General Fund Transfer: Report and Direction**

### **HIGH PRIORITY**

**Comprehensive Plan:**

**Update [including Community Benefit for Increased Density, FDOT Context Sensitive Areas, Parking, Pleasant Street – Downtown DT) Zoning, Density within Midtown, Cultural Spaces, Design Standards, Density in DT and U9 Transects, Sidewalk Requirements, Corridor Plan for University Avenue, Transects Zoning for Waldo Road, Digital Access for New Developments]**

**City-Owned Land Inventory and Disposal Policy:  
Report, Direction and City Actions**

**COVID-19: After Action Report**

**GRU PRIORITY**

**Solar Power Purchase Agreement**

**AMI/Smart Meters: Report and Direction**

**Utility Bills: Direction**

**GRU Customer Service Systems: Upgrade**

**GRU Deerhaven Plant Gasification Project:  
Report, Direction and Funding**

**Trunked Radio System**

**IT Governance**

**CHARTER OFFICERS’  
PRIORITY**

**Disparity Study: Completion**

**Cyber Security Audit**

# **SECTION 3**

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## **ACTION OUTLINES 2020 – 2021**

<b>GOAL 1</b>	<b>EQUITABLE COMMUNITY</b>
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<p><b>ACTION: CITY RACIAL EQUITY POLICY AND PLAN</b></p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy - Top</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy - Top</i>
<b>PRIORITY</b>			
<i>Policy - Top</i>			
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Definition</li> <li>• Identification of Community Needs and History</li> <li>• Relationship: EEO, General Government and GRU</li> <li>• Broader Ownership by Leaders</li> <li>• Community’s History of Racism</li> <li>• Performance reporting</li> <li>• Training Program Development</li> <li>• Organizational Conversations</li> <li>• Community Engagement</li> <li>• Recruitment/Selection Processes</li> <li>• Budget/Resources</li> <li>• City Policy Framework</li> <li>• Interaction: City Government and Our Community</li> </ul>	<p><u>Activities/Milestones</u></p> <p>A. PHASE 1: TRAINING IMPLEMENTATION</p> <ol style="list-style-type: none"> <li>1. DECISION: City-wide Racial Equity Training Policy Adoption</li> <li>2. Complete Training Program for City Commission and Charter Officers: Advancing Racial Equity and How to Use the Racial Equity Tool Kit</li> <li>3. Complete Training for Senior Leadership Team (as defined by the Charter Officers): Advancing Racial Equity, How to Use the Racial Equity Tool, Results-based Accountability, Racial Equity Action Plan Training and A.C.T. Model</li> <li>4. Complete Survey to assess the City organization’s understanding of equity</li> <li>5. Complete Training Program for Equity Core Team/Equity and Inclusion Staff: Advancing Racial Equity, How to Use the racial Equity Tool, Results-based Accountability, Racial Equity Action Plans, Symposium, Train-the-trainer Training</li> <li>6. Complete Training for Early Adopters: Race and Equity 101, How to Use the Racial Equity Took, A.C.T. Model</li> </ol>		
	<p><u>Time</u></p>		

**ACTION: CITY RACIAL EQUITY POLICY AND PLAN (continued)**

Key Issues

Activities/Milestones

Time

7. Complete Training Program  
City-wide: Race and Equity 101,  
How to Use the racial Equity  
Tool, Book Group, Panel  
Discussions, Equity and  
Procurement, Messaging,  
Engagement, Data Collection

**B. PHASE II: Creation of Racial  
Equity Plan**

1. **DECISION: Racial Action**  
Equity Plan Creation by  
Departments Policy Adoption
2. b. Develop a Racial Equity  
Plan for respective Charter  
Officers guided by the Office  
of Equity and Inclusion
3. Develop departmental Racial  
Equity Plan focusing on  
racial disparities in their  
areas both internal and  
external guided by the Office  
of Equity and Inclusion

**ACTION: CITY RACIAL EQUITY POLICY AND PLAN (continued)**

Key Issues

Activities/Milestones

Time

C. PHASE III: Racial Equity Toolkit  
Implementation

- a. DECISION: Mandatory Use of Racial Equity Toolkit City-wide and When the Tools should be use
- b. City Commission uses tool to help set broad priorities, to bring consistency between Values and Practice
- c. City-wide use of Racial Equity Tools to provide the opportunity to integrate racial equity across the breadth, meaning all governmental functions and depth, meaning across hierarchy

Responsibility: Office of Equity and Inclusion

<b>ACTION: COMPREHENSIVE CITY PUBLIC HEALTH POLICY AND STRATEGY/ACTION PLAN</b>		<b>PRIORITY</b>
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Community Paramedicine Program</li> <li>• Urgent Care</li> <li>• Emergency Care Healthcare “Deserts”</li> <li>• After-hours Healthcare</li> <li>• Neighbors Comfort with Services or Provider</li> <li>• Preventive Medicine and Personal Wellness</li> <li>• At Risk Population</li> <li>• Cost of Healthcare</li> <li>• Health Insurance Availability/Affordability</li> <li>• Potential Partners</li> </ul>	<ul style="list-style-type: none"> <li>A. Community Paramedicine Program – Phase 2                             <ul style="list-style-type: none"> <li>1. DECISION: Budget FY ’21 Funding for Community Paramedicine</li> <li>2. Implement Phase 2</li> </ul> </li>   <li>B. Development of a Community Health Plan (CHP)                             <ul style="list-style-type: none"> <li>1. Review Alachua County Community Health Assessment to identify gaps in Gainesville Health Care System</li> <li>2. Identify and contact potential partners to develop strategies to eliminate identified gaps.</li> <li>3. Identify staffing needs for CHP implementation</li> <li>4. Report to the City Manager</li> </ul> </li>   <li>C. Community Health as a Core Mission of Fire Rescue: Integration                             <ul style="list-style-type: none"> <li>1. Report to the City Manager</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li></li> <li>9/20</li> <li>10/20</li> <li></li> <li>11/20</li> <li>12/20</li> <li>12/20</li> <li>2/21</li> <li></li> <li>3/21</li> </ul>
Responsibility: Fire Chief Jeff Lane		

<b>ACTION: FOOD DESERT ELIMINATION ACTION PLAN</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Partners</li> <li>• Scope: Grocery Store/Restaurants</li> <li>• Healthy Foods Access</li> <li>• Food Economy</li> <li>• Community Expectation</li> <li>• Federal Grant Language</li> <li>• Food Choices</li> <li>• Travel/Access to Food</li> <li>• Nutrition</li> <li>• Educational Programs on Food Choices</li> </ul>	<ol style="list-style-type: none"> <li>1. Define “Food Desert” and “Low Access”</li> <li>2. Determine community needs and locations</li> <li>3. Investigate “best practices” from other communities</li> <li>4. Develop a plan and policy recommendations</li> <li>5. WORKSHOP: Presentation, Discussion and Direction</li> </ol>	<p>9/20</p> <p>10/20</p> <p>11/20</p> <p>12/20</p> <p>1/21</p>
Responsibility: Strategic Initiatives Director Roberta Griffith		

<b>ACTION: GAINESVILLE EAST INCENTIVIZED DEVELOPMENT PLAN</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Impediments to Redevelopment</li> <li>• Incentive Types</li> <li>• City/CRA Role</li> <li>• Wild Spaces Funding</li> <li>• Community Engagement</li> <li>• Comprehensive Plan Update</li> <li>• Funding Reality</li> <li>• Generations of Job Opportunities</li> <li>• Business Opportunities</li> <li>• Tacachale Property Development Opportunities</li> </ul>	<ol style="list-style-type: none"> <li>A. Conceptual Plan                             <ol style="list-style-type: none"> <li>1. Identify key issues, define the planning scope and determine funding available</li> <li>2. Develop methodology, funding mechanism, potential partners and community engagement</li> <li>3. Report to the City Manager</li> </ol> </li> <li>B. Tacachale Reuse Plan                             <ol style="list-style-type: none"> <li>1. Develop plan for site</li> <li>2. WORKSHOP: Presentation and Direction</li> </ol> </li> <li>C. 8<sup>th</sup>/Waldo Land Acquisition                             <ol style="list-style-type: none"> <li>1. Finalize purchase agreement</li> <li>2. DECISION: Land Acquisition Agreement</li> </ol> </li> </ol>	<p>8/20</p> <p>8/20</p> <p>9/20</p> <p>2/21</p> <p>3/21</p> <p>10/20</p> <p>11/20</p>
Responsibility: GCRA Director Sarah Vidal-Finn		



<b>ACTION: COMMUNITY/NEIGHBOR “WELL-BEING” INDEX/ METRICS</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Well Being Definition</li> <li>• Metrics</li> <li>• Best Practices</li> <li>• Link to County Health Department’s Community Health Plan</li> <li>• City Role</li> <li>• Use of Data</li> <li>• Funding</li> <li>• Partners</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Define “Well Being”</li> <li>2. Research and gather data on “best practices”</li> <li>3. Contact County Health Department – County Health Plan, review Alachua County Community Health Assessment</li> <li>4. Report to the City Manager</li> <li>5. WORKSHOP: Presentation and Direction</li> </ol>	<p><u>Time</u></p> <p>10/20</p> <p>11/20</p> <p>11/20</p> <p>12/20</p> <p>2/21</p>
Responsibility: Strategic Initiatives Director Roberta Griffith		

<b>ACTION: FEDERAL OPPORTUNITY ZONE: DIRECTION AND CITY ACTIONS</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Understanding “Opportunity Zone”</li> <li>• City Role – Information Provider</li> <li>• Marketing the Program</li> <li>• Showcasing Opportunities</li> <li>• Public/Private Partnerships</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Prepare updated Report</li> <li>2. Report to the City Manager</li> <li>3. WORKSHOP: Presentation and Direction</li> </ol>	<p><u>Time</u></p> <p>8/20</p> <p>9/20</p> <p>10/20</p>
Responsibility: Economic Development & Innovation Director Erik Bredfeldt		

<b>ACTION: PARTNERSHIP FOR RE-IMAGINING GAINESVILLE</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• MOU</li> <li>• Partner Funding</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Develop legal framework/agreement for partnership</li> <li>2. Report to the City Manager – MOU</li> <li>3. Develop application for Neighbors to apply for funding</li> <li>4. Receive submitted proposals</li> <li>5. Develop performance evaluation tool</li> </ol>	<p><u>Time</u></p> <p>9/20</p> <p>10/20</p> <p>10/20</p> <p>11/20</p> <p>3/21</p>
Responsibility: Strategic Initiatives Director Roberta Griffith		

<b>► Management in Progress 2020 – 2021</b>	<b>TIME</b>
1. GNV Cares Program: Implementation/Distribution of Dollars	Ongoing
2. U. S. Department of Labor Job Corps Site/Alternative Program	Ongoing
3. Heartwood Development:	Ongoing
a. Managing HOA	7/20
b. Realtor Listing	10/20
c. Model Home	8/20
4. 2019 – 2020 Annual Action Plan: Implementation/Recommendations for Projects	8/20
5. Meridian Behavioral Health – New Central Receiving Facility: Capital Outlay Request	1/21
6. Disparity Study: Award Contract [City Commission Decision]	1/21

<b>GOAL 2</b>	<b>SUSTAINABLE COMMUNITY</b>
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<p><b>ACTION: CITY ENVIRONMENTAL GOAL – 100% RENEWABLE ENERGY CITY ORGANIZATION</b></p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left; border-bottom: 1px solid black;"><i>Key Issues</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>Activities/Milestones</i></th> <th style="text-align: left; border-bottom: 1px solid black;"><i>Time</i></th> </tr> </thead> <tbody> <tr> <td style="vertical-align: top;"> <ul style="list-style-type: none"> <li>• City Facilities – Energy Efficiency</li> <li>• Fleet – Energy Efficiency</li> <li>• AVL Idling Monitoring and Reporting</li> <li>• LEED Certification</li> <li>• Financing Options</li> <li>• Payment from Savings</li> <li>• Electric vs. Hybrid Vehicles</li> </ul> </td> <td style="vertical-align: top;"> <p>A. City Fleet</p> <ol style="list-style-type: none"> <li>1. Analyze data on electric vehicles</li> <li>2. Receive electric bus</li> <li>3. Review “Engine Idling Guidelines”</li> <li>4. Report to the City Manager and Direction</li> <li>5. Implement modifications</li> </ol> <p>B. City Facilities</p> <ol style="list-style-type: none"> <li>1. Review existing City facilities</li> <li>2. Develop a long-term plan</li> <li>3. Report to the City Manager and Direction</li> </ol> </td> <td style="vertical-align: top;"> <p>10/20</p> <p>10/20</p> <p>11/20</p> <p>12/20</p> <p>1/21</p> <p>10/20</p> <p>12/20</p> <p>1/21</p> </td> </tr> </tbody> </table>	<i>Key Issues</i>	<i>Activities/Milestones</i>	<i>Time</i>	<ul style="list-style-type: none"> <li>• City Facilities – Energy Efficiency</li> <li>• Fleet – Energy Efficiency</li> <li>• AVL Idling Monitoring and Reporting</li> <li>• LEED Certification</li> <li>• Financing Options</li> <li>• Payment from Savings</li> <li>• Electric vs. Hybrid Vehicles</li> </ul>	<p>A. City Fleet</p> <ol style="list-style-type: none"> <li>1. Analyze data on electric vehicles</li> <li>2. Receive electric bus</li> <li>3. Review “Engine Idling Guidelines”</li> <li>4. Report to the City Manager and Direction</li> <li>5. Implement modifications</li> </ol> <p>B. City Facilities</p> <ol style="list-style-type: none"> <li>1. Review existing City facilities</li> <li>2. Develop a long-term plan</li> <li>3. Report to the City Manager and Direction</li> </ol>	<p>10/20</p> <p>10/20</p> <p>11/20</p> <p>12/20</p> <p>1/21</p> <p>10/20</p> <p>12/20</p> <p>1/21</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;"><b>PRIORITY</b></td> </tr> <tr> <td style="text-align: center;"><i>Policy – High</i></td> </tr> </table>	<b>PRIORITY</b>	<i>Policy – High</i>
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<b>PRIORITY</b>									
<i>Policy – High</i>									
Responsibility: Transportation and Mobility Director Malisa McCreedy (Fleet)/Public Works Director Phil Mann (Facilities)/GRU									

**ACTION: ZERO WASTE POLICY**

<b>PRIORITY</b>
<i>Policy</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Court Rulings</li> <li>• Community Composting</li> <li>• Commercial Collection</li> <li>• Residential Collection</li> <li>• Franchise: Trash Collection</li> </ul>	<p>A. Zero Waste Policy and Actions</p> <ol style="list-style-type: none"> <li>1. Complete “Zero Waste Study” with Alachua County</li> <li>2. Review Study</li> <li>3. WORKSHOP: Presentation and Direction</li> <li>4. DECISION: Report Acceptance and Policy Adoption</li> <li>5. Prepare budget proposal for FY ‘22</li> </ol> <p>B. Reusable Fuels</p> <ol style="list-style-type: none"> <li>1. Initiate a Study</li> <li>2. Prepare Report</li> <li>3. Report to the City Manager</li> <li>4. WORKSHOP: Presentation and Direction</li> </ol> <p>C. Community Composting</p> <ol style="list-style-type: none"> <li>1. Grant notification</li> <li>2. Select neighborhood</li> <li>3. Communicate with Neighbors</li> <li>4. Carts rollout</li> </ol> <p>D. Trash</p> <ol style="list-style-type: none"> <li>1. Decision: Alachua County</li> <li>2. Prepare bid documents</li> <li>3. Prepare recommendation</li> <li>4. DECISION: Direction</li> </ol>	<p>9/20</p> <p>9/20</p> <p>10/20</p> <p>11/20</p> <p>1/21</p> <p>8/20</p> <p>11/20</p> <p>12/20</p> <p>1/21</p> <p>8/20</p> <p>11/20</p> <p>12/20</p> <p>1/21</p> <p>TBD</p> <p>7/21</p> <p>9/21</p> <p>10/21</p>

Responsibility: Public Works Director Phil Mann
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<b>ACTION: NATURAL/CONSERVATION LAND ACQUISITION</b>		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• List of Acquisition Criteria</li> <li>• Impact on Gainesville East Economic Development Opportunities</li> <li>• Criteria for Buying Land</li> <li>• Development Potential</li> <li>• City Maintaining Land – Costs and Staffing</li> <li>• Timing of Acquisition</li> <li>• Cost of Property</li> <li>• Sensitive Lands with Unique Habitats</li> <li>• Urban Forest Management</li> </ul>	<ol style="list-style-type: none"> <li>1. Review the list of potential properties</li> <li>2. Develop priority list with criteria for purchase</li> <li>3. Report to the City Manager</li> <li>4. WORKSHOP: Presentation and Direction</li> </ol>	<p>9/20</p> <p>10/20</p> <p>10/20</p> <p>12/20</p>
Responsibility: Parks, Recreation and Cultural Affairs Director Steve Phillips		

<b>ACTION: LOCAL “GREEN NEW DEAL” FOR GAINESVILLE</b>		<b>PRIORITY</b>
		<i>Policy</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• “Green New Deal” – Definition for Gainesville</li> <li>• Best Practices</li> <li>• Federal Green New Deal</li> </ul>	<ol style="list-style-type: none"> <li>1. Investigate and research background and “best practices”</li> <li>2. Define: “Green New Deal” for Gainesville</li> <li>3. Report to the City Manager</li> <li>4. WORKSHOP: Presentation and Direction</li> </ol>	<p>10/20</p> <p>12/20</p> <p>2/21</p> <p>3/21</p>
Responsibility: Intergovernmental Affairs Coordinator Thomas Harrington		

<b>ACTION: URBAN AGRICULTURE ORDINANCE: ADOPTION</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ol style="list-style-type: none"> <li>1. Finalize ordinance</li> <li>2. Plan Board: Review</li> <li>3. DECISION: Ordinance Adoption</li> </ol>	<p>10/20</p> <p>10/20</p> <p>11/20</p>
Responsibility: Sustainable Development Director (Interim) Andrew Persons		

<b>ACTION: AMI/SMART METERS</b>		<b>PRIORITY</b>
		<i>GRU</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Agreement</li> <li>• Self-Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Finalize Agreements</li> <li>2. UAB: Review</li> <li>3. DECISION: Agreements Approval</li> </ol>	<p>8/20</p> <p>9/20</p> <p>9/20</p>
Responsibility: GRU		

<b>ACTION: SOLAR POWER PURCHASE AGREEMENT</b>		<b>PRIORITY</b>
		<i>GRU</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. PRESENTATION: Tentative Agreement	7/20
	2. DECISION: Approval of Power Purchase Agreement	7/20
Responsibility: GRU		

<b>► Management in Progress 2020 – 2021</b>		<b>TIME</b>
1. GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction	GRU	Ongoing
2. Electric Bus: In Service		10/20
3. Wetlands Recharge Purchase [City Commission Decision]		11/20
4. Carbon Emission Dashboard: Development (Budget FY '22) and Implementation		9/21
5. Street Lights LED Changeout		12/21

<b>GOAL 3</b>	<b>A GREAT PLACE TO LIVE AND EXPERIENCE</b>
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<b>ACTION: AFFORDABLE HOUSING STRATEGY</b>		<b>PRIORITY</b>
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Fragmented Approach by the City</li> <li>• Parcel Development for Affordable Homes</li> <li>• Use of Surplus City Land</li> <li>• City Role</li> <li>• Potential Partners</li> <li>• Leveraging Available Dollars</li> <li>• Use of Infill Lots</li> <li>• Community Conversation</li> </ul>	<ol style="list-style-type: none"> <li>1. Create working group</li> <li>2. Define responsible manager</li> <li>3. Develop and finalize an “Affordable Housing Strategy”</li> <li>4. Report to the City Manager</li> <li>5. WORKSHOP: Presentation and Direction</li> </ol>	<p>7/20</p> <p>8/20</p> <p>9/20</p> <p>9/20</p> <p>10/20</p>
Responsibility: City Manager Lee Feldman		



<b>ACTION: DOWNTOWN MASTER PLAN AND DEVELOPMENT STANDARDS/GUIDELINES</b>		<b>PRIORITY</b>
		<i>Policy – Top</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Boundaries: Downtown</li> <li>• Downtown Definition</li> <li>• Stakeholders</li> <li>• Use of CPTED Concepts</li> <li>• Density</li> <li>• Building Height</li> <li>• Connection to Adjacent Neighborhoods</li> <li>• National Retailers</li> <li>• Keeping Businesses Local</li> <li>• Park</li> <li>• One Downtown for Gainesville</li> <li>• Business Owners Sharing Responsible and Taking Owners</li> </ul>	<ol style="list-style-type: none"> <li>1. Evaluate RFP responses</li> <li>2. Prepare ranking</li> <li>3. DECISION: Ranking Approval</li> <li>4. Negotiate an agreement</li> <li>5. DECISION: Award Contract for Downtown Master Plan Preparation</li> <li>6. Kick off planning process</li> <li>7. Complete Downtown Master Plan</li> </ol>	<p>8/20</p> <p>9/20</p> <p>9/20</p> <p>10/20</p> <p>11/20</p> <p>12/20</p> <p>6/21</p>
Responsibility: Economic Development & Innovation Director Erik Bredfeldt		

<b>ACTION: EXCLUSIONARY ZONING POLICY</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Definition: Exclusionary</li> <li>• Purpose of Zoning</li> <li>• Zoning Categories</li> <li>• Variety of Housing Types: Style and Pricepoint</li> <li>• Affordable Housing Citywide</li> </ul>	<ol style="list-style-type: none"> <li>1. WORKSHOP: Presentation and Initial Direction</li> <li>2. Prepare a report</li> <li>3. Report to the City Manager: Presentation and Direction</li> </ol>	<p>8/20</p> <p>11/20</p> <p>12/20</p>
Responsibility: Sustainable Development Director (Interim) Andrew Persons		

<b>ACTION: VISION ZERO ACTION STRATEGY</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Staffing</li> <li>• Funding</li> <li>• Goals/Desired Outcomes</li> <li>• City Role</li> <li>• City Actions</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Develop a draft plan with outcomes and City actions</li> <li>2. Create working group</li> <li>3. Report to the City Manager</li> <li>4. Develop detailed Action Strategy</li> <li>5. WORKSHOP: Presentation and Direction</li> </ol>	<p><u>Time</u></p> <p>7/20</p> <p>8/20</p> <p>8/20</p> <p>2/21</p> <p>4/21</p>
Responsibility: Transportation and Mobility Director Malisa McCreedy		

<b>ACTION: HOMELESS CITY ACTION PLAN</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Goals/Desired Outcomes</li> <li>• Partners –Non-profit Organizations</li> <li>• Current Programs and Services</li> <li>• City Role</li> <li>• Alachua County Role</li> <li>• Relationship to Mental Health Services and Programs</li> <li>• Community Conversation</li> <li>• Case Management</li> <li>• Funding Streams</li> <li>• Emergency Housing Funding</li> <li>• Chronic Homelessness</li> <li>• Transitional Homelessness</li> <li>• Budget Accountability</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Re-connect with partners</li> <li>2. Develop a framework</li> <li>3. Report to the City Manager</li> </ol>	<p><u>Time</u></p> <p>9/20</p> <p>4/21</p> <p>5/21</p>
Responsibility: Assistant City Manager Deborah Bowie		

**ACTION: RENTAL HOUSING ORDINANCE**

<b>PRIORITY</b>
<i>Mgmt – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Ordinance</li> <li>• Fee Structure</li> <li>• Self-funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Finalize ordinance</li> <li>2. DECISION: Ordinance Adoption</li> <li>3. Develop program and fee structure</li> <li>4. DECISION: Fee Structure</li> </ol>	<p>7/20 7/20 11/20 12/20</p>

Responsibility: City Attorney Nicolle Shalley/Sustainable Development (Interim) Andrew Persons

**ACTION: COMPREHENSIVE PLAN UPDATE**

<b>PRIORITY</b>
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Community Engagement</li> <li>• Final Draft</li> <li>• Community Benefit for Increased Density</li> <li>• FDOT Context Sensitive Areas</li> <li>• Parking</li> <li>• Pleasant Street</li> <li>• Downtown (DT) Zoning</li> <li>• Midtown Density</li> <li>• Cultural Spaces</li> <li>• Design Standards</li> <li>• Density in DT and U9 Transect</li> <li>• Sidewalk Requirements</li> <li>• Corridor Plan for University Avenue</li> <li>• Transect Zoning for Waldo Road</li> <li>• Digital Access for New Developments</li> </ul>	<ol style="list-style-type: none"> <li>1. Complete draft plan</li> <li>2. DECISION: Comprehensive Plan Adoption</li> </ol>	<p>6/21 9/21</p>

Responsibility: Sustainable Development Director (Interim) Andrew Persons

<b>ACTION: LAND DEVELOPMENT CODE UPDATES</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	1. DECISION: Land Development Code – Single-Residents Occupancy [SRO]	9/20
	2. DECISION: Land Development Code – ADU	9/20
	3. DECISION: Land Development Code – Neighborhood Workshop/ Notification Process	10/20
	4. DECISION: Land Development Code – ROW/Street Vacation	10/20
	5. DECISION: Land Development Code – Building Orientation	12/20
	6. DECISION: Land Development Code – Building Frontage in Transects	12/20
Responsibility: Sustainable Development Director (Interim) Andrew Persons		

<b>► Management in Progress 2020 – 2021</b>	<b>TIME</b>
1. Bus System CAD-AVI System:	
a. RFP	7/20
b. Implementation	3/21
2. Micro Transit Routes: Implementation	8/20
3. One-Way Pairs: Evaluation, Design and Implementation	8/20
4. Transit Ability to Pay Fares: Smart Phone Implementation	8/20
5. Reichert House Service Expansion:	
a. Organization Structure/Resources	9/20
b. Financial Policy	12/20
6. BOLD Program Service Expansion:	
a. Organization Structure/Resources	9/20
b. Financial Policy	12/20
7. Parking Management: Policy Direction	9/20
8. Single-Family Tree Mitigation: Direction	9/20
9. Crime Watch /Neighborhood Watch Connectivity Expansion through Electronic Platform: Implementation	1/21
10. Special Events Process: Refinement	3/21
11. Pop-Up Learning Lab Web Development Plan	3/21
12. CPTED Expansion: Staffing Certification	4/21
13. Newnans Lake Watershed Management Plan	11/21
14. I-75 Florida Regional Advanced Mobility Elements (FRAME): Research	TBD

<b>► Major Projects 2020 – 2021</b>	<b>TIME</b>
1. Springtree Park Improvements	Completed
2. Wilhelmina Johnson Resource Center – Sharmie Ffar Park Pavilion	Completed
3. Morningside Nature Center – Timucua Huts	Completed
4. Residential Pavement Preservation Program	Ongoing
5. Depot Park Improvements – Electric Upgrades	7/20
6. SE 4 <sup>th</sup> Street Reconstruction Project: Construction	8/20
7. South 62 <sup>nd</sup> Milling and Re-Surfacing	
a. Design	8/20
b. Construction	8/21
8. Northside Park Improvements	8/20

► **Major Projects 2020 – 2021**

	<b>TIME</b>
9. T. B. McPherson Recreation Complex – Pavilion Roof Replacement	8/20
10. Hippodrome Theatre Improvements – Refresh Project	8/20
11. San Felasco Park – New 5-12 Playground	8/20
12. Hogtown Creek Headwaters Nature Park – Nature Center	9/20
13. Oakview Park Improvements	9/20
14. Albert “Ray” Massey Park Improvements – Baseball Fields, Drainage and Parking	9/20
15. A. Quinn Jones Museum and Cultural Center Improvements	9/20
16. Unity Park and Flatwood Conservation Area Trailhead	1/21
17. South 62 <sup>nd</sup> 2Extension to Clark Butler: Design and Land Acquisition	6/21
18. Clarence R. Kelly Community Center and Park	7/21
19. Westside Pool – Sun Shades	TBD
20. Northeast Pool – Locker Room Renovations	TBD
21. Splash Pad Equipment Renovations at H. Spurgeon Cherry and Dwight H. Hunter Pools	TBD
22. Lincoln Yard Trail	TBD
23. Sweetwater Recreation Trail – Phase 1	TBD

<b>GOAL 4</b>	<b>RESILIENT LOCAL ECONOMY</b>
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<b>ACTION: COMMUNITY BROADBAND</b>		<b>PRIORITY</b>
		<i>Policy – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• City Role: Equity</li> <li>• Desired Outcomes</li> <li>• Funding</li> <li>• Expectations: Use of GRUcom Resources</li> <li>• Alternative Service Models</li> <li>• Mayor-City Commission Direction</li> <li>• Heartwood HOA GRUcom for 11 Homes</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Issue RFP for consulting services</li> <li>2. Select consultant</li> <li>3. Complete broadband assessment and report</li> <li>4. DECISION: Direction</li> </ol>	<p><u>Time</u></p> <p style="text-align: center;">8/20 12/20 5/21 5/21</p>
Responsibility: Assistant City Manager Dan Hoffman/GRU		

<b>ACTION: CITY RESILIENCY ECONOMIC DEVELOPMENT POLICY AND STRATEGY</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Goals/Outcomes</li> <li>• City Role</li> <li>• GRU Role</li> <li>• Lessons from COVID-19</li> <li>• Access to Capital Funding</li> <li>• Inclusive Employment</li> <li>• Alachua County Role</li> <li>• Chamber of Commerce Role</li> <li>• University of Florida Role</li> <li>• City/CRA Incentives for Development</li> <li>• P3 Agreements</li> <li>• Partners</li> <li>• Economic Development Consolidation of Efforts</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Create working team and develop methodology</li> <li>2. Identify and evaluate current economic development structures, processes and activities</li> <li>3. Prepare a draft policy framework and working document</li> <li>4. Report to the City Manager</li> <li>5. Finalize Economic Development Policies and Strategies</li> <li>6. DECISION: City Resiliency Economic Development Policy and Strategy</li> </ol>	<p><u>Time</u></p> <p>9/20</p> <p>10/20</p> <p>11/20</p> <p>1/21</p> <p>3/21</p> <p>3/21</p>
Responsibility: Economic Development and Innovation Director Erik Bredfeldt		

<b>ACTION: SMALL BUSINESS RETENTION, GROWTH AND SUPPORT</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Façade Program</li> <li>2. Paint Program</li> <li>3. Job Creation</li> <li>4. Company Relocation</li> </ol>	<p><u>Time</u></p> <p>8/20</p> <p>8/20</p> <p>12/20</p> <p>12/20</p>
Responsibility: GCRA Director Sarah Vidal-Finn		



<b>ACTION: JOB TRAINING/CAREER DEVELOPMENT PROGRAM</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Five Points Area</li> <li>• Partners</li> <li>• Santa Fe College Role</li> <li>• Alachua County Schools Role</li> <li>• City Role</li> <li>• Job Corp Site Repurpose</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Feasibility Study for Bidwell Center [Chamber of Commerce Grant]</li> <li>2. Create City team to review job training/career development programs</li> <li>3. Report to the City Manager</li> </ol>	<p><u>Time</u></p> <p>2/21</p> <p>2/21</p> <p>2/21</p>
Responsibility: Economic Development and Innovation Director Erik Bredfeldt		

<b>ACTION: CITY-OWNED LAND INVENTORY AND DISPOSAL POLICY: IMPLEMENTATION</b>		<b>PRIORITY</b>
		<i>Mgmt – High</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Affordable Housing</li> <li>• Declaration of Surplus</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Select real estate broker</li> <li>2. DECISION: City Manager or City Commission</li> </ol>	<p><u>Time</u></p> <p>9/20</p> <p>9/20</p>
Responsibility: Economic Development and Innovation Director Erik Bredfeldt		

<b>ACTION: GCRA DEVELOPMENT AGREEMENT WITH INNOVATION SQUARE</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	A. Hyatt Place	
	1. Report to the City Manager	8/20
	2. Begin Construction	9/20
	B. Old Jack Bar Concept	
	1. Receive Financing Plan from developer	TBD
	2. Report to the City Manager	TBD
Responsibility: GCRA Director Sarah Vidal-Finn		

<b>ACTION: GTEC: DIRECTION</b>		<b>PRIORITY</b>
		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
• Desired Outcomes	1. Hire consultant	8/20
• Costs vs. Benefits	2. Identify outcomes	9/20
• City Role	3. Evaluate fee	9/20
• Incubator Space	4. Access costs and benefits	9/20
• Location of Incubator	5. Identify options	9/20
• Graduates	6. Report to the City Manager	10/20
• Fee	7. Refine Contract	1/21
	8. DECISION: Direction	2/21
Responsibility: GCRA Director Sarah Vidal-Finn		

► **Management in Progress 2020 – 2021**

1. Cornerstone Development: Potential Developer on a New Building on GTEC Campus
2. Job Corps Building: Direction
3. Downtown Parking Direction: Framework
4. Main Street: Application
5. P3 Report [GCRA]
6. EDA Grant for Evolving Loans: Eastside Businesses
7. RTS Site Redevelopment: Federal Appraisal and Environmental Study
8. Depot Park: Direction

TIME
Ongoing
Ongoing
8/20
9/20
TBD
TBD
TBD
TBD

<b>GOAL 5</b>	<b>“BEST IN CLASS” NEIGHBOR SERVICES</b>
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<b>ACTION: COMMUNITY POLICING/USE OF FORCE</b>		<b>PRIORITY</b>
		<i>Policy – Top</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Community Attendance at Neighborhood Watch Meetings</li> <li>• Use of Force</li> <li>• Zones</li> <li>• Racism Discussion</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Review “Use of Force” policy</li> <li>2. WORKSHOP: Presentation and Direction</li> <li>3. REPORT: Policy Changes and Alignment</li> <li>4. Implement Plan</li> </ol>	<p><u>Time</u></p> <p>7/20</p> <p>7/20</p> <p>8/20</p> <p>9/20</p>
Responsibility: Police Chief Tony Jones		

**ACTION: COMMUNITY ENGAGEMENT PROGRAM  
ENHANCEMENTS**

<b>PRIORITY</b>
<i>Policy –High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Goals/Desired Outcomes</li> <li>• Definitions: Involvement, Outreach and Engagement</li> <li>• Outreach to Whom</li> <li>• Building Relations with Neighbors and our community</li> <li>• Funding</li> <li>• Charter Officer Involvement</li> <li>• Different Approaches: General Government and GRU</li> <li>• City Staff vs. Outsource</li> <li>• City Commissioner Roles and Responsibilities</li> <li>• Guidelines for Community Builders</li> <li>• Community Expectations</li> <li>• Community Builder Expectations</li> <li>• Involvement during the Development of the Comprehensive Plan Update</li> </ul>	<ol style="list-style-type: none"> <li>1. Finalize engagement plan for the development of the Comprehensive Plan update</li> <li>2. Re-establish Community Builder working group</li> <li>3. Develop comprehensive guidelines, strategy and tool box applying to the right issues/topics</li> <li>4. DECISION: Budget FY '21 Funding for Community Engagement</li> <li>5. Develop Training Class “Conducting Public Meetings”</li> <li>6. Develop Training Class “Conflict Management</li> </ol>	<p>9/20</p> <p>11/20</p> <p>1/21</p> <p>9/21</p> <p>TBD</p> <p>TBD</p>

Responsibility: Communications & Engagement Director Shelby Taylor
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<b>ACTION: COMPREHENSIVE INFORMATION TECHNOLOGY UPGRADE</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Business Applications</li> <li>• Own Software</li> <li>• Website</li> <li>• Notifications</li> <li>• CRM</li> <li>• Queue and Priorities</li> <li>• Revisit GRU/City Relations</li> <li>• Hire Developers vs. Purchase a Product</li> <li>• Support for Business Applications</li> <li>• Dedication Person for General Government</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Develop comprehensive list of business applications – General Government</li> <li>2. Identify issues with GRU</li> <li>3. Analyze business software packages</li> <li>4. Understand City departmental needs and future plans</li> <li>5. Complete audit of Current General Government and GRU relations and services</li> <li>6. Report to the City Manager</li> </ol>	<p><u>Time</u></p> <p>8/20</p> <p>8/20</p> <p>9/20</p> <p>11/20</p> <p>11/20</p> <p>1/21</p>
Responsibility: GRU/Technology and Innovation Director (Interim) Dave Duda		

<b>ACTION: RTS BUS REPLACEMENT</b>		<b>PRIORITY</b>
		<i>Policy</i>
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• New Buses – Number and Type</li> <li>• Funding Mechanism</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Order new buses (12)</li> <li>2. Develop bus upgrade plan and funding mechanism</li> <li>3. Prepare budget proposal</li> <li>4. DECISION: Budget FY '22 Funding for Bus Replacement</li> </ol>	<p><u>Time</u></p> <p>Completed</p> <p>4/21</p> <p>4/21</p> <p>9/21</p>
Responsibility: Transportation and Mobility Director Malisa McCreedy		

<b>ACTION: PHASED ANNEXATIONS POLICY</b>	<b>PRIORITY</b>	
	<i>Policy</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• GRU Service Area</li> <li>• Goals/Desired Outcomes</li> <li>• Squaring Boundaries</li> <li>• Alachua County – Charter Amendment</li> <li>• GRU Surcharge</li> <li>• Revenue Impacts: Positive and Negative</li> <li>• Phasing of Annexation</li> <li>• Voluntary Annexations – City Marketing</li> </ul>	<ol style="list-style-type: none"> <li>1. Review existing policies and past actions</li> <li>2. Report to the City Manager</li> <li>3. WORKSHOP: Presentation and Direction</li> </ol>	<p>12/20</p> <p>1/21</p> <p>2/21</p>
Responsibility: Sustainable Development Director (Interim) Andrew Persons		

<b>ACTION: FINANCIAL MODEL: DEVELOPMENT (10- YEAR)</b>	<b>PRIORITY</b>	
	<i>Mgmt – Top</i>	
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• 10 year Financial Model – Revenues and Expenditure Projects</li> <li>• Real Time Model – Adjusting to Changing Economic Conditions</li> <li>• Cash Flow Management</li> <li>• Impact on City Services and Staffing</li> </ul>	<ol style="list-style-type: none"> <li>1. Define the project scope and determine methodology and costs</li> <li>2. Report to the City Manager</li> </ol>	<p>11/20</p> <p>12/20</p>
Responsibility: Budget and Finance Director Cynthia Ramos		

**ACTION: GRU GENERAL FUND TRANSFER**

<b>PRIORITY</b>
<i>Mgmt – Top</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Formula Recommendation by Third Party</li> <li>• Preserving Existing Dollars</li> <li>• Future Projections</li> </ul>	<ol style="list-style-type: none"> <li>1. Hire independent consultant</li> <li>2. Prepare report with options</li> <li>3. DECISION: Direction</li> </ol>	<p>9/20</p> <p>12/20</p> <p>1/21</p>

Responsibility: Assistant City Manager Fred Murry/GRU

**ACTION: COVID – 19 AFTER ACTION REPORT**

<b>PRIORITY</b>
<i>Mgmt – High</i>

<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> <li>1. Prepare After Action Report</li> </ol>	<p>TBD</p>

Responsibility: City Manager Lee Feldman



<b>ACTION: COMMUNITY BUILDER/EMPLOYEE</b>		<b>PRIORITY</b>
<b>BENEFITS STUDY</b>		<i>Mgmt</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Healthcare Benefits</li> <li>• Funding</li> </ul>	<ol style="list-style-type: none"> <li>1. Prepare report</li> <li>2. Report to the City Manager</li> <li>3. PRESENTATION: Report</li> </ol>	<p>7/20</p> <p>8/20</p> <p>9/20</p>
Responsibility: Risk Management Director Steve Varvel		

<b>ACTION: UTILITY BILLS: DIRECTION</b>		<b>PRIORITY</b>
		<i>GRU</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• General Fund Transfer</li> <li>• Affordable Rates</li> <li>• Competitive Rates</li> <li>• Actions to Mitigate Increased Costs</li> <li>• GRU Reductions: Frozen Positions or Eliminated Positions</li> <li>• Response to Increased Service Demands</li> <li>• GRU Debt/Reserves</li> <li>• Profit Squeeze</li> <li>• Paying More Than Profit</li> <li>• Link GRU to General Government Budgets</li> <li>• Billing Methods</li> </ul>	<ol style="list-style-type: none"> <li>1. Report: Mitigation Strategies and Options</li> <li>2. DECISION: Direction</li> </ol>	<p>7/20</p> <p>8/20</p>
Responsibility: GRU		

<b>ACTION: GRU CUSTOMER SERVICE SYSTEMS: UPGRADE [CRS]</b>		<b>PRIORITY</b>
		<i>GRU</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
<ul style="list-style-type: none"> <li>• Age of System</li> <li>• Link to AMI and Meters</li> </ul>	<ol style="list-style-type: none"> <li>1. Develop report</li> <li>2. DECISION: Award Contract for Upgrade</li> <li>3. Develop implementation plan</li> <li>4. Kick off new system</li> </ol>	<p>9/20</p> <p>10/20</p> <p>3/21</p> <p>4/21</p>
Responsibility: GRU		

<b>ACTION: GRU DEERHAVEN PLANT GASIFICATION PROJECT</b>		<b>PRIORITY</b>
		<i>GRU</i>
<u>Key Issues</u>	<u>Activities/Milestones</u>	<u>Time</u>
	<ol style="list-style-type: none"> <li>1. Complete final study</li> <li>2. Modify boiler/burner configuration</li> <li>3. Complete conversion</li> </ol>	<p>7/20</p> <p>12/20</p> <p>2022</p>
Responsibility: GRU		

<b>ACTION: TRUNKED RADIO SYSTEM</b>		<b>PRIORITY</b>		
		<i>GRU</i>		
<p><u>Key Issues</u></p> <ul style="list-style-type: none"> <li>• Public Safety</li> <li>• Two Years Ago Upgrade Funded through Rates</li> <li>• Funding Users</li> <li>• GRU Absorbed Costs</li> <li>• Differences: Alachua County and City of Gainesville</li> </ul>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Renegotiate contract</li> <li>2. DECISION: Contract Approval</li> </ol>			
		<u>Time</u>		
		9/20		
		10/20		
<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">Responsibility:</td> <td>GRU</td> </tr> </table>			Responsibility:	GRU
Responsibility:	GRU			

<b>ACTION: IT GOVERNANCE</b>		<b>PRIORITY</b>		
		<i>GRU</i>		
<p><u>Key Issues</u></p>	<p><u>Activities/Milestones</u></p> <ol style="list-style-type: none"> <li>1. Create Steering Committee</li> <li>2. Presentation: Charter Officers</li> <li>3. Complete training for Steering Committee</li> </ol>	<p><u>Time</u></p> <p>9/20</p> <p>10/20</p> <p>11/20</p>		
<table border="1" style="width: 100%;"> <tr> <td style="width: 20%;">Responsibility:</td> <td>GRU</td> </tr> </table>			Responsibility:	GRU
Responsibility:	GRU			

► **Management in Progress 2020 – 2021**

	<b>TIME</b>
1. Fuel Hedging Program: Initiated	Completed
2. Lobbyist Contract: Amendments [Federal Government and State of Florida]	Completed
3. Stormwater Management Billing Options: Direction and Implementation	Completed
4. Welcome Kit and e-Welcome Kit for Clerk of the Commission	Completed
5. Permit GNV (Cloud-Based Permitting Platform: Implementation	Completed 2/21
a. Building	
b. Planning and Codes	
6. Virtual Inspections: Expansion	Completed
7. Southwest Parking Garage Cameras Upgrade: Implementation	Completed
8. Return to Work Plan: Development and Implementation	Ongoing
9. FY 2020 Revenues and Assessments: Spending Limitations	Ongoing
10. FEMA Documentation and Tracking for COVID-19	Ongoing
11. Learning Core Services Processes: Review and Modification	Ongoing
12. Federal/State of Florida COVID-19 Stimulus Funding: Tracking	Ongoing
13. Financial Audit FY 2019: Completion	6/20
14. Construction Contracts Template: Update	7/20
15. Neighbor Survey: Completion and Report	7/20
16. Assets Works System for Fleet Parts and Inventory: Tracking Implementation	8/20
17. Voice Services: Installation	8/20
18. Fire Tactical Medical Support Team MOU: Completion	8/20
19. City Contracts Centralization: Completion	9/20
20. FEMA Recovery for Hurricane Irma: Finalization	9/20
21. Parks, Recreation and Cultural Affairs Departmental Restructure: Completion	9/20
22. Engineering Design & Construction Manual: Update	9/20
23. Perform GNV System	9/20
24. Code for Gainesville Brigade	9/20
25. CGI SOWS for W-4: Update	9/20
26. Intranet Network for Community Builders: Framework	10/20
27. Telephones Town Halls: Implementation	10/20
28. City Commercial Lease – Property Management Company: Selection	10/20
29. GNV Design: Prototype	10/20
30. Smart Light Control Nodes: Contract and Initiation	10/20
31. CGI: Contract Renewal	10/20

► **Management in Progress 2020 – 2021**

	<b>TIME</b>
32. CRM: Implementation	
a. Phase 1 – 311	11/20
b. Phase 2 – Notifications	3/21
33. Legislative 2021 Priorities and Allocation Requests: Completion	11/20
34. Policy Banners for the City: Mechanism for Management	12/20
35. Resource Finder for Community	12/20
36. Code Enforcement GIS: Implementation	12/20
37. Text Messaging: Archiving Plan	1/21
38. URI: Elimination	1/21
39. Fire Station 9: Land Acquisition	1/21
40. CAFR Award: Completion	2/21
41. Civic Innovations NSF Grant	3/21
42. Fire Service Expansion for Growth: Feasibility Study, Report and Direction	3/21
43. Website Redesign: Launch	4/21
44. Tele-Working Guidelines: Update	8/21
45. Total Rewards Program: Implementation – Phase 2	9/21
46. Class/Comp Process: Review and Modifications	11/21
47. Recruiting Process: Review and Modifications	11/21
48. Pension Plans: Administrative Hearings	TBD
49. Landscape Maintenance: GCRA Properties and Streetscape Features	TBD
50. Emergency Policies for Events: Development	TBD
51. Employee Incentivizing Program: Report with Options and Direction	TBD
52. Hummingbird Records/Documentation Work Day Management: Implementation	TBD
53. Cyber Security Audit	TBD
54. City Auditor: Reports	TBD

► **Major Projects 2020 – 2021**

1. Sewer Lining Projects
2. Manhole Upgrades
3. Water Meter Changeout
4. Murphree Water Treatment Plant Electric Upgrades
5. City Hall Roof Replacement
6. GCRA Office: Buildout
7. Main Street Water Reclamation: Capacity and Renewal Plan
8. Kelly Plant Generation Station: Turbine Generator Replacement

TIME
Ongoing
Ongoing
Ongoing
9/20
10/20
12/20
2/21
6/21

# **SECTION 4**

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## **POLICY CALENDAR 2020 – 2021**

## MONTH

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July 2020

1. DECISION: Rental Housing Ordinance Adoption
2. DECISION: Solar Power Purchase Agreement
3. WORKSHOP: Community Policing/Use of Force
4. PRESENTATION: Solar Power Purchase



## MONTH

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August 2020

1. DECISION: Utility Bills Direction
2. WORKSHOP: Exclusionary Zoning Policy Presentation and Direction
3. REPORT: Community Policing/Use Of Force Policy Changes and Alignment
4. Report to the City Manager: Vision Zero Action Strategy
5. Report to the City Manager: GCRA Innovation Square – Hyatt Place

## MONTH

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September 2020

1. DECISION: Budget FY '21 Funding for Community Paramedicine – Phase 2
2. DECISION: Downtown Master Plan and Development Standards/Guidelines Ranking Approval
3. DECISION: Land Development Code – Single-Residents Occupancy [SRO]
4. DECISION: Land Development Code – ADU
5. DECISION: AMI/Smart Meters
6. DECISION: City-Owned Land Inventory and Disposal Policy Implementation – Real Estate Broker Contract [City Commission or City Manager]
7. DECISION: Budget FY '21 Funding for Community Engagement
8. PRESENTATION: Community Builder/Employee Benefit Study
9. Report to City Manager: Gainesville East Incentivized Conceptual Plan
10. Report to the City Manager: Federal Opportunity Zone
11. Report to the City Manager: Affordable Housing

## MONTH

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October 2020

1. DECISION: Land Development Code – Neighborhood Workshop/ Notification Process
2. DECISION: Land Development Code – ROW/Street Vacation
3. DECISION: Award Contract for GRU Customer Service Systems Upgrade
4. DECISION: Award Contract for Trunked Radio System
5. WORKSHOP: Federal Opportunity Zone Presentation and Direction
6. WORKSHOP: Zero Waste Policy Presentation and Direction
7. WORKSHOP: Affordable Housing Strategy Presentation and Direction
8. Report to the City Manager: Natural/Conservation Land Acquisition
9. Report to the City Manager: GTEC Direction
10. Presentation to Charter Officers: IT Governance

## MONTH

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November 2020

1. DECISION: 8<sup>th</sup>/Waldo Land Acquisition Agreement
2. DECISION: Zero Waste Policy Report Acceptance and Policy Adoption
3. DECISION: Urban Agriculture Ordinance: Adoption Ordinance Adoption
4. DECISION: Award Contract for Downtown Master Plan Preparation
5. DECISION: Wetlands Recharge Purchase

## MONTH

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<h3>December 2020</h3>
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1. DECISION: Rental Housing Ordinance Fee Structure
2. DECISION: Land Development Code – Building Orientation
3. DECISION: Land Development Code – Building Frontage in Transects
4. WORKSHOP: Natural/Conservation Land Acquisition Presentation and Direction
5. Report to City Manager and Direction City Environmental Goal – City Fleet
6. Report to the City Manager Zero Waste Policy – Reusable Fuels
7. Report to the City Manager: Exclusionary Zoning Policy Presentation and Direction
8. Report to the City Manager: Financial Model: Development (10-Year)
9. Report to the City Manager: Community/Neighbor “Well-Being” Index/Metrics

## MONTH

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January 2021

1. DECISION: GRU General Fund Transfer Direction
2. DECISION: Award Contract for Disparity Study
3. WORKSHOP: Food Desert Elimination Action Plan Presentation, Discussion and Direction
5. Report to the City Manager and Direction: City Environmental Goal – City Facilities
4. WORKSHOP: Zero Waste Policy – Reusable Fuels Presentation and Direction
6. Report to the City Manager: Comprehensive Information Technology Upgrade
7. Report to the City Manager: Phased Annexations Policy
8. Report to the City Manager: City Resiliency Economic Development Policy and Strategy

## MONTH

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February 2021

1. DECISION: GTEC Direction
2. WORKSHOP: Phased Annexations Policy: Presentation and Direction
3. WORKSHOP: Community/Neighbor “Well-Being” Index/Metrics Presentation and Direction
4. Report to the City Manager: Local “Green New Deal” for Gainesville
5. Report to the City Manager: Community Health Plan
6. Report to the City Manager: Job Training/Career Development Program

## MONTH

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March 2021

1. DECISION: City Resiliency Economic Development Policy and Strategy
2. WORKSHOP: Tacachale Reuse Plan Presentation and Direction
3. WORKSHOP: Local “Green New Deal” for Gainesville Presentation and Direction
4. Report to the City Manager: Community Health as a Core Mission of Fire Rescue



## MONTH

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April 2021

1. WORKSHOP: Vision Zero Action Strategy Presentation and Direction

## MONTH

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May 2021

1. DECISION: Community Broadband Direction
2. Report to the City Manager: Homeless City Action Plan