

REPORT

City of Gainesville Goals Workshop January 22, 1999 Poe Springs, Florida

A meeting of the City of Gainesville Commission and Executive Staff was held at Poe Springs Park on January 22, 1999. This is a summary of the issues, recommendations, and actions. It is the staff intent to work with the Clerk of the Commission to prepare a tracking method or board to follow progress on issues. This report is adapted from the final report provided by the facilitator at the meeting, Dr. Lance deHaven-Smith. Several items that were under the general category of City-County Coordination have been separated as individual items. Staff recommends that the goals are tracked alphabetically and it is not necessary to prioritize amongst the items identified as City Commission Goals.

A. CITY-COUNTY COORDINATION

Issue #1.

Emergency Communications

Commission Direction/Comments

- Seek County participation
- Move toward joint dispatching

Action

The City of Gainesville and Alachua County Commissions met on February 15, 1999 to discuss this item.

Issue #2

Service Delivery

Commission Direction/Comments

Fire Rescue

- City consideration of a Fire Rescue assessment for services
- Show relationship of benefit to cost in assessment methodology
- Discuss the Fire Protection Council meeting with IAFF (They want the best possible service for the area.)
- Consider Tallahassee's dual level of service structure (urban & rural), with rates classified by housing type & commercial type
- Remind all public entities, including the University of Florida and Santa Fe Community College, that they must be included or City faces possibility of court challenge
(Practice suggests if you agree on 1st who manages and 2nd who pays, other decisions are easy.)

Parks and Recreation

- Consider a post-mortem on 1 cent sales tax referendum
- Review county's recent evaluation of its service delivery and capital needs
- Look for opportunities for consolidation
- Review projects: CSX 16th Street Rail Trail and Hogtowne Creek Greenway

Action

The following actions were proposed after the City-County Joint Meeting:

- Merger of Gainesville Fire Rescue Department and Alachua County Fire Rescue Department. The City and County Managers will meet with Union representatives and the Fire Chiefs in March. An interim recommendation will be made 6/1/99.
- The Alachua County Commission will appoint a liaison to the Recreation and Culture Committee.
- The Local Government Cooperation and Collaboration Committee will be reconstituted. The Committee will consider any intergovernmental issues. The first meeting has been scheduled for 4/5/99 at 10 a.m. in the Room 16, City Hall.
- Experts at the University of Florida will assist Recreation and Parks staff in surveying the current facilities for usage. National standards for facilities will be used to evaluate the need for additional facilities.
- Additional information about extrajurisdictional taxing authority (Boca Raton model) will be provided to the City Commission.

Action

Staff presented information on the Ad Hoc Committee's disparity study City Commission on February 2, 1999.

Issue # 8

Wireless Masterplan

Commission Direction/Comments

- a. Ask county to help finance
- b. Consider aesthetics vs. safety argument (Consultant recommends moving to smaller towers or put on existing structures).
- c. Consider adding camouflage to towers

Action

The City of Gainesville staff will be making a report to the City Commission on 3/8/99.

Issue # 9

School siting and programming decisions

Commission Direction/Comments

- a. Look at the impact on neighborhood redevelopment, especially in East Gainesville
- b. Include the School Board in discussions

Action

The report outlining the implementation of joint planning has been approved by the City of Gainesville Plan Board on 1/21/99, and will be presented to the Alachua County Planning Commission on 2/17/99. The Local Government Cooperation and Collaboration Committee will also be reconstituted. The Committee will consider any intergovernmental issues, including the Intergovernmental Coordination Element of the Comprehensive Plans. The first meeting has been scheduled for 4/5/99 at 10 a.m. in the Room 16, City Hall. Staff will include the Alachua County School Board in the discussions.

Issue # 10

Stormwater utility

Commission Direction/Comments

- a. Discuss opportunities for coordination

Action

The Local Government Cooperation and Collaboration Committee will be reconstituted. The Committee will consider any intergovernmental issues, including stormwater. The first meeting has been scheduled for 4/5/99 at 10 a.m. in the Room 16, City Hall.

B. CODES ENFORCEMENT

Issue #1

Standing committee on University of Florida and hospitals codes issues

Commission Direction/Comments

1. Standing committee on University of Florida-hospitals growth
 - a. Create committee with the goal of stabilizing neighborhoods surrounding these high-growth nodes
 - b. Consider objectives related to multifunctional impacts but focus on code enforcement issues
 - c. Meet monthly to review implementation status
 - d. Review University Avenue corridor study, data and recommendations may help
 - e. Link to University of Florida
 - f. Examine approaches used by other peer cities
 - g. Involve neighborhood associations in planning
 - h. Reflect on no-cost/low-cost options such as placing violators names and pictures of property on the internet

Action

The City Commission appoint a Codes Enforcement Standing Committee to address residential neighborhoods near the University of Florida. Community Development is preparing a preliminary report on their activities.

Action

A Y2K conference will be scheduled jointly with Alachua County.

E. PUBLIC TRANSPORTATION AND TRANSPORTATION CONCURRENCY

Issue #1

Transportation concurrency

Commission Direction/Comments

- Discuss impact fees to recoup some of the costs of new development (County repealed its impact fee program because it hindered development in marginal areas.)
- Consider impact fee on sliding scale (Consider special fund to cover impact fees for certain types of development, similar to Palm Beach County's fund to encourage low-income housing or specific types of businesses such as day care.)
- Link to land use planning via air quality impact analysis

Action

Impact fees and a Gas Tax levy were discussed at the Joint City-County Meeting. These funding mechanisms may be considered by the Alachua County Commission. Additional discussion of these topics can be carried out at the MTPO and Intergovernmental Cooperation and Collaboration Committee.

Issue #2

Public Transportation and WAGES Program

Commission Direction/Comments

- Discuss City's grant application to link public transportation to WAGES program
- Examine group ridership discount fees (similar to that for University of Florida's students) for major employers, social service agencies, etc.

Action

This item was also discussed at the City-County meeting. The next meeting of the Regional Transit Advisory Board is scheduled for 2/24/99 at 5:30 p.m. in the City Commission Auditorium. Commissioner Dave Newport and Commissioner Sande Calkins will continue the discussion with staff about reduced fare bus service for those unable to pay the full fare.

F. ECONOMIC DEVELOPMENT

Issue

Economic Development

Commission Direction/Comments

- a. Examine environmental technologies
- b. Use countywide economic development plan to identify industries to attract
- c. Consider recommendations from Coalition for a Livable Wage
- d. Relate feedback on handling MBE/SBE concerns
- e. Think about disparity study to determine need for formal minority business enterprise set asides (perhaps School Board, County and City should share cost)
- f. Evaluate other options to disparity study, approximately \$150,000, and consider using money for other programs

Action

The Economic Development Director and staff will work on the issues listed above, and provide regular updates on progress in these areas. The technology incubator will address some of the issues outlined.

G. LAW ENFORCEMENT

Issue

Law Enforcement

Commission Direction/Comments

Asked Chief to:

- Continue training in communication skills, 95% of confrontations are verbal
- Evaluate causes of crime in Gainesville
- Compare with similar cities
- List strategies for intervention

I. REDEVELOPMENT

Issue

Redevelopment

Commission Direction/Comments

1. Need incentives to create a more marketable range of housing citywide, but especially in East Gainesville
 - a. Reduce connection fees
 - b. Reduce permitting fees
 - c. Encourage discount loans
2. Need loan/grants program for East Gainesville, other than UGCDC
 - a. Consider Brownfield area
 - b. Need housing on Hawthorne Road
 - c. Consider Cedar Grove
 - d. Consider Pleasant Street
 - e. Consider 5th Avenue
3. Challenge local banks to offer community reinvestment programs, especially for commercial loans
4. Explore use of City deposits as leverage for commercial loan program

Action

The Community Development Director and staff will work on the issues listed above, and provide regular updates on progress in these areas.

J. ADMINISTRATION

Issue

Public Information Officer

Commission Direction/Comments

Fund public information officer in City Manager's Office
Create citizens' action line
Programming for TV

Action

The City Manager and staff will work on the issues listed above, and provide regular updates on progress in these areas. The City Manager will consider the addition of a complete public information program when funding is available.

SAMPLE OF CITY MISSION STATEMENTS

"Promoting a safe, clean, affordable, residential beach-side community with tree-lined streets and a revitalized A1A."

"A Great Place to Live and Raise a Family"

"A city that sings in 120 different languages... where cultural diversity is cosmopolitan... where international banks speak in liras, in pesetas, in francs... where business meets pleasure... where salsa meets rock... and where the sea always meets the sun!"

"Where thousands live the way millions wish they could"

"The City of ***** mission is to provide quality, effective and efficient service to our citizens. "

Home of the famous "Boggy Bayou Mullet Festival"

"The City of ***** government provides the municipal services and infrastructure necessary for a high quality of life for all citizens. "

"A Sportsman's Paradise!"

"Progressive vision... vintage charm"

Prior to beginning the detailed Strategic Planning Workshop Session, the Commissioners, City Manager and City Attorney, discussed what their expectations were. As a group they agreed that this session, and its implementation should result in a plan and subsequent program for action which would:

- a. determine where the City of Hollywood, as one of many local jurisdictions, fits in South Florida; what is its "niche", its unique features and its characteristics which attract proper attention to the City, and
- b. upon completion and implementation of a Plan of Action over the course of the next few years, result in the City of Hollywood becoming an "All America City".

Results of the Strategic Planning Workshop Session were presented in a formal report which was adopted by the Commission on July 15, 1992 (Resolution 92-260). The City Commission authorized the City Manager to proceed with the preparation of a Plan of Action. This Plan of Action identifies the action steps to be taken, staff to be assigned, timing and resources available.

Priority 1 - Revitalization of Business has 59 actions steps; Priority 2 - Municipal Government has 88 actions steps; Priority 3 - Infrastructure has 43 action steps; Priority 4 - Neighborhood Improvement has 33 action steps; Priority 5 - Beach Revitalization has 50 action steps; Priority 6 - Public Safety has 23 action steps; and Priority 7 - Image/Identity has 74 action steps.

Upon adoption by the Commission, the Plan of Action shall become the "roadmap" for meeting the priorities of the City. Departments within the City shall be expected to redirect their resources and current commitments, and shall be held accountable for accomplishing those action identified in the Plan.

The Plan of Action represents a commitment of staff; a commitment to a level of service that the Commission, City Manager and City Attorney identified when they met earlier in May 1992 to establish the Strategic Plan for the City.

In many cases the sources of funding to accomplish these actions have been identified as being the FY-93 Budget or FY-93 Capital Improvement Plan. Recognizing the limited resources provided in the City's budget for many of these activities, a reallocation of priorities and resources by Departments shall be necessary in FY-93 to accomplish many of the Action Steps or tasks identified in this Plan of Action.

HOW TO USE THIS DOCUMENT: Each Priority is identified by number. Under each priority goals are identified by letter. Each goal is evaluated under four headings: Action Steps, the Staff Responsible for implementation of the goal, the estimated completion date and cost implications. Under the Staff Responsible heading, all staff listed pertains to all the action steps listed under each goal.

PRIORITY 4 - NEIGHBORHOOD IMPROVEMENT

Goal: b. Encourage neighborhood clean-up campaigns

<u>Action Steps</u>	<u>Staff Responsibility for Action Steps to be Allocated Among following City Personnel</u>	<u>Estimated Completion Date</u>	<u>Cost Implications</u>
demonstrate through examples in the city and outside of the city the positive impact on appearance, property values, sense of community, pride, etc.	Neighborhood Improvement Citizen Information and Assistance Staff	ongoing	PY-93 Budget Volunteers Donated Materials

information dissemination

explain process and services provided by City

graffiti eradication

Goal: c. Employ public image/beautification/xeriscape to improve image of neighborhoods

<u>Action Steps</u>	<u>Staff Responsibility for Action Steps to be Allocated Among following City Personnel</u>	<u>Estimated Completion Date</u>	<u>Cost Implications</u>
construct public r-o-w improvements in swales and medians	Neighborhood Improvement Engineering Department	ongoing	PY-93 Budget Donated landscape Material
identify targeted private properties for demonstration projects to stimulate other private reinvestment	Growth Management Public Works Department		Grant funding Volunteers

PRIORITY 4 - NEIGHBORHOOD IMPROVEMENT

Goal: f. Revitalization of neighborhood through public/private partnerships

<u>Action Steps</u>	<u>Staff Responsibility for Action Steps to be Allocated Among following City Personnel</u>	<u>Estimated Completion Date</u>	<u>Cost Implications</u>
City can lead the way by virtue of a comprehensive capital reinvestment program	Neighborhood Improvement	ongoing	FY-93 Budget FY-93 Capital Improvement Budget
expand the realm of qualifications for the Housing Rehab program and include a grant program	Economic Development Director CRA		CDBG Funding Grant Funding
provide funding for low cost loan programs			
evaluate existing City owned properties for possible sale to private companies			

PRIORITY 4 - NEIGHBORHOOD IMPROVEMENT

Goal: h. Focus on unique problems of certain neighborhoods

<u>Action Steps</u>	<u>Staff Responsibility for Action Steps to be Allocated Among following City Personnel</u>	<u>Estimated Completion Date</u>	<u>Cost Implications:</u>
Identify glaring, unique or targeted problems in each neighborhood as priorities to provide a "tailored" approach to improvement and enforcement	Neighborhood Improvement Growth Management Engineering	ongoing	FY-93 Budget FY-93 Capital Improvement Budget Volunteers
collect input from the homeowners groups	Public Works		

promote citizens
advisory board as
participative forum