

Memo



To: Gainesville Area Chamber of Commerce - Small Business Growth Task Force
From: Erik A. Bredfeldt, Economic Development and Innovation Director and
Respective City/GRU staff
Date: June 18, 2014
Subject: Status Report - Gainesville Chamber of Commerce Recommendations for Small
Businesses

In June, 2013, the Gainesville Area Chamber of Commerce published a report entitled, "Growing Your Small Business in Gainesville: A Conversation with City Leaders".

The report was followed up to a collaborative dialogue with small business that was jointly hosted by then Mayor-Elect Ed Braddy, members of the City Commission and the Gainesville Area Chamber of Commerce on May 13, 2013 at the City of Gainesville Senior Recreation Center.

At the event approximately 130 people gathered to share insights into how the City could assist small business in its growth and development Citywide. This feedback was presented within the context of five stages of Business Development including: Conception, Start-Up, Growth, Expansion and Establishment.

On November 6, 2013, an initial meeting of the Gainesville Small Business Task Force was held to review the report's recommendations and to discuss a preliminary roadmap to be followed in the ensuing month's regarding implementation.

Since that time City staff has moved forward on several levels to accomplish report recommendations and on March 5th and June 16th, Task Force Work Group meetings (followed by full Task Force meetings) were held to discuss status and work to date with City, GRU, Chamber staff and Chamber Task Force members in attendance.

To reiterate, the report contains twenty seven (27) recommendations focused on the six principles of accessibility, accountability, simplicity, consistency, affordability and efficiency.

Two documents are provided for this evening's discussion: This narrative report on recommendation status (with most recent updates bold and italicized) as well as a more abbreviated color coded matrix that has been utilized by City staff in the last several months to track status as well as to provide a snapshot of activity to interested parties.

Of twenty seven (27) report recommendations, many of the administrative assignments have been accomplished. Those that are policy oriented are recommended for referral to the July 1st Audit, Finance and Legislative Committee for further direction.

Accessibility

- 1) One Stop Website: The City's updated web-site was launched in January, 2014 and is currently in beta testing mode. The web-site features a prominent Business and Development Tab on the home page which provides links to a variety of business and economic development information and to the economic development page directly. The Economic Development page has been modified to provide information on Small Business Development from a variety of perspectives and to provide a direct link to the recently released Gainesville Area Chamber of Commerce Entrepreneur Resource Center. **Status: Implemented.**
- 2) One Stop Website pamphlet: A pamphlet reflecting similar information provided on the website has been designed/produced by GRU and Economic Development staff. The pamphlet reflects the business development posture of both entities and provides information on resources and incentives. Staff is awaiting final action by the City Commission on the proposed GRU Economic Development Rate and at that point the pamphlet will be released. **Status: In Progress.**
- 3) Work Week: This is a policy matter to be discussed further by the City's Audit, Finance and Legislative Committee and the City Commission. In pursuit of the goal of this recommendation the City Manager directed that the Planning and Development Services (PDS) Department inclusive of Planning and Building Inspections be open for business on Friday's. A 6 month trial was initiated on 11-22-13 whereby PDS is staffed on Friday's from 7 am until 1pm and this trial is still effective. To date, there have been very limited Planning requests with this expanded service. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

Accountability

- 4) Customer Service: The City of Gainesville has adopted a four C's (Committed, Competent, Conscientious and Communicate) customer service framework and provides consistent messaging and course work through Human Resources (see attached Appendices). These efforts are on-going monthly and provide valuable insights to City employees on actively engaging with Department customers/citizens. **Status: Implemented and On-going.**
- 5) Regulatory Timelines: Development review timelines are in place currently for various boards and applications/forms relative to securing Planning approvals/Building Permit approvals are located on the City's Planning and Building Inspections website pages. General Government and GRU staff have recently worked together to bring review timelines into sync in an effort at continued process improvement. **Status: Implemented and On-going.**
- 6) Inspectors: Building Inspections met with the University of Florida to assist in the construction of a survey instrument that will measure customer satisfaction with the various plan review and inspection regimen enforced by Building Inspections. This survey, administered by the University in order to maintain objectivity and confidentiality, will go live in the next several weeks with preliminary results forthcoming in Fall, 2014. On a related note, the Building Inspections area has implemented On-Line scheduling of Inspections and this has resulted in a more efficient inspection review process. **Status: In Progress.**
- 7) Business Assistance: City staff is currently working with a new platform for on-line commentary on provision of City services and will look to this solution to provide citizens with a feedback loop

on overall assistance rendered regarding City assistance to businesses and citizens. Since the March Task Force meeting, a question regarding the status of small business assistance efforts has been formulated and will be activated for community response within the next week. **Status: In Progress.**

8) **Benchmarking:** The City of Gainesville has an Economic Development Strategic Action Plan and this plan has benchmarked against various University communities within the State of Florida and nationwide. The Plan has been in place since 2010 and has been reviewed by the City's EDUCC (Economic Development University Community Committee) and will be revised to reflect the current economic environment and to revisit the previously benchmarked communities. **Status: Implemented and On-going.**

9) **Level Playing Field:** The City routinely holds itself to the same standard required for business as it relates to the development review process for City projects and for other City functions this is on-going and will be enforced by the City Charter officers. There is a need for clarification here in terms of the final action the Task Force seeks on this matter. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

Simplicity

10) **Zoning:** An update to the City's Land Development Code is underway and many of the principals that are being pursued are in sync with those made regarding Innovation Square and the UMU-2 zoning district (see attached Appendices). These include simplicity in approach and transparency in presentation. The Land Development Code is becoming more flexible by permitting land uses in some commercial districts that are currently prohibited; streamlines development applications by paring up variances from the BOA to the DRB; enhances administrative approvals thereby increasing the speed of approval times while ensuring quality development and compatibility with existing neighborhoods; reconciling disparate sections of the code and establishes a systematic approach for updating the code by using a 6mos-6mos-1year review procedure. Since the March Task Force meeting, staff has engaged the public on proposed changes to the Land Development Code and has reviewed the proposal with the Plan Board on several occasions. **Status: In Progress.**

11) **Payment Processing :** While the City encourages customers to take advantage of on-line solutions and pay via credit card, the City continues to accept payment by check, cash or credit card. Payment received via cash or check requires additional processing to ensure appropriate internal controls. Since the March Task Force meeting, City staff has updated the Business Tax Renewal Form to allow easier on-line annual submission of renewals. **Status: Implemented.**

12) **Doing Business with the City:** Over the past year, the City has had an internal team working on improving our internal processes for Invitations to Bid (ITBs). Many of the changes will translate into changes for the RFP process as well. As a result of that team's work and recommendations, the City contracted with a National Purchasing Association to identify Best Practices and develop a more simplified ITB document. This work should be complete in the next six months. In conjunction with this project, the Purchasing department will also be exploring the availability of an "on-line RFP solution". Staff believes these projects will provide for a more modernized Purchasing process. **Status: In Progress.**

13) RFP Administrative Black Out Period: The Blackout Policy was adopted by the City Commission in 2006 in an effort to prohibit lobbying in procurement matters. The policy was meant to provide a fair process for all respondents to RFP, RFQ and ITB invitations. The blackout period begins when the RFP, RFQ or ITB is issued and ends when the City Officials or Employees award the contract. Parties who wish to respond to these requests or invitations may only communicate with the Purchasing department. The Purchasing department will disseminate any additional information arising from these inquiries deemed necessary to provide all respondents with a level playing field. The policy is a City Commission adopted resolution, not a state law. It is a policy decision of the City Commission and may be rescinded or modified by the elected body. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

Consistency

14) Standardization: This is a policy matter in terms of imposition of standardized policies throughout the City to ensure consistent enforcement of rules and will likely need to be furthered by the City Commission in terms of the efforts of Charter Officers and their respective staff's. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

15) Inspectors: Planning and Development Services and Building Inspections management are currently meeting routinely with Building Inspections staff and providing guidance on consistency in the interpretation of the Florida Building Code. This is ongoing as a process focusing on internal coordination and coordination with other departments designed to address issues and communicate consistency. The building staff has been directed to cite code when identifying an issue that needs to be remedied. **Status: Implemented and On-going.**

16) Policy Harmonization: The City Manager issued an Administrative Policy Procedure on January 9, 2014 that addresses Stakeholder Participation in Policy Development. This expectation provided to General Government management staff should assist in balancing approaches and trade-offs involved in resolving issues such as tree and solar policy. It mandates that all stakeholders and interested parties that are involved in these types of matters be consulted in the development of City policy in order to provide sufficient feedback opportunities early on in the process. **Status: Implemented and On-going.**

17) Fairness: Maintaining a fair and coherent regulatory framework is on-going and the responsibility of staff that applies regulations. This message is communicated to staff by Management and respective Charter Officers and it is anticipated that the aforementioned stakeholder administrative procedure will ensure that interested parties feel as though they are being consulted and engaged with on the development of City policy. **Status: Implemented and On-going.**

Affordability

18) Business Cost Reduction: This is a policy matter in terms of consideration of reducing assessment fees, lowering utility costs and eliminating unnecessary regulation and may be discussed by the City Commission in the context of the upcoming two year budget review over the Summer. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

19) Tax Relief: This is a policy matter in terms of halting property tax increases and offering a property tax break to expanding small businesses and may be discussed by the City Commission in the context of the upcoming two year budget review over the Summer. **Status: Refer to Audit, Finance and Legislative Committee for further deliberation.**

Efficiency

- 20) Centralized Business Assistance Office:** The City Commission created an Economic Development and Innovation Department in FY 2013 with responsibilities involving assistance provided to small businesses in the navigation of regulatory processes and processing of payments to the City. Since October, 2014, the Department has been staffed full time and the Director attends First Step meetings and GRU project meetings and assists all varieties of businesses in the management of various regulatory processes. Frequently businesses contact the office and the Director will walk them through the appropriate route to securing business licensing and providing them information in an efficient manner (often through electronic communication and reference to the City's website). Businesses encountered run the gamut from simply paying business tax to seeking a zoning change to seeking to secure City property to not really wanting to have the City involved at all. **Status: Implemented and On-going.**
- 21) GRU Plan Review Process:** Since the March Task Force meeting, General Government and GRU staff met to bring the development review process into sync and to improve efficiencies in plan review process and has communicated those changes to the development community (see attached Appendices). **Status: In Progress.**
- 22) Urban Sprawl :** As mentioned in recommendation 10, City staff at the direction of the City Commission is pursuing an update to its Land Development Code. The Code (along with the City's Comprehensive Plan) governs development in the City limits and the update represents an effort to build a more consistent, predictable and transparent land regulation platform. Matters involving the particulars of urban development normally come to the City Commission, and/or various boards, in the context of land use and zoning petitions and this is where decisions about the built environment are determined. **Status: In Progress.**
- 23) Business Insight:** The City's established Economic Development and Innovation Department provides information regarding collaboration and mentoring opportunities with various small business partners in the community. With the recent partnership formed with Santa Fe College's CIED to manage GTEC these opportunities will undoubtedly continue to be pursued. **Status: Implemented and On-going.**
- 24) Conflict Resolution:** See narrative regarding recommendation number 16 above. **Status: Implemented and On-going.**
- 25) Fire Marshall Inspection:** Notification of property owners regarding Fire Inspections can be accomplished. Per the March Task Force meeting, the Fire Marshall will write a letter within the next 30 days which can be distributed through the Gainesville Area Chamber of Commerce to property owners notifying them that they can request to be contacted when one of their tenants is being inspected by Gainesville Fire and Rescue (GFR). The property owner will need to provide GFR with contact information and ensure that it is kept up to date. A note will be made in the

GFR database to contact the owners when an inspection is scheduled at one of their properties.

Status: In Progress.

26) Code Rationalization: See narrative regarding recommendation number 16 above. **Status: Implemented and On-going.**

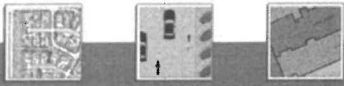

27) Recordkeeping: Ensuring that efficient recordkeeping procedures are being utilized is on-going amongst City/GRU department across the organization and in some cases is mandated by outside agencies. **Status: Implemented and On-going.**

List of Appendices

- Form Based Code Workgroup Presentation
- GRU Plan Process Review – Staff Communication
- Customer Service (4 C's) March Messaging

Land Development Code Update

Chamber of Commerce
June 18th, 2014





Gamesville
Rebuilding Livability Through Form, Function and Place

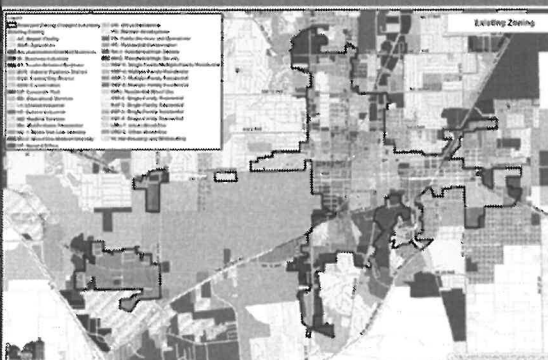
PLANNING GOALS

- 1) Simplify Process without Sacrificing Results
 - Elimination of Board of Adjustment
 - Flexibility through modifications to standards
 - More administrative review
 - Less need for Special Use Permits
 - Remove redundant regulations
- 2) Improve Regulation Transparency and Consistency
- 3) Facilitate Infill and Redevelopment Opportunities
- 4) Protect Neighborhoods and Historic Districts

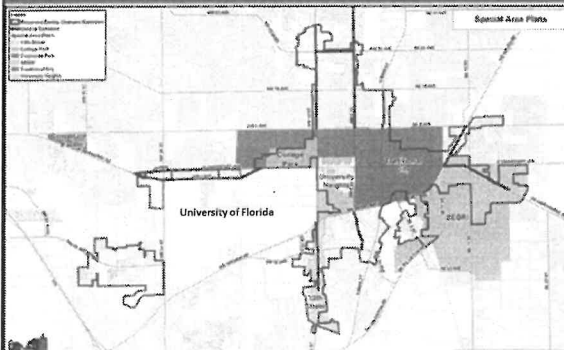
STUDY AREA



EXISTING ZONING



SPECIAL AREA PLANS



SPECIAL AREA PLANS

Common Elements:

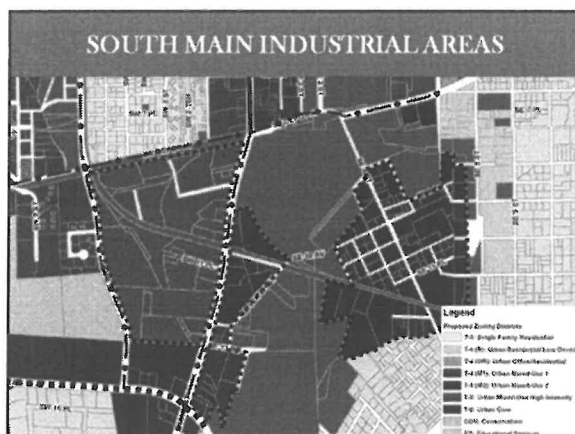
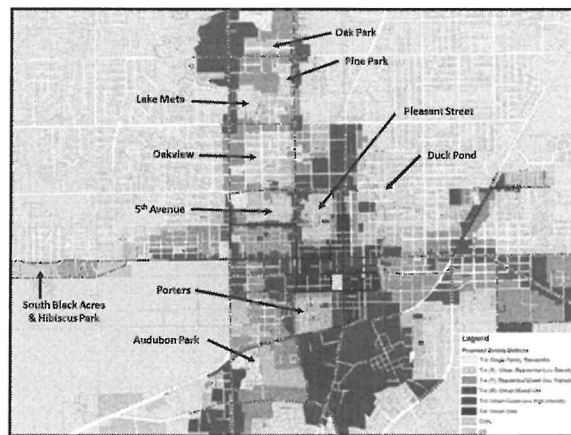
- Build-to lines
- Parking located to side or rear of buildings
- No minimum parking
- Building entrances facing the street
- Minimum glazing (windows)
- Minimum building articulation
- Limits on materials, style, etc.

STANDARDS COMPARISON

Standard	UMU-2	T-5 Transect Zone
Maximum Density	100 units/acre (125 with SUP)	150 units/acre (175 with bonuses)
Maximum Intensity	80% building coverage	90% building coverage
Minimum Height	1 story (24 feet)	1 story (24 feet)
Maximum Height	6 stories (8 stories by SUP)	6 stories (8 with bonuses)
Minimum Lot Size	90-foot depth	38 feet width
Building Frontage	70% minimum	70% minimum
Build-to/Street Setback	15'-30' from curb	15'-27' from curb
Side Setback	0' for non-residential 7.5' for residential	0'
Rear Setback	0' for non-residential 5' for residential	5' (or 3' on alley)

- ### ZONING STANDARDS
- Combines zoning districts into one table for ease of use
 - Consolidates special area plan standards into new zoning districts
 - Removes standards which have proven to be impediments to development (e.g. 2-story minimum)
 - Removes detailed requirements for building design, materials
 - Standardizes measurements for build-to line (street setback), glazing, articulation
 - Includes built-in flexibility (e.g. range for street setback)
 - Does not require mix of uses but provides for options

- ### REVISIONS TO MAP FROM PUBLIC INPUT
- Removed all areas proposed for T-3 zoning
 - Removed other areas currently zoned single family
 - Removed South Main industrial areas
 - Created two new zoning districts (T-4OR & T-4M1)
 - Multiple minor revisions to the map
 - Reduce heights and densities to reflect existing allowances near neighborhoods



WEBSITE: www.cityofgainesville.org
 → Planning Dept → Current Planning → Land Development Code Update

QUESTIONS/COMMENTS:
cogplanning@cityofgainesville.org
 352-334-5022

"Appendix B"

Gainesville Area Chamber of Commerce Small Business Growth Task Force

#21 - Efficiency GRU Plan Review Process: *Ensure that the GRU Plan Review process for projects is streamlined, efficient, and cost-effective.*

Initiatives developed jointly by GRU plan review staff and the local development engineering community:

1. Engineering Design Workshops – GRU plan review staff and development engineers to coordinate design workshops and discussions every six (6) months.
 - a. Workshops will identify common challenges, interests, and approaches to designing utility plans. Proposed changes to the standards will be reviewed and discussed at these workshops. The workshops will be conducted every six months, alternating sponsorship and topics. The first workshop is scheduled on Monday, April 28th, 2014 at 1:30 – 3:30 pm.
2. City Technical Review Committee (TRC) Coordination – GRU plan review staff will participate in the City Staff TRC and the subsequent Petitioner TRC. These meetings are scheduled monthly.
3. Predictable Plan Review Period – All GRU departments will coordinate plan review schedules and are committed to defined review periods for 1st submittals (21 days) and all resubmittals (14 days).
4. Predictable and Timely Planning Analysis – Water and Wastewater Engineering is evaluating a process through which lift station basin analyses and fire flow analyses can be completed earlier in the plan review process.
 - a. This process will include an application fee that would be applied to connection charges/inspection fees when the project is constructed.
5. WWW Design Standards Evaluation – Open evaluation of Water/Wastewater Design and Construction Standards.
 - a. All proposed modifications to the standards will include a 1 month review period and discussion at the Engineering Design Workshops.
6. Enhanced Project Meetings – The project meetings will be enhanced to include in-depth discussion of utility availability and planning features such as lift station basin studies and fire flow evaluation.
 - a. GRU resources are dedicated to performing preparation research prior to the meeting based upon the depth of information provided by the design engineer prior to the meeting.

- b. Design engineers are encouraged to provide electronic plans to the New Service Department at GRU prior to the meeting.
7. Request for Additional Information (RAI) Escalation – In an effort to streamline the plan review process, additional RAIs beyond the first two will require escalation to additional discussions and personnel. This will provide better transparency and accountability for the overall process.
 - a. The 3rd RAI will require a meeting with design engineer and GRU plan review team to review all comments.
 - b. The 4th RAI will require a meeting with W/WW Engineering Director and Principal Engineer from design firm to review all comments.
 - c. The 5th RAI will require a meeting the W/WW Assistant General Manager and Project Developer to review all comments.
8. Staffing Resources Allocation – GRU W/WW Engineering is re-structuring staffing to dedicated additional resources to the plan review process.
 - a. This includes the Supervising Engineering taking a larger role in reviewing plans and the process as well as future allocation of resources to the plan review team.
9. Electronic Submittal Process – GRU departments are committed to providing review comments electronically directly to the design engineer.

Bredfeldt, Erik A.

From: Bredfeldt, Erik A.
Sent: Friday, May 23, 2014 1:18 PM
To: kamal@gainesvillechamber.com
Subject: FW: Revised Development Review Schedule
Attachments: Development Review Plan Checklist.docx; City Review SchedulePublic).xlsx

Kamal:

FYI. It looks like Monday, June 9th, 3:30 - 5:00 pm for Task Force Work Group meeting in same room as prior meeting, City Hall, 408. This date/time is the only one free as the week is pretty crowded with City Commission Strategic Retreat on Wednesday and Thursday.

Hope this works and have a nice weekend.
Erik

From: Bredfeldt, Erik A.
Sent: Thursday, May 22, 2014 10:45 AM
To: Kamal Latham (kamal@gainesvillechamber.com)
Subject: FW: Revised Development Review Schedule

Kamal:

Per our recent conversation, this is the announcement to the development community on the revised development review process and its attributes.

Hope we can focus on this a bit at our upcoming Task Force meeting on 6/18.

Have a great holiday weekend!
Erik

From: Hilliard, Ralph W.
Sent: Thursday, May 22, 2014 10:17 AM
To: Robert Walpole; Wendy Mercer (WendyM@chw-inc.com); A. J. 'Jay' Brown, Jr., P.E. (jay.brown@jbprogroup.com); 'Chris Gmuer'; Clay Sweger (csweger@edafll.com); 'Clay Sweger'; C. David Coffey, P.A. (david@dcoffeylaw.net); Sergio (SReyes@engdenman.com); Stuart Cullen (scullen@georgefyoung.com); 'John Fleming'; Brad Pollitt (pollib@shands.ufl.edu); 'jjmeehanjr@yahoo.com'; 'rca@rca22.com'; Bredfeldt, Erik A.; 'sreynolds@bhdp.com'; Jarvis TJ (walterjarvis@jfi-civil.com); 'Gina@bancof.com'; 'Joe & Cindy Montalto'; Causseaux, Hewett & Walpole - Monique Heathcock
Cc: Dush, Steven J.
Subject: FW: Revised Development Review Schedule

Development Community Representatives:

Attached you will find the revised development review schedule for development plan submittals effective with the June plan submittals and a general checklist that will be used to determine whether plan submittals are complete. As staff, we do understand that there may be some issues with existing plans not fitting neatly into the revised schedule, therefore the existing plans submitted prior to June that are active in the current cycle will be processed through the existing schedule in June. Plans that were not resubmitted to be processed in June will follow the new schedule. The

schedule has been revised to address concerns raised by the development community and to improve customer service, the following enhancements to the Development Review process are:

1. **Common submittal date for Gainesville Regional Utilities and General Government.** This will ensure all reviewing agencies are reviewing the same plans, which will add for consistency in reviews;
2. **Implementation of a completeness review.** This will help ensure that City resources are being most effectively used.
3. **More Timely Staff Comments.** Staff comments will be provided to applicants on a Monday instead of a Thursday so that the applicant will have more time to review the comments and ask questions of staff prior to meeting with the City's Technical Review Committee.
4. **Coordinated applications submittal dates** - Requests for Special Use Permits and Planned Developments will follow the same schedule because the Plan Board meeting dates are two days after the Development Review Board (DRB) meeting dates instead of 2 weeks.
5. **More consistent hearing dates for resubmittals** - Resubmittals for DRB review will be scheduled automatically for the next DRB meeting after submittal unless continued by the applicant, which provides more flexibility and coordination when items are placed on the DRB agenda.
6. **Establishes a bi-weekly schedule for the submittal of final plans.** Previously plans were submitted on an ad-hoc basis and managing the cases for reviewing agencies was challenging. This new enhancement will create a systematic approach to managing development applications with more certainty and consistency for both staff and applicants.

We will evaluate this process at the end of this year to see what modifications are needed; your feedback (good or bad) about the process during this evaluation period will be greatly appreciated. Please call if you have questions or comments, my direct phone line is (352) 393-8698.

Ralph Hilliard
Planning Manager
Planning Department - City of Gainesville
Telephone: (352) 334-5022
FAX: (352) 334-2648

FYI: Under Florida's public records law, most written communications to or from City officers and employees regarding City business are public records and are available to the public upon request. Your e-mail communications may be subject to public disclosure.

Please note that normal hours are now 7:00 a.m. to 6:00 p.m., Monday through Thursday.

Development Review Plan Checklist

All development plans submitted for development review must comply with the submittal requirements of section 30-157 of the Land Development Code. The following checklist is provided to alert the applicant to major components that must be provided in order for the Plan to be reviewed. Plans that are missing major components listed below will be returned to the applicant as an incomplete plan. Please refer to Section 30-157 of the land development code for the detailed list of submittal requirements.

Checklist	Yes	NO
Owner's Authorization/Signed Application		
Legal Description/Boundary/Topographic Survey		
18 sets of Plan		
Detailed Development Plan: Scaled Dimension Plan/ Parking Plan/Adjacent streets/Grading Plan/Setbacks/ Staging Plan		
Demolition Plan		
Fire Protection Plan		
Utility Plan		
Photometric Plan		
Landscape Plan/Tree Survey		
Stormwater Plan		
Building Elevations/Floor Plans/Roof Plans		
Application for Concurrency Certification and TMPA Review		
Environmental Resource Plan		
Neighborhood Workshop Documentation		
Master Plan/Phasing Schedule if applicable		

Applicant/Agent Signature: _____

Print Name: _____

Date: _____

A	B	C	D	E	F	G	H	I
1				Development Plan Review				
2				Submittal Schedule				
3								
4								
5								
6								
7								
8		Cut off (submittal date)*	1st TRC Staff	Comments due in Innoprise (new)	1st Applicant TRC	Resubmittal	DRB Comments for Applicant	DRB Meeting
9		Tuesday, June 03, 2014	Wednesday, June 25, 2014	Monday, June 30, 2014	Wednesday, July 09, 2014	Tuesday, August 05, 2014	Monday, August 18, 2014	Tuesday, August 26, 2014
10		Tuesday, July 01, 2014	Wednesday, July 23, 2014	Monday, July 28, 2014	Wednesday, August 13, 2014	Tuesday, September 02, 2014	Monday, September 15, 2014	Wednesday, September 24, 2014
11		Tuesday, August 05, 2014	Wednesday, August 27, 2014	Tuesday, September 02, 2014	Wednesday, September 10, 2014	Tuesday, October 07, 2014	Monday, October 20, 2014	Tuesday, October 28, 2014
12		Tuesday, September 02, 2014	Wednesday, September 24, 2014	Monday, September 29, 2014	Wednesday, October 15, 2014	Tuesday, November 04, 2014	Monday, November 17, 2014	Tuesday, November 25, 2014
13		Tuesday, October 07, 2014	Wednesday, October 29, 2014	Monday, November 03, 2014	Wednesday, November 12, 2014	Tuesday, December 02, 2014	Monday, December 22, 2014	TBA
14		Tuesday, November 04, 2014	Wednesday, November 26, 2014	Monday, November 24, 2014	Wednesday, December 10, 2014	Tuesday, January 06, 2015	Tuesday, January 20, 2015	Tuesday, January 27, 2015
15		Tuesday, December 02, 2014	Wednesday, December 31, 2014	Monday, January 05, 2015	Wednesday, January 14, 2015	Tuesday, February 03, 2015	Monday, February 16, 2015	Tuesday, February 24, 2015
16		Tuesday, January 06, 2015	Wednesday, January 28, 2015	Monday, February 02, 2015	Wednesday, February 11, 2015	Tuesday, March 03, 2015	Monday, March 16, 2015	Tuesday, March 24, 2015
17		Tuesday, February 03, 2015	Wednesday, February 25, 2015	Monday, March 02, 2015	Wednesday, March 11, 2015	Tuesday, April 07, 2015	Monday, April 20, 2015	Tuesday, April 28, 2015
18		Tuesday, March 03, 2015	Wednesday, March 25, 2015	Monday, April 06, 2015	Wednesday, April 15, 2015	Tuesday, May 05, 2015	Monday, May 18, 2015	Tuesday, May 26, 2015
19		Tuesday, April 07, 2015	Wednesday, April 29, 2015	Monday, May 04, 2015	Wednesday, May 13, 2015	Tuesday, June 02, 2015	Monday, June 15, 2015	Tuesday, June 23, 2015
20		Tuesday, May 05, 2015	Wednesday, May 27, 2015	Monday, June 01, 2015	Wednesday, June 10, 2015	Tuesday, July 07, 2015	Monday, July 20, 2015	Tuesday, July 28, 2015
21		Tuesday, June 02, 2015	Wednesday, June 24, 2015	Monday, July 06, 2015	Wednesday, July 15, 2015	Tuesday, August 04, 2015	Monday, August 17, 2015	Tuesday, August 25, 2015
22		Tuesday, July 07, 2015	Wednesday, July 29, 2015	Monday, August 03, 2015	Wednesday, August 12, 2015	Tuesday, September 08, 2015	Monday, September 14, 2015	Tuesday, September 22, 2015
23		Tuesday, August 04, 2015	Wednesday, August 26, 2015	Tuesday, September 08, 2015	Wednesday, September 16, 2015	Tuesday, October 06, 2015	Monday, October 19, 2015	Tuesday, October 27, 2015
24		Tuesday, September 01, 2015	Wednesday, September 30, 2015	Monday, October 05, 2015	Wednesday, October 14, 2015	Tuesday, November 03, 2015	Monday, November 16, 2015	Tuesday, November 24, 2015
25		Tuesday, October 06, 2015	Wednesday, October 28, 2015	Monday, November 02, 2015	Wednesday, November 11, 2015	Tuesday, December 08, 2015	Monday, December 21, 2015	TBA
26		Tuesday, November 03, 2015	Wednesday, November 25, 2015	Monday, December 07, 2015	Wednesday, December 16, 2015	Tuesday, January 05, 2016	Monday, January 18, 2016	Tuesday, January 26, 2016
27								
28								
29								
30								
31								
32								
33								
34								
35		Tuesday, July 01, 2014	Tuesday, April 07, 2015					
36		Tuesday, July 15, 2014	Tuesday, April 21, 2015					
37		Tuesday, August 05, 2014	Tuesday, May 05, 2015					
38		Tuesday, August 19, 2014	Tuesday, May 19, 2015					
39		Tuesday, September 02, 2014	Tuesday, June 02, 2015					
40		Tuesday, September 16, 2014	Tuesday, June 16, 2015					
41		Tuesday, October 07, 2014	Tuesday, July 07, 2015					
42		Tuesday, October 21, 2014	Tuesday, July 21, 2015					
43		Tuesday, November 04, 2014	Tuesday, August 04, 2015					
44		Tuesday, November 18, 2014	Tuesday, August 18, 2015					
45		Tuesday, December 02, 2014	Tuesday, September 01, 2015					
46		Tuesday, December 16, 2014	Tuesday, September 22, 2015					
47		Tuesday, January 06, 2015	Tuesday, October 06, 2015					
48		Tuesday, January 20, 2015	Tuesday, October 20, 2015					
49		Tuesday, February 03, 2015	Tuesday, November 03, 2015					
50		Tuesday, February 17, 2015	Tuesday, November 17, 2015					
51		Tuesday, March 03, 2015	Tuesday, December 01, 2015					
52		Tuesday, March 17, 2015	Tuesday, December 15, 2015					

*Common submittal date for GRU and Planning, applicants will need to submit 18 plan sets.

Final Plan Resubmittal Schedule



4 Cs February/March Message "Service Excellence is Our Passion"

Today we're going to talk about one of the four C's: **Communicate**

We Communicate:

- By being accessible and actively listening
- By being honest, open, knowledgeable and respectful
- By seeking engagement
- By providing accurate information and educating the public

Why is Nonverbal Communication so important to how we communicate with each other?

Good communication is the foundation of any successful relationship, whether it is personal or professional. It's important to recognize, though, that it's our nonverbal communication - our facial expressions, gestures, eye contact and posture - that speak the loudest. As you continue to pay attention to the nonverbal cues and signals you send and receive, your ability to communicate will improve.

Below are some examples of nonverbal communication that we use throughout our workday at the City of Gainesville:

Facial expressions

Your face is extremely expressive, able to express countless emotions without saying a word. And unlike some forms of nonverbal communication, facial expressions are universal. The facial expressions for happiness, sadness, anger, surprise, fear, and disgust are the same across cultures.

Eye contact

Eye contact is an especially important type of nonverbal communication. The way you look at someone can communicate many things, including interest, affection or hostility. Eye contact is also important in maintaining the flow of conversation and for gauging the other person's response.

Discussion Question

How do you demonstrate nonverbal communication? Some items to discuss:

- Facial expression - What does their face show? Is it masklike and unexpressive, or emotionally present and filled with interest?
- Eye contact - Is eye contact being made? If so, is it exaggerated or just right?

At our next meeting our 4C focus will continue on the nonverbal aspects of **Communicate**. Come prepared to share examples of how you have seen your fellow co-workers display this C and what you have noticed about nonverbal communication.





4 Cs April Message “Service Excellence is Our Passion”

Today we’re going to continue talking about one of the four C’s: **Communicate**

We **Communicate**:

- By being accessible and actively listening
- By being honest, open, knowledgeable and respectful
- By seeking engagement
- By providing accurate information and educating the public

Why is Nonverbal Communication so important to how we communicate with each other?

As mentioned last month, good communication is the foundation of any successful relationship, whether it is personal or professional. It's important to recognize, though, that it's our nonverbal communication - our facial expressions, gestures, eye contact, posture, and tone of voice - that speak the loudest.

Below are a few examples of nonverbal communication:

Body movements/ posture

Consider how your perceptions of people are affected by the way they sit, walk, stand up, or hold their head. The way you move and carry yourself communicates information about you to the people you come in contact with. This type of nonverbal communication includes your posture, bearing, stance, and subtle movements.

Gestures

Gestures are part of our daily lives. We wave, point, signal, and use our hands when we’re arguing or speaking animatedly, expressing ourselves with gestures often without thinking. We must keep in mind that gestures can be very different across cultures and regions, so it’s important to be careful to avoid misinterpretation.

Voice

It’s not just what you say; it’s how you say it. When we speak, other people “read” our voices in addition to listening to our words. When you speak, people pay attention to your timing and pace, how loud you speak your tone and accent. Think about how someone's tone of voice can indicate sarcasm, anger, affection, or confidence.

Discussion Questions

At your next meeting, ask staff to discuss how they believe they demonstrate their nonverbal communication. Some items to discuss:

- Tone of voice - Does their voice project warmth, confidence, caring, concern and interest, or does it sound angry, strained and blocked?
- Posture and gesture - Are shoulders tense and raised, or slightly sloped?
- Timing and pace - Is there an easy flow of information back and forth? Do nonverbal responses come too quickly or too slowly?

As you continue to pay attention to the nonverbal cues and signals you send and receive, your ability to communicate will improve. Remember we will continue our 4C message of **Communicate** over the next few months.



4 Cs May Message “Service Excellence is Our Passion”

Today we’re going to continue talking about one of the four C’s: **Communicate**

We Communicate:

- By being accessible and actively listening
- By being honest, open, knowledgeable and respectful
- By seeking engagement
- By providing accurate information and educating the public

Effective Communication:

Over the past two months we have discussed how nonverbal communication can effect communication with both our internal and external customers. Today, we will focus on how important it is to effectively communicate and how communication in the workplace is necessary for an effective and productive work environment.

Effective communication is not only necessary in the office but more importantly, in day-to-day life. It is important to deal with other people with respect for their abilities, personal space and self-worth..

Communication is essential in making a workplace run as smoothly as possible. Since everyone has their own tasks, but everyone on the team is going towards a common goal, communication is key when you try to work together to reach that goal as quickly as possible. Without it, team members cannot work well with each other because you may have no idea what the other person is doing and vice versa, and many misunderstandings may arise in such situations.

Things to keep in mind when communicating:

- First Impressions – you only get one chance, a few seconds that leave a lasting impression. Make sure it is a good one!
- Try to always be courteous and considerate, make eye contact and greet everyone with a smile
- Listen carefully and make sure you have fully understood the needs of the person you are speaking with.
- Listening is about hearing, understanding, evaluating and responding.
- Use open ended questions (Who, What, Where, Why and How) to get additional information and summarize what you heard to make sure that you have understood what the other person said.
- Check that your own messages have been understood.
- Listen attentively – if you are thinking about what to say next, or preparing an answer you are not giving your full attention.
- Always think about the way you look and behave, this will have a major impact on how you are perceived.

Discussion Question:

- How do you strive to improve your communication skills with your co-workers?

