

060449

GOAL – SETTING WORKSHOP

CITY OF GAINESVILLE

DECEMBER 4, 2006

**Facilitated by
Marilyn E. Crotty
Florida Institute of Government
University of Central Florida**

INTRODUCTION

The Gainesville City Commission held a Goal Setting Workshop on December 4, 2006 to update the strategic plan they had developed in 2005. Ms. Marilyn Crotty, Director of the Florida Institute of Government at the University of Central Florida facilitated the session.

The Mayor, Commissioners, and senior staff set ground rules for the session; reviewed the organizational vision, mission, and values; and had an update on the progress of the goals and objectives that were established last year. Staff then shared results of a citizen survey, provided a demographic overview of the city, and profiled peer cities in Florida. Ms. Crotty led a discussion of the internal and external factors that may impact the city in the next five to ten years and asked the Commission to identify things that are working well in the city and areas that need additional work. The participants then affirmed the goals and objectives that staff will continue to implement in the next fiscal year.

The ten goals from last year were reorganized into eight goals for FY 2007-08.

The elected officials then identified objectives for each goal. This report is a summary of the discussions and conclusions of the workshop.

GROUND RULES

The following ground rules were agreed upon by the participants as guidelines for the day

- No right or wrong answers
- Show courtesy; no interruptions
- Full participation
- Stay focused

REVIEW OF EXISTING GOALS & OBJECTIVES

As staff reviewed progress on the goals and objectives that had been agreed upon last year, the Mayor and Commissioners asked questions and commented on the status of each

Redevelopment

- Visioning – SE Renaissance
- Minority CRA business participation – job creation
- Energy issues
- Affordable housing
- Transformational program incentives

Human Capital

- Success by Six – partnerships
 - Co-pay for working poor
 - Early start funding
 - Public education

Environmental

- Benchmark – annual
 - Sustainability
 - Quality of life

Annexation – Fiscal

- Joint planning for future annexations with county
- Link provision of utilities to future annexation?
- Opportunities in East Gainesville
- Zoning categories that allow for different life-styles

Transportation

- 6th Street Trail – call DEP Secretary about delay
- Traffic signalization
 - Readdress county contribution
 - Share milestones

Partnerships

- Agreement with U of F and SFCC to partner in tech/business efforts
- U of F – own fire service or pay for service
- Revisit entrepreneurial charter school – county, city, school board
- Institutionalize relationship with U of F

Infrastructure

- Environmental/Park acquisition – analysis for tax role consequences

Economic Development

- Entrepreneurship – small business start-ups
- Economic development fair
- Buying local

- Profile – demographics, buying power, potential successful businesses, access to capital

EXTERNAL TRENDS & ISSUES

The Commission and staff discussed issues and trends that are occurring in the international, national, state, and regional environment that may have an impact on the City of Gainesville in the near future. The following external forces were identified as significant for the community:

Gentrification

Growth in unincorporated areas

Increased pollution – air and water

Property tax impacts – Save our Homes

Unfunded mandates – state and federal

Increased insurance rates

Increased growth rate

Dwindling transportation dollars

Need for educated workforce

Generational shifts in workforce

Decreased investments in education – state and federal

Criminal justice system

Juvenile facilities

Release from state prisons

Need for training programs

Decrease in federal dollars

Divisive effect of fear-based politics

Change in leadership at the federal level

New governor

Expansion of government role in society – all levels

Energy costs, availability; renewable resources

Slowdown in housing market

Merger of airlines – Delta/US Air, flights in and out of Gainesville affected

Increase of traffic – impact on concurrency

Baby boomers retiring

INTERNAL TRENDS & ISSUES

The Commission and staff analyzed internal issues and trends that may have an impact on the city. The following items were identified:

Neighborhoods changing – mobile home parks disappearing

Cost of housing increasing

Potential of two national championships (U of F)

Changing demographics – more Hispanics

More segregated school system

Schools – West side over capacity; East side under capacity

Citizen engagement - limited

Difficulty hiring employees – competition, cost of living, lack of training, retirement

Additional arts and culture opportunities

Hospital expansions

Lack of depth in coverage of local news issues
Rise of blogs
New ways of communicating with citizens
Increase in parks
Change in transformational policies – aggressive approach
Increase in competitiveness among Alachua cities/county
Energy conservation efforts

WHAT'S WORKING

At this point, commissioners were asked to identify issues or project they feel are working well in the city. The following items were listed.

Response to neighborhood complaints
Change in direction of GRU - conservation
Middle school – after school program
Channel 12 programming - quality
RTS improvements
Better access to on-line services
Lower tax rate
Trust between Commission and staff
Progress on East side
Willingness to “think outside the box” – staff and elected
Homeless services improved
Vote on narrowing Main Street
Road maintenance program
Capital fund financing
Compensation study
Public safety – increased dollars for police and fire

WHAT NEEDS WORK

The Commission then identified the following as areas that still need work:

Staffing levels for public safety – patrols, fire (2+2)
Traffic congestion
Partnerships – school board, U of F, county
Improving energy efficiency of properties, particularly rentals
Homelessness services
Affordable housing
Perceptions of downtown – safety, negativity
Parks and recreation development
Roam towing
Increased availability of transportation choices
Improving relationship of sharing facilities
New quality jobs
Multi-dimensional, principled way of looking at diversity issues

GOALS

The Commission agreed to combine some of the strategic issues they had adopted as goals last year and added one new goal. The Commission then approved the existing priority objectives and added eight new objectives. All of the objectives listed as Tier One are priorities. Tier Two objectives are listed, but are not considered priorities at this time. There is no significance to the order in which the goals are listed.

- Public Safety
- Economic Development and Redevelopment
- Human Capital
- Government Effectiveness and Fiscal Responsibility
- Infrastructure and Transportation
- Neighborhoods
- Environmental
- Partnerships

GOALS AND OBJECTIVES

GOAL – PUBLIC SAFETY

Objectives Tier One

Develop or continue programs to reduce the causes of crime
Funding for Reicherts House
Increase crime watch program

Provide appropriate staffing levels for police and fire

GOAL - ECONOMIC DEVELOPMENT & REDEVELOPMENT

Objectives Tier One

Remove barriers (regulation review, project facilitation)

Position city to take advantage of innovation economy

Initiate S E Renaissance project

Strategic Plan for Depot Park and GRU area

Entrepreneurial initiative – analysis of appropriate businesses; support for micro-loans; public education

GOAL - HUMAN CAPITAL

Objectives Tier One

Adopt and implement 10 year plan to end homeless (one stop center, review ordinances to increase beds)

Expand “Success by Six” activities to include other early childhood development activities

Explore potential for expansion of senior services and programs

GOAL - GOVERNMENT EFFECTIVENESS & FISCAL RESPONSIBILITY

Objectives Tier One

Improve communication – increase use of internet for city services – website – strategic plan for e-commerce

Annexation to increase tax base

Better integration of all charter officers in long range planning efforts

Review alternative strategies to increase civic engagement, responsibility, and city responsiveness

GOAL – INFRASTRUCTURE AND TRANSPORTATION

Objectives Tier One

Complete capital projects at parks – improve programs

Continue progress toward state of the art telecommunications system

Enhance mobility: traffic signalization, transit enhancement, congestion mitigation, trails and sidewalks

Reconstruct transportation facilities to encourage redevelopment (6th St., Depot Ave.)

Create a visible tracking of projects – time tables, costs, milestones

Transportation for disadvantaged

GOAL - NEIGHBORHOODS

Objectives Tier One

Assess changes to codes relating to rentals

GOAL – ENVIRONMENT

Objectives Tier One

Monitor effectiveness of having city perform its own environmental reviews

Develop city-wide structure and strategy to examine environmental sustainability
Internal Sustainability Team

GOAL

PARTNERSHIPS AND INTERGOVERNMENTAL RELATIONSHIPS

**Objectives
Tier One**

Educational institutions:

- K-12 – infrastructure sales tax – renovation;
- University of Florida – joint visioning/planning (including fire services)
- Santa Fe – downtown campus, workforce training

Formalize the relationship with other community partners; especially with University of Florida and Santa Fe Community College in regards to the downtown and the Innovation Zone

Tier Two Objectives

Develop plan for tourist development facility in the city

Support and expand facilities and programs for all ages – cultural, recreational, vocational

Review and improve government policies and procedures – commission meetings, advisory boards

Economic corridors for mixed use economic development (Waldo, 13th, etc)

Enhanced codes enforcement (innovative mechanisms, “Hall of Shame”)