





SNAPSHOT OF STRATEGIC GOALS AND INITIATIVES (FY 2010 UPDATE)

GOAL		INITIATIVE
1. Public Safety <i>Maintain a safe and healthy community in which to live</i>		1.1 Develop and continue programs to reduce the causes of crime 1.2 Ensure that there are appropriate staff levels for police and fire and review the deployment of staff
2. Economic Development and Redevelopment <i>Foster economic development and encourage redevelopment</i>		2.1 Complete the implementation of the South East Gainesville Renaissance Initiative (SEGRI Project) 2.2 Continue Implementation of the Strategic Redevelopment Plan for Depot Park 2.3 Continue Implementation of the Strategic Redevelopment Plan for GRU Area 2.4 Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan 2.5 Continue to position City to take advantage of innovation economy and identify plan for innovation zone near University 2.6 Increase the amount of affordable and low cost housing throughout the City 2.7 Improve coordination with Alachua County in order to more effectively plan and develop Gainesville's urban reserve area
3. Human Capital <i>Assist every person to reach their true potential</i>		3.1 Continue implementation of the 10 year plan to end homelessness (One-Stop Center, review ordinances to increase beds, etc.) 3.2 Explore the potential for addressing senior issues and services 3.3 Analyze the availability and accessibility of child and youth programs and identify a role for City Government including addressing the harmful effects of child and youth poverty 3.4 Coordinate the effort to bring a center that promotes family safety to the City of Gainesville
4. Government Effectiveness and Fiscal Responsibility <i>Continue to increase the effectiveness of local government and maintain a strong fiscal condition</i>		4.1 Continue annexation effort in the urbanized area in order to maintain social, economic, and financial diversity 4.2 Improve communication through increased use of available internet tools to improve the City's website portals 4.3 Increase opportunities for civic engagement 4.4 Develop a strategy for e-commerce
5. Infrastructure and Transportation <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>		5.1 Complete capital projects at parks and continue land conservation and acquisition program 5.2 Support the reconstruction of transportation facilities to encourage redevelopment of 6 th Street 5.3 Support the reconstruction of transportation facilities to encourage redevelopment of Depot Avenue
6. Neighborhoods <i>Improve the quality of life in our neighborhoods for the benefit of all residents</i>		6.1 Develop creative ways to measure progress in code enforcement
7. Environment and Energy <i>Protect and sustain our natural environment and address future energy needs</i>		7.1 Monitor the progress of the clean-up and potential redevelopment of the Cabot / Koppers Superfund site 7.2 Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed 7.3 Develop a coordinated response at the local level to address energy policy and climate change 7.4 Improve the energy efficiency of modest-income homes through weatherization
8. Partnerships <i>Champion effective and institutionalized relationships with other government entities and community partners</i>		8.1 Formalize relationships to build key partnership opportunities with UF and SFC 8.2 Facilitate broader community support to improve the educational opportunities for City youth

STRATEGIC INITIATIVE # 7.1

GOAL # 7: ENVIRONMENT AND ENERGY

Protect and sustain our natural environment and address future energy needs



INITIATIVE 7.1: AS AFFECTED STAKEHOLDERS, MONITOR THE PROGRESS OF THE CLEAN-UP AND POTENTIAL REDEVELOPMENT OF THE CABOT / KOPPERS SUPERFUND SITE

Co-Champions: Rick Hutton, P.E. Supervising Utility Engineer
Fred Murry, Assistant City Manager

Committee: Regional Utilities Committee

Stakeholders: Environmental Protection Agency (EPA), Florida Department of Environmental Protection (FDEP), Alachua County, Florida Department of Health (FDOH), City residents, St. Johns River Water Management District (SJRWMD)

Desired Outcome: Prevent contamination of the City's water supply and protect the community from contaminants from the Cabot/Koppers Superfund site.

Background: This Strategic Initiative was first introduced by the City Commission in December, 2007 at the Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan on February 25, 2008.

Progress to Date:

In FY 2007, staff participated as an active stakeholder in the Environmental Protection Agency's (EPA) efforts to conduct a feasibility study of the Koppers site and a Record of Decision (ROD).

In FY 2008, the City Commission approved a resolution requesting the EPA to require the clean-up of the site to residential levels. Land use and zoning issues were reviewed and the site was inspected to determine code compliance.

During FY 2009, GRU, GG and the Alachua County EPA continued to meet, discuss and submit comments to the EPA. The City Commission held a Special Meeting to hear information on future land use and clean-up standards for the site and later met with Beazer East, Inc. to discuss these issues. After off-site soil sampling test results indicated that contaminants in the soil exceeded the acceptable Florida levels, many public information and involvement campaigns were conducted to answer questions and discuss resident's concerns. Staff continued to meet with stakeholders to discuss the EPA's anticipated plans for remedial actions to the Floridan Aquifer.

STRATEGIC INITIATIVE # 7.1

Action Plan to prevent contamination from Cabot/Koppers Site from reaching the City's water supply for FYs 2009 – 2010

Action Steps	Estimated Completion Date:
1. Participate as an active stakeholder in the EPA's efforts to develop a Record of Decision (ROD) for the Koppers site and appropriate actions for the Cabot site <ul style="list-style-type: none"> ▪ Review and comment on all documents generated from EPA, Beazer, and other stakeholders regarding the Koppers site. ▪ Provide independent review and evaluation of site data ▪ Active interaction with EPA and other stakeholders to ensure that the City's interests are represented and that appropriate actions are taken by EPA. ▪ Ensure that consultants are meeting EPA deadlines for document review and comment. 	On-going
2. Update City Commission as appropriate on progress of Koppers and Cabot sites.	On-going
3. Evaluate the proposed ROD and advise the City Commission on whether it is acceptable.	March 2010
4. Monitor on-going site data collection, and cleanup of the site	On-going

Action Plan to monitor the clean-up and provide a remediation / economic strategy that protects the surrounding communities of Cabot/Koppers for FYs 2009 – 2010

Action Steps	Estimated Completion Date:
1. Conduct an analysis of land use designations for similar types of superfund sites	On-going
2. Amend GRU's contract for consulting services to provide guidance to the City Commission on the Cabot / Koppers site	Completed, November 2008
3. Coordinate with consultant to provide guidance, in coordination with GRU, to the City Commission regarding the EPA's Remediation Plan <ul style="list-style-type: none"> ▪ Review all Draft EPA Remediation Plans that impacts the Cabot/Koppers site and adjacent neighborhoods ▪ Provide periodic reports to the City Commission 	On-going
4. Coordinate with consultant to provide final comments, including GRU comments on the EPA's Remediation Plan	On-going
5. Monitor the clean-up of the site, including any identified off-site contaminants that impact the community	On-going
6. Develop a economic strategy that incorporates input from the surrounding neighborhoods to guide the future redevelopment of the Cabot/Koppers superfund site	December 2010

STRATEGIC INITIATIVE # 7.1

Critical Success Measures:

- EPA issues Final Record of Decision which protects water supply, protects surrounding communities, and is compatible with the City's vision of future redevelopment of the Koppers site
- Water supply continues to be safe and free from contamination
- Remediation is initiated by Beazer in accordance with the Record of Decision

Environment & Energy

Protect and sustain our natural environment and address future energy needs

→ Monitor the progress of the clean-up of Cabot Carbon/Koppers Superfund Site



During the 1st quarter of FY 2009, GRU, General Government and the Alachua County Environmental Protection Agency have continued to meet, discuss and submit comments to the EPA on two proposed remediation sections within the Remediation Plan for the Cabot/Koppers Site.

The City Commission approved the amended contract with Strategic Environmental Analysis, Inc. (SEA) in November 2008.

Staff worked with the City Clerk to schedule a workshop with the City Commission to discuss the designation for the future use of the Cabot/Koppers site. This Special Meeting is scheduled for March 9th at 1:00PM.

Review the status of commercial recycling ordinances and enforcement thereof, and determine if changes are needed

During the 1st quarter, the Solid Waste Division Inspectors have been meeting with the businesses and explaining recycling requirements. This will continue through this fiscal year given the number of businesses versus the number of inspectors.

The Solid Waste Division Manager and Public Works Assistant Director attended a meeting on the State of Florida's intended initiative to increase, by 2020, the amount of recycling to 70% of the total waste stream. This initiative could impact the definition of the waste stream and the way that the waste stream is measured and reported.



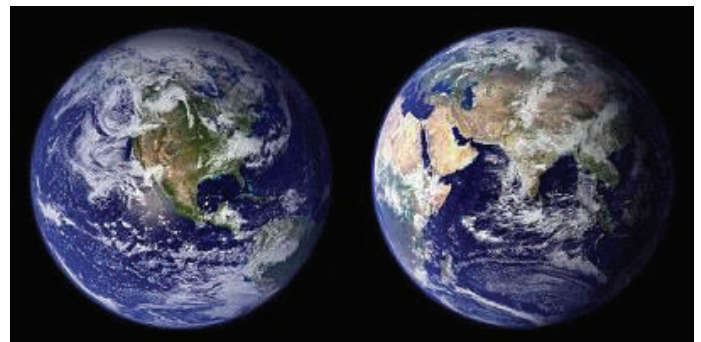
Develop a coordinated response at the local level to address energy policy and climate change

A Sustainability Team is providing initial focus on achieving the Florida Green Local Government Standard and creating user-friendly sustainability information on the City's web site. An analysis is being performed identifying green standards applicable to Gainesville and actions required to achieve any standards not currently met. Research has been performed exploring the best local government web sites highlighting sustainability. This will guide the City's efforts to create a web presence informing residents about the City's sustainability efforts and actions residents can take to reduce their impact on the environment.

Approximately 4,000 LED traffic signal indications have been installed representing 54% of the total. All field hardware for Phase 1 of the Traffic Management System has been installed. Installation of field hardware for Phase 2 is underway. RTS ridership increased from 8,939,334 in FY 07 to 9,084,368 in FY 08. Unfortunately, fiscal challenges resulted in the need to reduce transit service in late FY 08.

Commercial recycling tonnage collected increased from 4,155 tons in FY 07 to 5,432 tons in FY 08.

County voter approval of Wild Spaces & Public Places will generate approximately \$2.8 million to acquire and improve environmentally sensitive lands over the next two years.



Blue Marble composite images generated by NASA in 2001 (left) and 2002 (right).

Environment & Energy

Protect and sustain our natural environment and address future energy needs

Review the status of commercial recycling ordinances and enforcement and determine if changes are needed

During the second quarter, the Solid waste Division Inspectors continued educating business owners on the aspects and expectations of the commercial recycling requirements. Also, the Solid Waste Division, after review of other communities' ordinances, suggested that the City should establish a system of fines using a multi-tiered basis that would tie the amount of the fine to the square footage of the business. A first time offense might result in a fine of \$100, \$250 or \$500 depending on how large the business is. The Solid Waste Division recommended that there also be a sliding scale so that repeat offenses result in higher fines.

Staff also asked that consideration be given to the following proposals:

- The ordinance should require haulers to provide whatever level of recycling is required whether the business wants the service or not.
- The hauler should be required to provide whatever level of recycling is needed at no additional charge.
- The entity taking responsibility for providing garbage service should also be responsible for providing the necessary recycling service. (This would address situations where the landlord of a small strip of businesses provides one or two garbage dumpsters, but does not provide recycling service. The current City ordinance does not require the landlord to do so; it requires the business generating the trash and recycling to do so.)

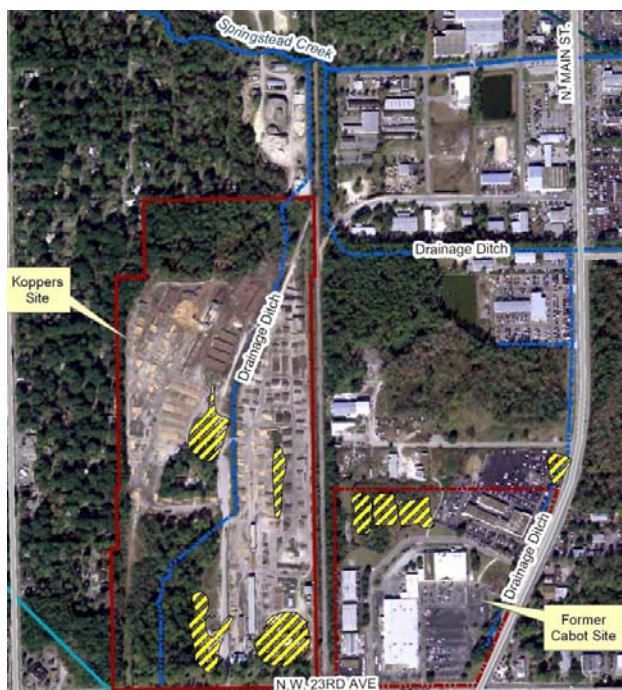
- Applications for an Occupational License should require the business to complete a form describing their anticipated waste stream and recycling stream. A copy of that form should be sent to the Solid Waste Division to trigger an inspection, and no permit should be issued until the Solid Waste Division signs off on the garbage and recycling arrangements.

These and other ordinance changes may be forthcoming as more of the expectations of the State's 2020 initiative to reduce solid waste are made known.



Commercial Recycling Bin

→ Monitor the progress of the clean-up of Cabot Carbon/Koppers Superfund Site



Aerial View of Cabot / Koppers Site

The City Commission conducted a Special City Commission meeting on March 9th, to hear information on future Land Use & Clean-up standards.

- The City Commission directed staff to engage Beazer East, Inc. & Koppers, Inc. in a discussion on the future land use for the Koppers Superfund site.
- A letter dated April 1st was mailed to Beazer East, Inc. which invited them to meet with city staff to discuss the future land use of Koppers Superfund site.
- Koppers, Inc. and Beazer East, Inc. have agreed to meet with city staff on May 28th for the preliminary discussion on the future land use for the site.
- Upon successful outlining ground work for the public discussion, staff will notify the City Commission and the further discussions will begin.
- Staff and the consultant continue to develop and provide comments on the feasibility study.

As of April 16th, Koppers is in the process of excavating stormwater ditches on the site in an effort to address pollutants contained in stormwater runoff from the site. Beazer is conducting pilot testing of soil solidification remediation techniques at the site. Staff continues to be engaged and provide comment on work plans and data from the site.

Environment & Energy

Protect and sustain our natural environment and address future energy needs

→ Monitor the progress of the clean-up of Cabot Carbon/Koppers Superfund Site



Alachua County and the City of Gainesville continued to provide comments on Health Risk Assessments, off-site soil sampling study and other reports to EPA.

Aerial View of Cabot / Koppers Beazer East, Inc. submitted off-site soil sampling test results to EPA and the Florida Department of Environmental Protection in May, 2009. Later in May, the Alachua County Health Department issued protective measure notices to the residents on the western boundary between NW 26th Avenue and NW 30th Avenue and residents 100 ft from the western property line. Some of the off-site soil sampling results exceeded the acceptable Florida levels and therefore public notification was required by the Alachua County Health Department and the Florida Department of Environmental Protection.

The Alachua County Health Department provided a briefing on the off-site soil sampling test results to the City of Gainesville Commission on May 21, 2009, and the City of Gainesville Public Works Department posted the City's Easements on May 22, 2009 to warn residents to stay out of the areas.

The Alachua County Department of Environmental Protection and the City of Gainesville (GRU and General Government) provided additional comments to EPA and requested that additional off-site sampling be conducted. Beazer East, Inc. and EPA agreed to the additional off-site sampling of the surrounding area.

On June 11, 2009, the Alachua County Health Department hosted a Community Open House Meeting at Stephen Foster Elementary School

from 4 pm to 8 pm to allow residents and business representatives an opportunity to discuss the off-site sampling test results. 120 people attended the meeting. Representatives from EPA, Beazer East, Inc., Koppers, Alachua County Health Department, Alachua County Environmental Protection Department, Florida Department of Environmental Protection, and the Florida Department of Health Toxicology were available to answer questions and discuss concerns with the public. Representatives from GRU, Public Works, the City Attorney's Office, and the City Manager's Office were also present at the Open House.

Access an Easement Agreement between the City of Gainesville and Beazer East, Inc. was developed by the City Attorney's Office and the Public Works Department. The Access Easement Agreement grants Beazer East, Inc. approval to place a fence and other protective measures in the City's Easement adjacent to the Western Boundary of the Koppers property.

On May 28, 2009 Beazer East, Inc. met with City staff to discuss future land use issues. A second meeting is being proposed.

Alachua County and City of Gainesville staff agreed to provide an update on the status of Cabot-Koppers Superfund Site at the joint City of Gainesville City Commission and Alachua County Board of County Commission meeting scheduled in August 2009.

GRU staff met with EPA, FDEP, ACEPD and Beazer East via conference call on July 1, 2009 to discuss EPA's anticipated plans for remedial actions to the Floridan Aquifer. EPA indicated that the site Draft Feasibility Study (which will review and evaluate potential remedial actions at the site) will be released in September.

Review the status of commercial recycling ordinances and enforcement

During the third quarter, the Solid Waste Division coordinated with the County on its revision to its franchising commercial contracts. After adoption by the County Commission, the City will look to mirror those contracts so that the City and County ordinances and contracts will be in consort.



Recycling Bins

Environment & Energy

Protect and sustain our natural environment and address future energy needs

Develop a coordinated response at the local level to address energy policy and climate change



Technician working on traffic signal

The Traffic Management System (TMS) Phase I field hardware installation is 100% complete and 78.5% are online communicating with the Traffic Management Center (TMC). Phase II is 80% complete and 39% are online and communicating with the TMC. Phase III is 77% complete and 38% are online and communicating with the TMC. Phase IV is 42% complete and 5% are online and communicating with the TMC. Overall, 76% of the field hardware has been completed and 48.5% of the signals are online in the TMC.

Representing 69% of the overall total of indications, over 5,500 LED traffic signal indications have been installed and 55.5% of the traffic signals have been converted to LED.

Staff is awaiting funding approval from the Department of Energy to proceed with the Energy Efficiency and Conservation Block Grant (EECBG) projects including the pilot outdoor lighting project, final funding to complete installation of remaining LED traffic signal indications and energy audits for additional City facilities. General Services initiated the \$1.2 million project to increase energy efficiency at City facilities including City Hall.

→ Monitor the progress of the clean-up of Cabot Carbon/Koppers Superfund Site

A Joint City of Gainesville Commission and Alachua County Board of County Commissioners meeting was held on August 31, 2009. Staff from the City of Gainesville (GRU & GG), Alachua County Environmental Protection Department (ACEPD), Alachua County Health Department (ACHD), and the United States Environmental Protection Agency (EPA) provided updates on the status of the Cabot-Koppers site. Information included findings and reports on creek sediment, soil sampling, health risk assessment, and proposed feasibility study.

On August 29, 2009, EPA submitted copies of the proposed feasibility study to the City of Gainesville, ACEPD and the ACHD for review and comments. Comments are due to the EPA by November 15, 2009.

A Joint City of Gainesville Commission and Alachua County Board of County Commissioners meeting is planned for October 29, 2009 to present staff's recommendations/comments on the proposed feasibility study. A public discussion is scheduled on October 19, 2009 for staff to meet with the public and receive input on the preliminary draft comments.



Water Treatment Plant, Interior View, Koppers

In September 2009, EPA submitted additional reports (Dust/Air Studies and the Creek Sediment Study) for City and County review and comments; comments are due immediately upon completion of the review.



Review the status of commercial recycling ordinances and enforcement

During the fourth quarter, both the City and County Solid Waste management staffs were involved with successfully negotiating the new residential solid waste collection contract. This effort includes language that should allow the City and County to address any issues that might be generated by the upcoming State requirements to meet a 75% recycling effort by 2020. The County's revision to its franchising contracts will not go before its Commission until January 2010, thereby pushing back the City's schedule as well.