

City of Gainesville
2004 Goals and Objectives

Goal:	Encourage Economic Development
Goal:	Continue Our Commitment to Recreation/Park Services and the Environment
Goal:	Improve and Develop City Infrastructure
Goal:	Continued Focus on Neighborhoods through Community Development
Goal:	Ensure Citizens the Highest Level of Public Safety
Goal:	Foster Intergovernmental Cooperation
Goal:	Improve Organizational Effectiveness by Addressing Internal Issues
Goal:	Address Utility Issues

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Encourage Economic Development	Assigned Department(s)	Status
Objectives		
Explore possibility of a speculative building on the ramp for FedEx, UPS, Next Day Air, etc.	Economic Development	ED Department partnering with Airport to explore alternatives to assist with the financing of the Eclipse aviation facility.
Show support for small business development and transitioning ventures through programs such as a small business incubator, GTEC, and/or a bank consortium	Economic Development	ED Department continues to partner with Chamber on managing GTEC. Small Business loan program referred to P & O Committee.
Previous Year Item Develop support for entrepreneurial businesses by hosting an Entrepreneurial Summit, and creating action items at that Summit	Economic Development	ED Summit held in June 2004. Next Summit to be held in April 2005.
Previous Year Item Improve our image with, and accommodations for, businesses through a smoother processing of licenses, fees, and permitting; and coordinating customer service training for employees and the community in cooperation with other entities	Building Inspections; Community Development; Human Resources	Special customer service training held on 05/20/04 and 05/28/04 for Building Inspections and Community Development. 128 City enrollees attended the 4 Disney Institute Training Sessions held on 11/17/04.
Revitalization of redevelopment areas not limited to CRA designation or boundaries, such as NW and SW 13th Street Corridors, former Gainesville Dodge Dealership.	Economic Development; Community Development	Worked with buyer/developer toward redeveloping of Gainesville Dodge site; worked closely with Lowe's on NW 13th Street Corridor; trip credits for redevelopment of NW 13th Street Corridor are proposed in TCEA Zone B amendments per Commission direction; hired HHI to analyze blight south of Depot Avenue for possible CRA expansion.
Goal: Continue Our Commitment to Recreation/Park Services and the Environment	Assigned Department(s)	Status
Objectives		
Address Recreation Funding	Recreation & Parks; OMB	Staff worked with the County and Recreation Coordinating Committee on the Countywide Recreation Sales Tax Initiative. Tax failed by less than 2,000 votes. Precincts inside the City limits voted for the tax. Precincts outside the City limits caused it to fail.

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	Completion of Cone Park	Recreation & Parks	Phase 1 completed in April 2004 which included a recreation center, playground equipment and soccer fields. Phase 2 was slated to be addressed in the Countywide Recreation Sales Tax Initiative which failed. Additional development will be pursued through the City's Capital Improvement Program, grants, etc.
	Completion of Depot Park	Community Development; Public Works; Recreation and Parks	Skateboard Park will not be completed until late 2006 or early 2007. Groundbreaking Ceremony for the west pond remediation construction project was held in February 2005. Continuation of federal lobbying initiative for additional funding.
	Protect ecological areas for recreation and educational purposes	Recreation and Parks	Nature Operations has specialized professional staff trained in natural resource management and environmental education that conducts assessments on all City-owned land. Plans for access, education and restoration are implemented in these areas. The Department is also highly involved in writing and acquiring grants from the state for land acquisition, development and natural resource management such as exotic plant removal and habitat restoration. Ecological Overlay Ordinance was approved by the City Commission.
	Explore the possibility of a Senior Citizen Complex	Recreation and Parks	This facility was proposed as part of the Countywide Recreation Tax, which failed. Presently, the Thelma Bolin Center serves as the City's Senior Citizen Center.
Goal:	Improve and Develop City Infrastructure	Assigned Department(s)	Status
	Objectives		
Previous Year Item	Road Resurfacing - neighborhood roads, improved level of service	Public Works	Expanded the Pavement Management to include use of other maintenance techniques to assure the most effective use of funding. Resurvey 1/3 of the City streets annually to ensure program effectiveness. Adopted pavement management consultant recommendations and appropriated \$97k per year over the next 3 years in additional funding for roadway resurfacing.
Previous Year Item	Traffic Signal Study - improve signalization; add/remove signals	Public Works	Retimed signals in 2 corridors; NW/SW 13th Street from Archer Road to NW 39th Avenue from Main Street to 34th Street.

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	Explore the possibility of constructing a parking garage next to City Hall	Public Works	SW Downtown Parking Garage opened on 12/13/04. No progress on City Hall garage due to funding issues.
	Increase the expansion of public transportation	Public Works	In process of replacing aged fleet with innovative technology; expanding community outreach program and response to changing service needs with public input, continuing to enhance RTS presence through fixed facilities and customer amenities. VA employees added to Bus Pass Program.
Previous Year Item	Storm water Management Projects	Public Works	Depot Park - Phase 1 construction started 02/21/05. Sweetwater Branch Master Plan completed. Turnblin Creek Master Plan has just begun. Duval Basin Design completed.

Goal:	Continued Focus on Neighborhoods through Community Development	Assigned Department(s)	Status
	Objectives		
Previous Year Item	Continue to protect single family neighborhoods	Community Development	Porters, Oakview and North Lincoln Estates brought into Neighborhood Planning Program; working with each on improvements and grants. Petition requiring cell towers to be camouflaged or set back when near single-family neighborhoods was approved by Commission in 2004 and pending ordinance reading. Petitions limiting development to 3 stories in BT, BUS, W, BA when adjacent to residential approved by Commission in 2004.
	More evenly distributed affordable housing throughout the area	Community Development	CDBG /HOME allocation process amended to give priority to affordable housing either outside target areas or when part of mixed-income developments.
Previous Year Item	Strengthen partnerships and cooperation with non-profit entities, such as The Dignity Project, Habitat for Humanity, etc.	Community Development	Working in partnership with non-profit housing providers to donate City-owned vacant parcels for affordable infill housing development (annual basis). City provided block grant funding to CFCAA, NHDC, Dignity.
	Continue enhancement of code compliance - specifically for the Eastside of Gainesville	Community Development	CRA added \$20k to east side demolitions; Code Enforcement inventorying and mapping status of all boarded and dangerous buildings; CRA contributed \$10k to inmate cleanup for east side.

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<p>Explore models of collaboration between public sector, including University of Florida and Santa Fe Community College, and private sector that have been successful in other university communities in the areas of urban design, economic development, social progress</p>	<p>Community Development</p>	<p>City retained HHI to do Graphic Master Plan in coordination with UF and SFCC; City participates in UF Land Use and Facilities Planning Committee and UF Master Plan update; SFCC agreed to interlocal agreement for master planning.</p>
<p>Look at infill policies and Transportation Concurrency Exception Area</p>	<p>Community Development</p>	<p>Proposed amendments to Zone C presented to Commission July 2004 and January 2005; workshop (CDC) scheduled March 2005. Established height limits in 2004 in RMF 6,7,8, RH-1 and 2 to protect nearby single-family neighborhoods; CDC reviewed cluster ordinance and Commission initiated petition.</p>
<p>Previous Year Item Improve housing stock in blighted areas through: a) cooperation with organizations such as NHDC, Habitat for Humanity, Dignity Project; b) infill vacant lots; c) address the back log in housing rehabilitation assistance; d) continued revitalization of BT Washington and Springhill neighborhoods</p>	<p>Community Development</p>	<p>a) Working with non-profit housing providers to donate City-owned vacant land for housing development. November 2004, submitted letters to providers. Staff finalizing property requests for Commission approval. b) Housing Division developing infill housing through Cedar Grove II (estimated completion April 2006-131 units), Model Block Project (w/CRA, underway), SEGRI project (preliminary planning stage) and other scattered sites. c) Housing Division reduced list from 6 years to approximately 4 years. Housing Division provides rehabs based on available funding (41 units in FY 2004). d) Duval Area (w/Public Works) - in process of acquiring land for infill development. Springhill neighborhood on hold to possibly fund acquisitions for SEGRI project.</p>
<p>Goal: Ensure Citizens the Highest Level of Public Safety</p>	<p>Assigned Department(s)</p>	<p>Status</p>
<p>Objectives</p>		
<p>Party Patrol - continue funding</p>	<p>Police Department, OMB</p>	<p>Party Patrol received funding from the City Commission for this fiscal year in the total amount of \$135,000. Funding from the Byrne Grant has ended as of September 30, 2004. Party Patrol details continue to be staffed on a regular basis through the overtime funding noted above.</p>

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	<p>Public Safety Infrastructure - New GPD headquarters, Reichert House Improvements, Wireless system</p>	<p>Police Department; Facilities Management</p>	<p>New GPD Building: On 2/14/05 the City Commission approved a bond issue to purchase a 14,000 square foot building adjacent to current GPD Headquarters. Proceeds from the bond issue, plus additional funds from the LECFTF will be used to purchase and renovate the new building, as well as additional renovations to the current facility and the SIU building. By acquiring the adjacent building, there should be no need to build a new facility for at least 10 years. Reichert House: In August 2004, the Black on Black Crime Task Force contracted with Joyner Construction as the general contractor for this building project. Construction began in December 2004, with an anticipated completion date of September 2005. Much of the work has been completed by inmates from the Dept. of Corrections and students at Job Corps. As of February, all of the perimeter block walls are up and the roof trusses installed. Wireless Project: GPD's new Records Management System and the related "Wireless Project" went live on January 20, 2004. All Operational Personnel completed training by June 24, 2004. As of June 2004, GPD has fully implemented the major modules of this new system, which include Field Reporting, Arrest Affidavits, Employee Records, Training Records, Case Management, scanning written documents and attaching Jail Mug Shot Photos to related names. Also implemented was the new P2C (Police to Citizen) website containing daily bulletins of up-to-the-hour information, crime mapping, viewing of the first page of police reports and the ability of citizens to print a copy of their vehicle crash report. In the near future, the plan is to implement a new Property and Evidence Module, and to begin to add crime scene photos to the incident reports.</p>
	<p>Resume responsibility of handling city public safety calls</p>	<p>Police Department; OMB</p>	<p>Communication Center: GPD staff is finalizing a presentation to be made before the City Commission within the next two months outlining a detailed plan for a co-located call handling facility.</p>
<p>Previous Year Item</p>	<p>Examine, and if possible, incorporate findings of County's Master Plan for Fire Services in regards to fire station replacements and relocation</p>	<p>Fire Rescue</p>	<p>The City and County Commissions met and discussed the results of the Master Plan on March 10, 2005. It was determined that further pursuit of a merger is not desirable at this time.</p>

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<p>Previous Year Item</p>	<p>Analyze staffing levels for public safety departments based on a national accreditation organization's standards</p>	<p>Fire Rescue; Police Department; OMB</p>	<p>Staffing Levels: The GPD Planning Unit analyzes all staffing levels during staff inspections to ensure they are in compliance with accreditation standards. GFR is nearing the end of its staffing study that will compare national levels as well as peer cities in Florida. A report will be made to the City Commission in June.</p>
	<p>Increased sense of security downtown</p>	<p>Police Department; Community Development</p>	<p>The GPD Downtown Unit was implemented on August 18, 2004. It consists of 5 police officers (new grant positions and CRA funding of \$20k), along with one existing supervisor. The unit is assigned to work the downtown area and deal with business owners and citizens. This has increased police presence in the downtown area and has had a positive impact on citizens' sense of security. Commanders have been meeting with other City staffers on a task team which has as its objective to improve the feeling of safety in the Downtown Community Plaza and increase its use during daytime hours. CRA and City team proposed a package of upgrades to physical conditions at Plaza and elsewhere downtown which has been approved by the City Commission and is funded.</p>

Goal:	Foster Intergovernmental Cooperation	Assigned Department(s)	Status
	<p>Objectives Conduct City Commission workshops to discuss issues pertaining to annexation, interlocal service agreements, consolidation of City and County governments, the Combined Communication System, fire services in the urbanized unincorporated area, and changes to the Urban Reserve Line.</p>	<p>City Clerk; OMB; City Manger; Fire Rescue</p>	<p>The City Commission held a workshop to discuss Urban Reserve Map changes on January 13, 2005. The Fire Rescue Department has worked closely with the OMB staff to answer questions relating to the topic of fire merger which the joint commissions decided not to pursue any further on March 10, 2005. A report on a co-located communications facility will be presented to the City Commission within the next two months. Office of Management and Budget staff is working with County staff on a transition of services agreement after annexations.</p>

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Goal:	Improve Organizational Effectiveness by Addressing Internal Issues	Assigned Department(s)	Status
	Objectives		
	Conduct a workshop to discuss possible resolutions to the tension that exists between goals, i.e. infill vs. environment concerns, recreation, LOS, etc.	City Manager, City Clerk	Tensions between competing goals / interests will be discussed further at the City Commission retreat tentatively scheduled for June 23, 2005.
	Review of time frames or timelines for action items that move between City Commission and city departments, department to department, or department to City Commission	City Manager, City Clerk	Referrals are periodically reviewed by the City Commission through its agenda process.
	Continue progress in area of Equal Opportunity and Affirmative Action (both internal and external services)	Equal Opportunity (EO) Office	<p>1) Implement provisions of Charter Officer Ordinance. Each of the specific duties outlined in Section 3.08 of the City of Gainesville's Code of Ordinance for the Equal Opportunity Director have been implemented. In addition, EO is working to develop tools to improve processes related to the described duties.</p> <p>2) Establish Performance Measures for the EO Office. Reviewed the City Auditor's findings concerning the investigative process and have implemented each of the recommendations with the exception of implementing an automated case management system. Surveyed and made site visits to other Equal Opportunity agencies to try to identify a cost-effective system that has the necessary functionality.</p> <p>3) Develop community outreach and public education plan. EO changed the focus from strictly internal outreach and education to encompass the entire community this year. Palm cards explaining rights and responsibilities related to our discrimination ordinance were distributed to the more than 6,000 organizations that have obtained an Occupational License to do business within the City of Gainesville. A forum to educate business owners on their equal opportunity responsibilities was held in conjunction with the Chamber of Commerce. Advertisements reminding citizens of the discrimination ordinance were placed in the Gainesville Sun periodically.</p>

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<p>Continue progress in area of Equal Opportunity and Affirmative Action (both internal and external services)</p>	<p>Equal Opportunity Office</p>	<p>This office sponsored a career fair where many General Government & GRU departments participated. While the main goal of the career fair was to expose women and minorities to employment opportunities with the City, more than 200 citizens from a wide variety of demographic backgrounds attended. Provided community forums on Fair Housing and the ADA. These events provided opportunities to discuss equal opportunity rights and responsibilities with large citizen groups. The Director personally became involved in the "Communities for a Lifetime" initiative which attempts to increase the opportunities for older adults to fully participate in our community.</p> <p>An Equal Opportunity website was implemented this year to help provide for two way communication and education. Two commercials (one concerning discrimination and one recruitment) are in production processing to be shown by Cox Cable, on targeted channels, during times likely to reach the largest viewing audience. Plans are underway to expand the use of multi-media such as cable television, especially Channel 12.</p> <p>4) Implement internal strategic plan. During the past year an Internal Diversity Strategic Plan was adopted. The plan has four strategic objectives: A) Agree to and communicate our desired organizational culture with consistent, standard and timely messages to support it; B) Ensure that all employees have an awareness of diversity and the organizational advantage of it; and provide managers and supervisors the tools such as language and techniques to address inappropriate behavior and comments; C) Ensure that there is constant execution and follow-through so that behavior, processes, and systems promote diversity and inclusion. This includes performance and disciplinary measures; and D) Actively engage in activities that demonstrate that the City is a fair and accessible employer.</p>
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