

140041.

The City of Gainesville Strategic Plan for Fiscal Years 2015 and 2016 (B)

This item seeks approval of the City of Gainesville Strategic Plan for Fiscal Years 2015 and 2016. *ESTIMATED STAFF PRESENTATION 20 MINUTES*

..Explanation

The City Commission Strategic Planning Retreat was held on June 11-12, 2014 at the Gainesville Police Department. Commissioners began the day by presenting their respective key strategic issues for the upcoming fiscal year. Staff then provided detailed updates of the cost estimates, estimated completion dates, and stage of progress for each existing strategic initiative. Staff recommended to sunset initiatives that were accomplished; have become part of everyday operations; or are outside of the sole capacity of the City. Commissioners completed scorecards based upon the staff presentation in order to develop a starting point for a prioritization discussion. Following input from several citizens, the Commission collaboratively sunset eight initiatives, added eight new initiatives and organized all initiatives into three categories: highest priority, higher priority, and high priority. The established prioritization will assist staff in resource allocation when there is more than one initiative competing for the same pool of resources.

Using a ballot process, the Commission selected initiatives to sponsor. Each Commission member was given the opportunity to select and rank initiatives they would like to sponsor. Among the ranked selections, each participating member has been assigned three to four initiatives, including their number one choice as its sole sponsor. During discussion, Commission members may elect to sponsor additional initiatives.

Each of the Strategic Initiatives will be aligned with City Commission Standing Committees and the Community Redevelopment Agency through ongoing referrals.

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Fiscal Note: The strategic planning and budgeting processes are linked to assure that the City's budget reflects the City Commission's Strategic Plan.

RECOMMENDATION

The City Commission: 1) receive a presentation on the City Commission Strategic Plan; 2) accept the assignment of initiatives to each member of the City Commission to sponsor; 3) refer all strategic initiatives to the aligned Committee; and 4) adopt the City of Gainesville Strategic Plan for Fiscal Years 2015 and 2016.

Legislative History

6/11/14 City Commission Discussed

6/12/14 City Commission Discussed

[140041A Memo to City Commission 20140611.pdf](#)

[140041B Agenda Strategic Planning Retreat June 2014 20140611.pdf](#)

[140041C FY14 Strategic Plan Update 20140611.pdf](#)

[140041D 2014 Strategic Initiative Scorecards 20140611.pdf](#)

[140041A Matrix of New Goals and Initiatives 20141016.pdf](#)

[140041B FY15 StrategicPlan 20141016.pdf](#)

[140041C FY15 Strategic Plan Adoption 20141016.pdf](#)

140391.

GRU 2015 Business Plan First Quarter Update (B)

This is an informational item to update the Commission on the first quarter results of GRU's 2015 Business Plan.

Explanation: On June 24, 2014 the City Commission participated in a planning session and provided feedback and input through a facilitator to further develop GRU's 2015 business plan. Staff has completed the 2015 Business Plan to guide employees and the organization toward accomplishing specific goals. Staff will present GRU's 2015 Business Plan.

PLAN BOARD PETITIONS**DEVELOPMENT REVIEW BOARD PETITIONS****SCHEDULED EVENING AGENDA ITEMS****140041. The City of Gainesville Strategic Plan for Fiscal Years 2015 and 2016 (B)**

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Using a ballot process, the Commission selected initiatives to sponsor. Each Commission member was given the opportunity to select and rank initiatives they would like to sponsor. Among the ranked selections, each participating member has been assigned three to four initiatives, including their number one choice as its sole sponsor. During discussion, Commission members may elect to sponsor additional initiatives.

Each of the Strategic Initiatives will be aligned with City Commission Standing Committees and the Community Redevelopment Agency through ongoing referrals.

*Amendment: Comm Wells a champion for economic development initiative.
Lila Stewart and Samantha Wolfe made presentations.
Donald Shepherd spoke to the matter.*

RECOMMENDATION

The City Commission: 1) receive a presentation on the City Commission Strategic Plan; 2) accept the assignment of initiatives to each member of the City Commission to

sponsor; 3) refer all strategic initiatives to the aligned Committee; and 4) adopt the City of Gainesville Strategic Plan for Fiscal Years 2015 and 2016.

A motion was made by Commissioner Wells, seconded by Commissioner Poe, that this Matter be Approved as Amended. The motion carried by the following vote:

Aye: 7 - Mayor Braddy, Commissioner Poe, Commissioner Hinson-Rawls, Commissioner Carter, Commissioner Warren, Commissioner Wells, and Mayor-Commissioner Pro Tem Chase

140391.

GRU 2015 Business Plan (B)

*Lewis Walton made a presentation.
Donald Shepherd spoke to the matter.*

RECOMMENDATION

Hear a presentation from staff.

Heard

UNFINISHED BUSINESS

COMMISSION COMMENT

CITIZEN COMMENT (If time available)

*Jo Beaty
Lucas Jewell*

ADJOURNMENT-11:00PM

Kurt Lannon, Clerk of the Commission

Community Partnerships Initiatives

Strategic Initiative

Priority Sponsor

8.1 Develop long-term collaborative plan

with BOCC that focuses on efficient

delivery of high quality services as City and

County demand grows

Highest



8.2 Develop new GRU governance and

oversight model and implementation plan

Higher



8.3 Develop coordinated strategy with UF,

Chamber and other stakeholders to market

manufacturing and small business

development

Highest



STRATEGIC INITIATIVE # 8.2

**GOAL # 8: COMMUNITY PARTNERSHIPS**

Engage with other governmental entities and community partners to enhance our economic position and plan for future service demand

Legistar # TBD

INITIATIVE 8.2: DEVELOP NEW GRU GOVERNANCE AND OVERSIGHT MODEL AND IMPLEMENTATION PLAN

Co-Champions: Kathy Viche, General Manager for Utilities;
Nicolle Shalley, City Attorney

Sponsor: Todd Chase, Commissioner (District II)

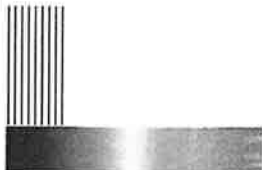
Committee: Regional Utilities Committee / Committee of the Whole

Stakeholders: GRU customers, employees, General Government, City Commission, Chamber of Commerce

Desired Outcome: Governance models have been evaluated for consideration by the City Commission

Background: This Strategic Initiative was first introduced by the City Commission in June, 2014 at a Strategic Planning Retreat. The Initiative was later adopted and added to the Strategic Plan in October, 2014.

Scorecard:

Cost Estimate	Estimated Completion	Stage of Progress	City Commission Priority
\$24,000 <i>Fully funded through operating budget</i> Funding Gap: 0%	FY2015	Infancy 	

STRATEGIC INITIATIVE # 8.2

Action Plan for FYs 2015 - 2016

Action Steps	Estimated Completion Date:
1. Convene Utility Governance Advisory Board	October 2014
2. Conduct training and site visits/meetings with management and/or governing members of other utilities in Florida	February 2015
3. Research and evaluate governance models	April 2015
4. Utility Governance Advisory Board makes recommendations to City Commission	May 2015
5. City Commission determines further action	June 2015

Critical Success Measures

- Utility Governance Advisory Board is appointed
- Utility Governance Advisory Board recommendations are presented to the City Commission for consideration

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
Public Safety Maintain a safe and healthy community in which to live		1.1 Create strategies to reduce gun violence	New Initiative	Public Safety Committee	New Referral	Tony Jones, Police Chief	
		1.2 Coordinate with all other governing bodies to maximize programs for at-risk youth	New Initiative	Public Safety Committee	New Referral	Tony Jones, Police Chief Shannon Kelleher, PRCA Manager	Commissioner Warren Commissioner Hinson-Rawls
		1.3 Develop strategies to improve safety for all modes of transportation	New Initiative	Public Safety Committee; Recreation, Cultural Affairs and Public Works Committee	New Referral	TBD	
		Develop a Public Facilities Master Plan	Move to Infrastructure & Transportation	Public Safety Committee	Existing Referral #130489; Create new version to reflect changes for FY15 (Initiative 5.2)	Gary Collier, Facilities Manager Fred Murry, Assistant City Manager	
Economic Development and Redevelopment Foster economic development and encourage redevelopment		2.1 Implement the redevelopment of the GTEC area and former Kennedy Homes sites to foster commercial and residential development in Eastern Gainesville		Community Redevelopment Agency	Existing Referral #130490; No change.	Anthony Lyons, Community Redevelopment Agency Director	Commissioner Hinson-Rawls
		2.2 Implement the Strategic Redevelopment Plan for Depot Park and The Power District		Community Redevelopment Agency	Existing Referral #130491; No change.	Anthony Lyons, Community Redevelopment Agency Director	Commissioner Carter
		2.3 Position the City to take advantage of innovation economy and implement the plan for innovation zone near UF & other surrounding areas		Economic Development/University Community Committee	Existing Referral #130493; Create new version to reflect changes for FY15.	Erik Bredfeldt, Economic Director & Innovation Director	Commissioner Chase
		2.4 Increase the dollar amount on contracts between the City and small, minority and women-owned local businesses by 10%		Equal Opportunity Committee	Existing Referral #130494; Create new version to reflect changes for FY15.	Cecil Howard, Equal Opportunity Director, Sylvia Warren, Small & Minority Business Program Coordinator	
		Ensure transparent, efficient and consistent regulation of land development in furtherance of the comprehensive plan	Sunset	Community Development Committee	Remove from Referral List #130492	Steve Dush, Director of Planning and Development Services	

FY2015/2016 City Commission Strategic Goals and Initiatives

140041A

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
		Capture metrics for the City's Economic Development and Innovation Department within a revised Strategic Action Plan for Economic Development	Sunset	Economic Development/ University Community Committee	Remove from Referral List #130495	Erik Bræddfeldt-Economic Development & Innovation Director	

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
Human Potential <i>Assist every person to reach their true potential</i>		3.1 Continue implementation and engage in the update of the 10 year plan to end homelessness	Modified	Community Development Committee	Existing Referral #130496; Create new version to reflect changes for FY15.	Fred Murry, Assistant City Manager; Jackie Richardson, Housing Manager	Commissioner Wells
		3.2 Renew the vision for the empowerment center and identify metrics and best practices for success	New	Community Development Committee	New Referral	Fred Murry, Assistant City Manager	Commissioner Wells
		3.3 Improve educational, employment and re-entry opportunities for young persons (up to the age of 24)		Equal Opportunity Committee	Existing Referral #130497; Create new version to reflect changes for FY15.	Cecil Howard, Equal Opportunity Director Tony Jones, Police Chief	Commissioner Warren
		3.4 Work collaboratively with community economic development and workforce partners to attract, retain and nurture a diverse and skilled workforce in order to strengthen the City's overall human capital capacity		Economic Development/University Community Committee	Existing Referral #130498; Create new version to reflect changes for FY15.	Erik Breidfeldt, Economic Development & Innovation Director	
		3.5 Address the need for violence prevention through mental health services		Public Safety Committee	Existing Referral #130499; Create new version to reflect changes for FY15.	Tony Jones, Police Chief	Commissioner Poe
Governance <i>Measure and improve the cost-effectiveness of government services</i>		4.1 Develop a shared governance model within City organization	New	Legislative & Organizational Policy Committee	New Referral	TBD	Commissioner Chase
		4.2 Implement Government 2.0 Strategy		Legislative & Organizational Policy Committee	Existing Referral #130500; Create new version to reflect changes for FY15.	Becky Rountree, Administrative Services Director	Commissioner Poe
		4.3 Develop tools/metrics for measuring strategies to ensure the economic, environmental, and social sustainability of the City	Modified	Economic Development/University Community Committee	Existing Referral #130501; Create new version to reflect changes for FY15.	Paul Folkers, Assistant City Manager	Commissioner Poe Commissioner Wells

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
Infrastructure and Transportation <i>Invest in community infrastructure and continue to enhance the transportation network and systems</i>		5.1 Promote an integrated transportation system that is safe and accessible to all users and supportive of the city's economic development and sustainability efforts. Assess neighborhoods to determine need for infrastructure improvements for bike/pedestrian use. Continue to expand the network by at least 1 mi/year & expand ADA access.	New (Combined w/ 5.4 & 5.5)	Recreation, Cultural Affairs and Public Works Committee	Existing Referral #130502; Create new version to reflect changes for FY15.	Teresa Scott, Public Works Director; Debbie Leistner, Planning Manager - Public Works	Commissioner Wells
		5.2 Develop a Public Facilities Master Plan	Modified (Moved from Public Safety)	Legislative & Organizational Policy Committee	Existing Referral #130489; Create new version to reflect changes for FY15 (Previously Initiative 1.3)	Gary Cothren, Facilities Manager Fred Murry, Assistant City Manager	
		Enhance stormwater infrastructure in older neighborhoods & construct them as neighborhood amenities	Sunset	Recreation, Cultural Affairs and Public Works Committee	Remove from Referral List #130503	Teresa Scott, Public Works Director; Andrew Roberts, Engineer-Utility Designer 4	
		Bring existing roadway stock up to 70 PCI rating level, as established by the Army Corp of Engineers	(Combined w/ 5.1 & 5.5)	Recreation, Cultural Affairs and Public Works Committee	Remove from Referral List #130504	Jerry Hansen, Operations Division Manager	
		Implement improved transit as described in the RTS Premium Service Report & develop an RTS capital replacement fund	(Combined w/ 5.1 & 5.4)	Recreation, Cultural Affairs and Public Works Committee	Remove from Referral List #130505	Jesus Gomez, Transit Director	

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
Quality of Life <i>Improve the quality of life in our City for the benefit of all residents</i>		6.1 Ensure the quality and broad distribution of affordable housing throughout the City		Community Development Committee	Existing Referral #130506; Create new version to reflect changes for FY15.	Jackie Richardson, Housing and Community Development Manager	Commissioner Hinson-Rawls
		6.2 Develop a community partnership for long-term clean-up and revitalization of Active/participate in the Superfund site and surrounding neighborhood	Modified	Regional Utilities Committee	Existing Referral #130507; Create new version to reflect changes for FY15.	Fred Murry, Assistant City Manager	
		6.3 Identify steps of implementation for the Parks, Recreation, & Cultural Affairs Master Plan and continued acquisition of conservation land		Recreation, Cultural Affairs and Public Works Committee	Existing Referral #130508; Create new version to reflect changes for FY15.	Steve Phillips, Director of PRCA; Michelle Park, Assistant PRCA Director	Commissioner Poe
Environment and Energy <i>Protect and sustain our natural environment and address future energy needs</i>		7.1 Protect the quality of drinking water in Gainesville		Regional Utilities Committee	Existing Referral #130509	Rick Hutton, P.E. Supervising Utility Engineer	
		7.2 Improve the energy efficiency of GRU customers with an emphasis on low income homes		Regional Utilities Committee	Existing Referral #130512; Create new version to reflect changes for FY15.	Kathy Viehe, Interim General Manager; Utilities; Lewis Walton, Marketing & Business Solutions Director	Commissioner Warren
		Monitor compliance with recycling ordinances and identify a roadmap for achieving a recycling goal of 75%	Sunset	Recreation, Cultural Affairs and Public Works Committee	Remove from Referral List #130510	Steve Jephlin, Solid Waste Manager	
		Monitor & report the progress of the coordinated response at the local level to address energy policy and climate change	Sunset	Regional Utilities Committee	Remove from Referral List #130511	Lewis Walton, Marketing & Business Solutions Director Paul Folkers, Assistant City Manager	

Strategic Goal	City Commission Priority	Strategic Initiative	Action Taken	Committee	Referral Status	Staff Champion	FY15 City Commission Sponsor
Community Partnerships Engage with other governmental entities and community partners to enhance our economic position and plan for future service demand		<u>8.1 Develop long-term collaborative plan with BOCC that focuses on efficient delivery of high quality services as City and County demand grows</u>	New	Audit, Finance and Legislative Committee	New Referral	Paul Folkers, Assistant City Manager	Commissioner Carter
		<u>8.2 Develop new GRU governance and oversight model and implementation plan</u>	New	Regional Utilities Committee / Committee of the Whole	New Referral	Kathy Viehe, General Manager for Utilities; Nicole Shalley, City Attorney	Commissioner Chase
		<u>8.3 Develop coordinated strategy with UF, Chamber and other stakeholders to market manufacturing and small business development</u>	New	Economic Development/ University Community Committee	Existing Referral #140214	Erik Bredfeldt, Economic Development & Innovation Director	Commissioner Carter