

Action Agenda *2020 – 2021*



Gainesville, Florida
May 2020



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SECTION 1

ACTION AGENDA: FRAMEWORK

Definitions of Terms

POLICY –

is an issue that needs direction or a policy decision by the City Commission; or needs a major funding decision by the City Commission; or an issue that needs City Commission leadership by the governing body in the community; or with other governmental bodies (city government, other city governments, state government, federal government) – questions of “WHAT: IS THE DIRECTION; IS THE GOAL; IS THE BUDGET OR RESOURCES; IS THE CITY'S POLICY OF REGULATION?”

MANAGEMENT –

a management action which the City Commission has set the overall direction and provided initial funding (e.g. phased project), may require further City Commission action on funding; or a major management project particularly multiple years (e.g. upgrade to the information system) – questions of “HOW: DO WE ADDRESS THE ISSUE, MANAGE THE CITY; IMPLEMENT A DECISION OR PROGRAM; CAN WE IMPROVE THE MANAGEMENT OR ORGANIZATIONAL PROCESS?”

MANAGEMENT IN PROGRESS –

a management or organization action which City Commission has set the direction, needs staff work before going to City Commission for direction next year or beyond, no choice mandated by an outside governmental agency or institution, management process improvement budgeted or funded by the City Commission.

MAJOR PROJECT –

a capital project funded in the CIP or by City Commission action which needs design or to be constructed (e.g. Road project, city facility project, park project, etc.).

ON THE HORIZON –

an issue or project that will not be addressed during the year by management or the City Commission but should be addressed in the next five years; it could become an action item for this year if another party moves the issue or project forward – it depends on them.

GOAL

ACTIONS

**Policy: M/CC Actions Needed,
Direction, Funding, Policy
Adoption, Message to Others**

**Management May Require Some
M/CC Action/Funding; M/CC Set
Direction, Management Focus**

**Management in Progress
Implementation, Internal/
Administrative, Compliance,
Study – Funded**

**Major Projects
Construction, Physical Project
CIP**

ON THE HORIZON

**Not This Year, Others May Pursue This Year, Wait and See, Other
Actions Must Come First.**

SECTION 2

ACTION AGENDA 2020 – 2021

Policy Agenda 2020 – 2021 Targets for Action City of Gainesville

TOP PRIORITY

City Racial Equity Policy and Plan

Comprehensive City Public Health Policy and Strategy/Action Plan

Affordable Housing Strategy

Downtown Master Plan and Development Standards/Guidelines

Community Policing/Use of Force Report and Zone Implementation

HIGH PRIORITY

Food Desert Elimination Action Plan

Gainesville East Incentivized Development Plan

**City Environmental Goal –
100% Renewable Energy City Organization**

Exclusionary Zoning Policy: Report and Direction

Vision Zero Action Strategy

Homeless City Action Plan

Community Broadband: Policy Direction

Community Engagement Program Enhancements

Management Agenda 2020 – 2021

Targets for Action

City of Gainesville

GENERAL GOVERNMENT

TOP PRIORITY

Rental Housing Ordinance: Adoption and Implementation

Financial Modeling: Development (10-Year)

GRU General Fund Transfer: Report and Direction

HIGH PRIORITY

Comprehensive Plan:

Update [including Community Benefit for Increased Density, FDOT Context Sensitive Areas, Parking, Pleasant Street – Downtown DT) Zoning, Density within Midtown, Cultural Spaces, Design Standards, Density in DT and U9 Transects, Sidewalk Requirements, Corridor Plan for University Avenue, Transects Zoning for Waldo Road, Digital Access for New Developments]

**City-Owned Land Inventory and Disposal Policy:
Report, Direction and City Actions**

COVID-19: After Action Report

GRU PRIORITY

Solar Power Purchase Agreement

AMI/Smart Meters: Report and Direction

Utility Bills: Direction

GRU Customer Service Systems: Upgrade

**GRU Deerhaven Plant Gasification Project:
Report, Direction and Funding**

Trunked Radio System

IT Governance

CHARTER OFFICERS' PRIORITY

Disparity Study: Completion

Cyber Security Audit

SECTION 3

ACTION OUTLINES 2020 – 2021

| | |
|---------------|----------------------------|
| GOAL 1 | EQUITABLE COMMUNITY |
|---------------|----------------------------|

| | | |
|--|---|---------------------|
| ACTION: CITY RACIAL EQUITY POLICY AND PLAN | | PRIORITY |
| | | <i>Policy - Top</i> |
| <u>Key Issues</u> | <u>Activities/Milestones</u> | <u>Time</u> |
| <ul style="list-style-type: none"> • Definition • Identification of Community Needs and History • Relationship: EEO, General Government and GRU • Broader Ownership by Leaders • Community’s History of Racism • Performance reporting • Training Program Development • Organizational Conversations • Community Engagement • Recruitment/Selection Processes • Budget/Resources • City Policy Framework • Interaction: City Government and Our Community | <p>A. PHASE 1: TRAINING IMPLEMENTATION</p> <ol style="list-style-type: none"> 1. DECISION: City-wide Racial Equity Training Policy Adoption 2. Complete Training Program for City Commission and Charter Officers: Advancing Racial Equity and How to Use the Racial Equity Tool Kit 3. Complete Training for Senior Leadership Team (as defined by the Charter Officers): Advancing Racial Equity, How to Use the Racial Equity Tool, Results-based Accountability, Racial Equity Action Plan Training and A.C.T. Model 4. Complete Survey to assess the City organization’s understanding of equity 5. Complete Training Program for Equity Core Team/Equity and Inclusion Staff: Advancing Racial Equity, How to Use the racial Equity Tool, Results-based Accountability, Racial Equity Action Plans, Symposium, Train-the-trainer Training 6. Complete Training for Early Adopters: Race and Equity 101, How to Use the Racial Equity Took, A.C.T. Model | |

ACTION: CITY RACIAL EQUITY POLICY AND PLAN (continued)

Key Issues

Activities/Milestones

Time

7. Complete Training Program
City-wide: Race and Equity 101,
How to Use the racial Equity
Tool, Book Group, Panel
Discussions, Equity and
Procurement, Messaging,
Engagement, Data Collection

**B. PHASE II: Creation of Racial
Equity Plan**

1. DECISION: Racial Action
Equity Plan Creation by
Departments Policy Adoption
2. b. Develop a Racial Equity
Plan for respective Charter
Officers guided by the Office
of Equity and Inclusion
3. Develop departmental Racial
Equity Plan focusing on
racial disparities in their
areas both internal and
external guided by the Office
of Equity and Inclusion

ACTION: CITY RACIAL EQUITY POLICY AND PLAN (continued)

Key Issues

Activities/Milestones

Time

C. PHASE III: Racial Equity Toolkit

Implementation

- a. DECISION: Mandatory Use of Racial Equity Toolkit City-wide and When the Tools should be use
- b. City Commission uses tool to help set broad priorities, to bring consistency between Values and Practice
- c. City-wide use of Racial Equity Tools to provide the opportunity to integrate racial equity across the breadth, meaning all governmental functions and depth, meaning across hierarchy

Responsibility: Office of Equity and Inclusion

ACTION: COMPREHENSIVE CITY PUBLIC HEALTH POLICY AND STRATEGY/ACTION PLAN

PRIORITY

Policy – Top

Key Issues

- Community Paramedicine Program
- Urgent Care
- Emergency Care Healthcare “Deserts”
- After-hours Healthcare
- Neighbors Comfort with Services or Provider
- Preventive Medicine and Personal Wellness
- At Risk Population
- Cost of Healthcare
- Health Insurance Availability/Affordability
- Potential Partners

Activities/Milestones

- A. Community Paramedicine Program – Phase 2
 1. DECISION: Budget FY ’21 Funding for Community Paramedicine
 2. Implement Phase 2
- B. Development of a Community Health Plan (CHP)
 1. Review Alachua County Community Health Assessment to identify gaps in Gainesville Health Care System
 2. Identify and contact potential partners to develop strategies to eliminate identified gaps.
 3. Identify staffing needs for CHP implementation
 4. Report to the City Manager
- C. Community Health as a Core Mission of Fire Rescue: Integration
 1. Report to the City Manager

Time

9/20

10/20

11/20

12/20

12/20

2/21

3/21

Responsibility: Fire Chief Jeff Lane

ACTION: FOOD DESERT ELIMINATION ACTION PLAN**PRIORITY***Policy – High*Key Issues

- Partners
- Scope: Grocery Store/Restaurants
- Healthy Foods Access
- Food Economy
- Community Expectation
- Federal Grant Language
- Food Choices
- Travel/Access to Food
- Nutrition
- Educational Programs on Food Choices

Activities/Milestones

1. Define “Food Desert” and “Low Access”
2. Determine community needs and locations
3. Investigate “best practices” from other communities
4. Develop a plan and policy recommendations
5. WORKSHOP: Presentation, Discussion and Direction

Time

9/20

10/20

11/20

12/20

1/21

Responsibility: Strategic Initiatives Director Roberta Griffith

ACTION: GAINESVILLE EAST INCENTIVIZED DEVELOPMENT PLAN**PRIORITY***Policy – High*Key Issues

- Impediments to Redevelopment
- Incentive Types
- City/CRA Role
- Wild Spaces Funding
- Community Engagement
- Comprehensive Plan Update
- Funding Reality
- Generations of Job Opportunities
- Business Opportunities
- Tacachale Property Development Opportunities

Activities/Milestones

- A. Conceptual Plan
 1. Identify key issues, define the planning scope and determine funding available
 2. Develop methodology, funding mechanism, potential partners and community engagement
 3. Report to the City Manager
- B. Tacachale Reuse Plan
 1. Develop plan for site
 2. WORKSHOP: Presentation and Direction
- C. 8th/Waldo Land Acquisition
 1. Finalize purchase agreement
 2. DECISION: Land Acquisition Agreement

Time

8/20

8/20

9/20

2/21

3/21

10/20

11/20

Responsibility: GCRA Director Sarah Vidal-Finn

ACTION: COMMUNITY/NEIGHBOR “WELL-BEING” INDEX/ METRICS

PRIORITY

Policy

Key Issues

- Well Being Definition
- Metrics
- Best Practices
- Link to County Health Department’s Community Health Plan
- City Role
- Use of Data
- Funding
- Partners

Activities/Milestones

1. Define “Well Being”
2. Research and gather data on “best practices”
3. Contact County Health Department – County Health Plan, review Alachua County Community Health Assessment
4. Report to the City Manager
5. WORKSHOP: Presentation and Direction

Time

10/20
11/20
11/20
12/20
2/21

Responsibility: Strategic Initiatives Director Roberta Griffith

ACTION: FEDERAL OPPORTUNITY ZONE: DIRECTION AND CITY ACTIONS

PRIORITY

Mgmt

Key Issues

- Understanding “Opportunity Zone”
- City Role – Information Provider
- Marketing the Program
- Showcasing Opportunities
- Public/Private Partnerships

Activities/Milestones

1. Prepare updated Report
2. Report to the City Manager
3. WORKSHOP: Presentation and Direction

Time

8/20
9/20
10/20

Responsibility: Economic Development & Innovation Director Erik Bredfeldt

ACTION: PARTNERSHIP FOR RE-IMAGINING GAINESVILLE

PRIORITY

Mgmt

Key Issues

- MOU
- Partner Funding

Activities/Milestones

1. Develop legal framework/agreement for partnership
2. Report to the City Manager – MOU
3. Develop application for Neighbors to apply for funding
4. Receive submitted proposals
5. Develop performance evaluation tool

Time

9/20
10/20
10/20
11/20
3/21

Responsibility: Strategic Initiatives Director Roberta Griffith

► Management in Progress 2020 – 2021

1. GNV Cares Program: Implementation/Distribution of Dollars
2. U. S. Department of Labor Job Corps Site/Alternative Program
3. Heartwood Development:
 - a. Managing HOA
 - b. Realtor Listing
 - c. Model Home
4. 2019 – 2020 Annual Action Plan: Implementation/Recommendations for Projects
5. Meridian Behavioral Health – New Central Receiving Facility: Capital Outlay Request
6. Disparity Study: Award Contract [City Commission Decision]

TIME

Ongoing
Ongoing
Ongoing
7/20
10/20
8/20
1/21
1/21

GOAL 2**SUSTAINABLE COMMUNITY**

**ACTION: CITY ENVIRONMENTAL GOAL – 100%
RENEWABLE ENERGY CITY
ORGANIZATION**

PRIORITY*Policy – High*Key Issues

- City Facilities – Energy Efficiency
- Fleet – Energy Efficiency
- AVL Idling Monitoring and Reporting
- LEED Certification
- Financing Options
- Payment from Savings
- Electric vs. Hybrid Vehicles

Activities/Milestones**A. City Fleet**

- | | |
|---|-------|
| 1. Analyze data on electric vehicles | 10/20 |
| 2. Receive electric bus | 10/20 |
| 3. Review “Engine Idling Guidelines” | 11/20 |
| 4. Report to the City Manager and Direction | 12/20 |
| 5. Implement modifications | 1/21 |

B. City Facilities

- | | |
|---|-------|
| 1. Review existing City facilities | 10/20 |
| 2. Develop a long-term plan | 12/20 |
| 3. Report to the City Manager and Direction | 1/21 |

Responsibility: Transportation and Mobility Director Malisa McCreedy (Fleet)/Public Works
Director Phil Mann (Facilities)/GRU

ACTION: ZERO WASTE POLICY**PRIORITY***Policy*Key Issues

- Court Rulings
- Community Composting
- Commercial Collection
- Residential Collection
- Franchise: Trash Collection

Activities/Milestones

- A. Zero Waste Policy and Actions
 1. Complete “Zero Waste Study” with Alachua County 9/20
 2. Review Study 9/20
 3. WORKSHOP: Presentation and Direction 10/20
 4. DECISION: Report Acceptance and Policy Adoption 11/20
 5. Prepare budget proposal for FY ‘22 1/21
- B. Reusable Fuels
 1. Initiate a Study 8/20
 2. Prepare Report 11/20
 3. Report to the City Manager 12/20
 4. WORKSHOP: Presentation and Direction 1/21
- C. Community Composting
 1. Grant notification 8/20
 2. Select neighborhood 11/20
 3. Communicate with Neighbors 12/20
 4. Carts rollout 1/21
- D. Trash
 1. Decision: Alachua County TBD
 2. Prepare bid documents 7/21
 3. Prepare recommendation 9/21
 4. DECISION: Direction 10/21

Time

Responsibility: Public Works Director Phil Mann

ACTION: NATURAL/CONSERVATION LAND ACQUISITION

PRIORITY

Policy

Key Issues

- List of Acquisition Criteria
- Impact on Gainesville East Economic Development Opportunities
- Criteria for Buying Land
- Development Potential
- City Maintaining Land – Costs and Staffing
- Timing of Acquisition
- Cost of Property
- Sensitive Lands with Unique Habitats
- Urban Forest Management

Activities/Milestones

1. Review the list of potential properties
2. Develop priority list with criteria for purchase
3. Report to the City Manager
4. WORKSHOP: Presentation and Direction

Time

9/20
10/20
10/20
12/20

Responsibility: Parks, Recreation and Cultural Affairs Director Steve Phillips

ACTION: LOCAL “GREEN NEW DEAL” FOR GAINESVILLE

PRIORITY

Policy

Key Issues

- “Green New Deal” – Definition for Gainesville
- Best Practices
- Federal Green New Deal

Activities/Milestones

1. Investigate and research background and “best practices”
2. Define: “Green New Deal” for Gainesville
3. Report to the City Manager
4. WORKSHOP: Presentation and Direction

Time

10/20
12/20
2/21
3/21

Responsibility: Intergovernmental Affairs Coordinator Thomas Harrington

**ACTION: URBAN AGRICULTURE ORDINANCE:
ADOPTION**

PRIORITY

Mgmt

Key Issues

-

Activities/Milestones

1. Finalize ordinance
2. Plan Board: Review
3. DECISION: Ordinance Adoption

Time

10/20
10/20
11/20

Responsibility: Sustainable Development Director (Interim) Andrew Persons

ACTION: AMI/SMART METERS

PRIORITY

GRU

Key Issues

- Agreement
- Self-Funding

Activities/Milestones

1. Finalize Agreements
2. UAB: Review
3. DECISION: Agreements Approval

Time

8/20
9/20
9/20

Responsibility: GRU

ACTION: SOLAR POWER PURCHASE AGREEMENT

PRIORITY

GRU

Key Issues

Activities/Milestones

Time

1. PRESENTATION: Tentative Agreement
2. DECISION: Approval of Power Purchase Agreement

7/20

7/20

Responsibility: GRU

► Management in Progress 2020 – 2021

1. GRU/OHS Connect Free Septic-to-Sewer in Targeted Neighborhoods: Direction
2. Electric Bus: In Service
3. Wetlands Recharge Purchase [City Commission Decision]
4. Carbon Emission Dashboard: Development (Budget FY '22) and Implementation
5. Street Lights LED Changeout

GRU

TIME

Ongoing

10/20

11/20

9/21

12/21

GOAL 3

A GREAT PLACE TO LIVE AND EXPERIENCE

ACTION: AFFORDABLE HOUSING STRATEGY

PRIORITY

Policy – Top

Key Issues

- Fragmented Approach by the City
- Parcel Development for Affordable Homes
- Use of Surplus City Land
- City Role
- Potential Partners
- Leveraging Available Dollars
- Use of Infill Lots
- Community Conversation

Activities/Milestones

1. Create working group
2. Define responsible manager
3. Develop and finalize an “Affordable Housing Strategy”
4. Report to the City Manager
5. WORKSHOP: Presentation and Direction

Time

7/20

8/20

9/20

9/20

10/20

Responsibility: City Manager Lee Feldman

ACTION: DOWNTOWN MASTER PLAN AND DEVELOPMENT STANDARDS/GUIDELINES

PRIORITY

Policy – Top

Key Issues

- Boundaries: Downtown
- Downtown Definition
- Stakeholders
- Use of CPTED Concepts
- Density
- Building Height
- Connection to Adjacent Neighborhoods
- National Retailers
- Keeping Businesses Local
- Park
- One Downtown for Gainesville
- Business Owners Sharing Responsible and Taking Owners

Activities/Milestones

1. Evaluate RFP responses
2. Prepare ranking
3. DECISION: Ranking Approval
4. Negotiate an agreement
5. DECISION: Award Contract for Downtown Master Plan Preparation
6. Kick off planning process
7. Complete Downtown Master Plan

Time

8/20
9/20
9/20
10/20
11/20
12/20
6/21

Responsibility: Economic Development & Innovation Director Erik Bredfeldt

ACTION: EXCLUSIONARY ZONING POLICY

PRIORITY

Policy – High

Key Issues

- Definition: Exclusionary
- Purpose of Zoning
- Zoning Categories
- Variety of Housing Types: Style and Pricepoint
- Affordable Housing Citywide

Activities/Milestones

1. WORKSHOP: Presentation and Initial Direction
2. Prepare a report
3. Report to the City Manager: Presentation and Direction

Time

8/20
11/20
12/20

Responsibility: Sustainable Development Director (Interim) Andrew Persons

ACTION: VISION ZERO ACTION STRATEGY**PRIORITY***Policy – High*Key Issues

- Staffing
- Funding
- Goals/Desired Outcomes
- City Role
- City Actions

Activities/Milestones

1. Develop a draft plan with outcomes and City actions
2. Create working group
3. Report to the City Manager
4. Develop detailed Action Strategy
5. WORKSHOP: Presentation and Direction

Time

7/20

8/20

8/20

2/21

4/21

Responsibility: Transportation and Mobility Director Malisa McCreedy

ACTION: HOMELESS CITY ACTION PLAN**PRIORITY***Policy – High*Key Issues

- Goals/Desired Outcomes
- Partners –Non-profit Organizations
- Current Programs and Services
- City Role
- Alachua County Role
- Relationship to Mental Health Services and Programs
- Community Conversation
- Case Management
- Funding Streams
- Emergency Housing Funding
- Chronic Homelessness
- Transitional Homelessness
- Budget Accountability

Activities/Milestones

1. Re-connect with partners
2. Develop a framework
3. Report to the City Manager

Time

9/20

4/21

5/21

Responsibility: Assistant City Manager Deborah Bowie

ACTION: RENTAL HOUSING ORDINANCE

PRIORITY

Mgmt – Top

Key Issues

- Ordinance
- Fee Structure
- Self-funding

Activities/Milestones

1. Finalize ordinance
2. DECISION: Ordinance Adoption
3. Develop program and fee structure
4. DECISION: Fee Structure

Time

7/20
7/20
11/20
12/20

Responsibility: City Attorney Nicolle Shalley/Sustainable Development (Interim) Andrew Persons

ACTION: COMPREHENSIVE PLAN UPDATE

PRIORITY

Mgmt – High

Key Issues

- Community Engagement
- Final Draft
- Community Benefit for Increased Density
- FDOT Context Sensitive Areas
- Parking
- Pleasant Street
- Downtown (DT) Zoning
- Midtown Density
- Cultural Spaces
- Design Standards
- Density in DT and U9 Transect
- Sidewalk Requirements
- Corridor Plan for University Avenue
- Transect Zoning for Waldo Road
- Digital Access for New Developments

Activities/Milestones

1. Complete draft plan
2. DECISION: Comprehensive Plan Adoption

Time

6/21
9/21

Responsibility: Sustainable Development Director (Interim) Andrew Persons

ACTION: LAND DEVELOPMENT CODE UPDATES

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

1. DECISION: Land Development Code – Single-Residents Occupancy [SRO] 9/20
2. DECISION: Land Development Code – ADU 9/20
3. DECISION: Land Development Code – Neighborhood Workshop/ Notification Process 10/20
4. DECISION: Land Development Code – ROW/Street Vacation 10/20
5. DECISION: Land Development Code – Building Orientation 12/20
6. DECISION: Land Development Code – Building Frontage in Transects 12/20

Responsibility: Sustainable Development Director (Interim) Andrew Persons

► Management in Progress 2020 – 2021

| | TIME |
|---|-------|
| 1. Bus System CAD-AVI System: | |
| a. RFP | 7/20 |
| b. Implementation | 3/21 |
| 2. Micro Transit Routes: Implementation | 8/20 |
| 3. One-Way Pairs: Evaluation, Design and Implementation | 8/20 |
| 4. Transit Ability to Pay Fares: Smart Phone Implementation | 8/20 |
| 5. Reichert House Service Expansion: | |
| a. Organization Structure/Resources | 9/20 |
| b. Financial Policy | 12/20 |
| 6. BOLD Program Service Expansion: | |
| a. Organization Structure/Resources | 9/20 |
| b. Financial Policy | 12/20 |
| 7. Parking Management: Policy Direction | 9/20 |
| 8. Single-Family Tree Mitigation: Direction | 9/20 |
| 9. Crime Watch /Neighborhood Watch Connectivity Expansion through Electronic Platform: Implementation | 1/21 |
| 10. Special Events Process: Refinement | 3/21 |
| 11. Pop-Up Learning Lab Web Development Plan | 3/21 |
| 12. CPTED Expansion: Staffing Certification | 4/21 |
| 13. Newnans Lake Watershed Management Plan | 11/21 |
| 14. I-75 Florida Regional Advanced Mobility Elements (FRAME): Research | TBD |

► Major Projects 2020 – 2021

| | TIME |
|--|-----------|
| 1. Springtree Park Improvements | Completed |
| 2. Wilhelmina Johnson Resource Center – Sharmie Ffar Park Pavilion | Completed |
| 3. Morningside Nature Center – Timucua Huts | Completed |
| 4. Residential Pavement Preservation Program | Ongoing |
| 5. Depot Park Improvements – Electric Upgrades | 7/20 |
| 6. SE 4 th Street Reconstruction Project: Construction | 8/20 |
| 7. South 62 nd Milling and Re-Surfacing | |
| a. Design | 8/20 |
| b. Construction | 8/21 |
| 8. Northside Park Improvements | 8/20 |

► **Major Projects 2020 – 2021**

| | TIME |
|---|-------------|
| 9. T. B. McPherson Recreation Complex – Pavilion Roof Replacement | 8/20 |
| 10. Hippodrome Theatre Improvements – Refresh Project | 8/20 |
| 11. San Felasco Park – New 5-12 Playground | 8/20 |
| 12. Hogtown Creek Headwaters Nature Park – Nature Center | 9/20 |
| 13. Oakview Park Improvements | 9/20 |
| 14. Albert “Ray” Massey Park Improvements – Baseball Fields, Drainage and Parking | 9/20 |
| 15. A. Quinn Jones Museum and Cultural Center Improvements | 9/20 |
| 16. Unity Park and Flatwood Conservation Area Trailhead | 1/21 |
| 17. South 62 nd 2Extension to Clark Butler: Design and Land Acquisition | 6/21 |
| 18. Clarence R. Kelly Community Center and Park | 7/21 |
| 19. Westside Pool – Sun Shades | TBD |
| 20. Northeast Pool – Locker Room Renovations | TBD |
| 21. Splash Pad Equipment Renovations at H. Spurgeon Cherry and Dwight H. Hunter Pools | TBD |
| 22. Lincoln Yard Trail | TBD |
| 23. Sweetwater Recreation Trail – Phase 1 | TBD |

GOAL 4

RESILIENT LOCAL ECONOMY

ACTION: COMMUNITY BROADBAND

PRIORITY

Policy – High

Key Issues

- City Role: Equity
- Desired Outcomes
- Funding
- Expectations: Use of GRUcom Resources
- Alternative Service Models
- Mayor-City Commission Direction
- Heartwood HOA GRUcom for 11 Homes

Activities/Milestones

1. Issue RFP for consulting services
2. Select consultant
3. Complete broadband assessment and report
4. DECISION: Direction

Time

8/20
12/20
5/21
5/21

Responsibility: Assistant City Manager Dan Hoffman/GRU

ACTION: CITY RESILIENCY ECONOMIC DEVELOPMENT POLICY AND STRATEGY

PRIORITY

Policy

Key Issues

- Goals/Outcomes
- City Role
- GRU Role
- Lessons from COVID-19
- Access to Capital Funding
- Inclusive Employment
- Alachua County Role
- Chamber of Commerce Role
- University of Florida Role
- City/CRA Incentives for Development
- P3 Agreements
- Partners
- Economic Development Consolidation of Efforts

Activities/Milestones

1. Create working team and develop methodology
2. Identify and evaluate current economic development structures, processes and activities
3. Prepare a draft policy framework and working document
4. Report to the City Manager
5. Finalize Economic Development Policies and Strategies
6. DECISION: City Resiliency Economic Development Policy and Strategy

Time

9/20

10/20

11/20

1/21

3/21

3/21

Responsibility: Economic Development and Innovation Director Erik Bredfeldt

ACTION: SMALL BUSINESS RETENTION, GROWTH AND SUPPORT

PRIORITY

Policy

Key Issues

Activities/Milestones

1. Façade Program
2. Paint Program
3. Job Creation
4. Company Relocation

Time

8/20

8/20

12/20

12/20

Responsibility: GCRA Director Sarah Vidal-Finn

ACTION: JOB TRAINING/CAREER DEVELOPMENT PROGRAM

PRIORITY

Policy

Key Issues

- Five Points Area
- Partners
- Santa Fe College Role
- Alachua County Schools Role
- City Role
- Job Corp Site Repurpose

Activities/Milestones

1. Feasibility Study for Bidwell Center [Chamber of Commerce Grant]
2. Create City team to review job training/career development programs
3. Report to the City Manager

Time

2/21
2/21
2/21

Responsibility: Economic Development and Innovation Director Erik Bredfeldt

ACTION: CITY-OWNED LAND INVENTORY AND DISPOSAL POLICY: IMPLEMENTATION

PRIORITY

Mgmt – High

Key Issues

- Affordable Housing
- Declaration of Surplus

Activities/Milestones

1. Select real estate broker
2. DECISION: City Manager or City Commission

Time

9/20
9/20

Responsibility: Economic Development and Innovation Director Erik Bredfeldt

ACTION: GCRA DEVELOPMENT AGREEMENT WITH INNOVATION SQUARE

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

A. Hyatt Place

1. Report to the City Manager
2. Begin Construction

8/20

9/20

B. Old Jack Bar Concept

1. Receive Financing Plan from developer
2. Report to the City Manager

TBD

TBD

Responsibility: GCRA Director Sarah Vidal-Finn

ACTION: GTEC: DIRECTION

PRIORITY

Mgmt

Key Issues

Activities/Milestones

Time

- Desired Outcomes
- Costs vs. Benefits
- City Role
- Incubator Space
- Location of Incubator Graduates
- Fee

1. Hire consultant
2. Identify outcomes
3. Evaluate fee
4. Access costs and benefits
5. Identify options
6. Report to the City Manager
7. Refine Contract
8. DECISION: Direction

8/20

9/20

9/20

9/20

9/20

10/20

1/21

2/21

Responsibility: GCRA Director Sarah Vidal-Finn

► **Management in Progress 2020 – 2021**

1. Cornerstone Development: Potential Developer on a New Building on GTEC Campus
2. Job Corps Building: Direction
3. Downtown Parking Direction: Framework
4. Main Street: Application
5. P3 Report [GCRA]
6. EDA Grant for Evolving Loans: Eastside Businesses
7. RTS Site Redevelopment: Federal Appraisal and Environmental Study
8. Depot Park: Direction

| TIME |
|---------|
| Ongoing |
| Ongoing |
| 8/20 |
| 9/20 |
| TBD |
| TBD |
| TBD |
| TBD |

GOAL 5

“BEST IN CLASS” NEIGHBOR SERVICES

ACTION: COMMUNITY POLICING/USE OF FORCE

PRIORITY

Policy – Top

Key Issues

- Community Attendance at Neighborhood Watch Meetings
- Use of Force
- Zones
- Racism Discussion

Activities/Milestones

1. Review “Use of Force” policy
2. WORKSHOP: Presentation and Direction
3. REPORT: Policy Changes and Alignment
4. Implement Plan

Time

7/20

7/20

8/20

9/20

Responsibility: Police Chief Tony Jones

ACTION: COMMUNITY ENGAGEMENT PROGRAM ENHANCEMENTS

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|-----------------|
| PRIORITY |
|-----------------|

| |
|---------------------|
| <i>Policy –High</i> |
|---------------------|

Key Issues

- Goals/Desired Outcomes
- Definitions: Involvement, Outreach and Engagement
- Outreach to Whom
- Building Relations with Neighbors and our community
- Funding
- Charter Officer Involvement
- Different Approaches: General Government and GRU
- City Staff vs. Outsource
- City Commissioner Roles and Responsibilities
- Guidelines for Community Builders
- Community Expectations
- Community Builder Expectations
- Involvement during the Development of the Comprehensive Plan Update

Activities/Milestones

1. Finalize engagement plan for the development of the Comprehensive Plan update
2. Re-establish Community Builder working group
3. Develop comprehensive guidelines, strategy and tool box applying to the right issues/topics
4. DECISION: Budget FY '21 Funding for Community Engagement
5. Develop Training Class “Conducting Public Meetings”
6. Develop Training Class “Conflict Management

Time

9/20

11/20

1/21

9/21

TBD

TBD

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|--|
| Responsibility: Communications & Engagement Director Shelby Taylor |
|--|

ACTION: COMPREHENSIVE INFORMATION TECHNOLOGY UPGRADE

PRIORITY

Policy

Key Issues

- Business Applications
- Own Software
- Website
- Notifications
- CRM
- Queue and Priorities
- Revisit GRU/City Relations
- Hire Developers vs. Purchase a Product
- Support for Business Applications
- Dedication Person for General Government

Activities/Milestones

1. Develop comprehensive list of business applications – General Government
2. Identify issues with GRU
3. Analyze business software packages
4. Understand City departmental needs and future plans
5. Complete audit of Current General Government and GRU relations and services
6. Report to the City Manager

Time

8/20

8/20

9/20

11/20

11/20

1/21

Responsibility: GRU/Technology and Innovation Director (Interim) Dave Duda

ACTION: RTS BUS REPLACEMENT

PRIORITY

Policy

Key Issues

- New Buses – Number and Type
- Funding Mechanism

Activities/Milestones

1. Order new buses (12)
2. Develop bus upgrade plan and funding mechanism
3. Prepare budget proposal
4. DECISION: Budget FY '22 Funding for Bus Replacement

Time

Completed

4/21

4/21

9/21

Responsibility: Transportation and Mobility Director Malisa McCreedy

ACTION: PHASED ANNEXATIONS POLICY**PRIORITY***Policy*Key Issues

- GRU Service Area
- Goals/Desired Outcomes
- Squaring Boundaries
- Alachua County – Charter Amendment
- GRU Surcharge
- Revenue Impacts: Positive and Negative
- Phasing of Annexation
- Voluntary Annexations – City Marketing

Activities/Milestones

1. Review existing policies and past actions
2. Report to the City Manager
3. WORKSHOP: Presentation and Direction

Time

12/20

1/21

2/21

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|---|
| Responsibility: Sustainable Development Director (Interim) Andrew Persons |
|---|

**ACTION: FINANCIAL MODEL: DEVELOPMENT
(10- YEAR)****PRIORITY***Mgmt – Top*Key Issues

- 10 year Financial Model – Revenues and Expenditure Projects
- Real Time Model – Adjusting to Changing Economic Conditions
- Cash Flow Management
- Impact on City Services and Staffing

Activities/Milestones

1. Define the project scope and determine methodology and costs
2. Report to the City Manager

Time

11/20

12/20

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|---|
| Responsibility: Budget and Finance Director Cynthia Ramos |
|---|

ACTION: GRU GENERAL FUND TRANSFER

PRIORITY

Mgmt – Top

Key Issues

- Formula Recommendation by Third Party
- Preserving Existing Dollars
- Future Projections

Activities/Milestones

1. Hire independent consultant
2. Prepare report with options
3. DECISION: Direction

Time

9/20
12/20
1/21

Responsibility: Assistant City Manager Fred Murry/GRU

ACTION: COVID – 19 AFTER ACTION REPORT

PRIORITY

Mgmt – High

Key Issues

Activities/Milestones

1. Prepare After Action Report

Time

TBD

Responsibility: City Manager Lee Feldman

**ACTION: COMMUNITY BUILDER/EMPLOYEE
BENEFITS STUDY**

PRIORITY

Mgmt

Key Issues

- Healthcare Benefits
- Funding

Activities/Milestones

1. Prepare report
2. Report to the City Manager
3. PRESENTATION: Report

Time

7/20

8/20

9/20

Responsibility: Risk Management Director Steve Varvel

ACTION: UTILITY BILLS: DIRECTION

PRIORITY

GRU

Key Issues

- General Fund Transfer
- Affordable Rates
- Competitive Rates
- Actions to Mitigate Increased Costs
- GRU Reductions: Frozen Positions or Eliminated Positions
- Response to Increased Service Demands
- GRU Debt/Reserves
- Profit Squeeze
- Paying More Than Profit
- Link GRU to General Government Budgets
- Billing Methods

Activities/Milestones

1. Report: Mitigation Strategies and Options
2. DECISION: Direction

Time

7/20

8/20

Responsibility: GRU

**ACTION: GRU CUSTOMER SERVICE SYSTEMS:
UPGRADE [CRS]**

PRIORITY

GRU

Key Issues

- Age of System
- Link to AMI and Meters

Activities/Milestones

1. Develop report
2. DECISION: Award Contract for Upgrade
3. Develop implementation plan
4. Kick off new system

Time

9/20
10/20
3/21
4/21

Responsibility: GRU

**ACTION: GRU DEERHAVEN PLANT GASIFICATION
PROJECT**

PRIORITY

GRU

Key Issues

Activities/Milestones

1. Complete final study
2. Modify boiler/burner configuration
3. Complete conversion

Time

7/20
12/20
2022

Responsibility: GRU

ACTION: TRUNKED RADIO SYSTEM**PRIORITY***GRU*Key Issues

- Public Safety
- Two Years Ago Upgrade
Funded through Rates
- Funding Users
- GRU Absorbed Costs
- Differences: Alachua County
and City of Gainesville

Activities/Milestones

1. Renegotiate contract
2. DECISION: Contract Approval

Time

9/20
10/20

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|-----------------|-----|
| Responsibility: | GRU |
|-----------------|-----|

ACTION: IT GOVERNANCE**PRIORITY***GRU*Key IssuesActivities/MilestonesTime

1. Create Steering Committee
2. Presentation: Charter Officers
3. Complete training for Steering
Committee

9/20
10/20
11/20

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|-----------------|-----|
| Responsibility: | GRU |
|-----------------|-----|

► Management in Progress 2020 – 2021

| | TIME |
|---|-----------|
| 1. Fuel Hedging Program: Initiated | Completed |
| 2. Lobbyist Contract: Amendments [Federal Government and State of Florida] | Completed |
| 3. Stormwater Management Billing Options: Direction and Implementation | Completed |
| 4. Welcome Kit and e-Welcome Kit for Clerk of the Commission | Completed |
| 5. Permit GNV (Cloud-Based Permitting Platform: Implementation | |
| a. Building | Completed |
| b. Planning and Codes | 2/21 |
| 6. Virtual Inspections: Expansion | Completed |
| 7. Southwest Parking Garage Cameras Upgrade: Implementation | Completed |
| 8. Return to Work Plan: Development and Implementation | Ongoing |
| 9. FY 2020 Revenues and Assessments: Spending Limitations | Ongoing |
| 10. FEMA Documentation and Tracking for COVID-19 | Ongoing |
| 11. Learning Core Services Processes: Review and Modification | Ongoing |
| 12. Federal/State of Florida COVID-19 Stimulus Funding: Tracking | Ongoing |
| 13. Financial Audit FY 2019: Completion | 6/20 |
| 14. Construction Contracts Template: Update | 7/20 |
| 15. Neighbor Survey: Completion and Report | 7/20 |
| 16. Assets Works System for Fleet Parts and Inventory: Tracking Implementation | 8/20 |
| 17. Voice Services: Installation | 8/20 |
| 18. Fire Tactical Medical Support Team MOU: Completion | 8/20 |
| 19. City Contracts Centralization: Completion | 9/20 |
| 20. FEMA Recovery for Hurricane Irma: Finalization | 9/20 |
| 21. Parks, Recreation and Cultural Affairs Departmental Restructure: Completion | 9/20 |
| 22. Engineering Design & Construction Manual: Update | 9/20 |
| 23. Perform GNV System | 9/20 |
| 24. Code for Gainesville Brigade | 9/20 |
| 25. CGI SOWS for W-4: Update | 9/20 |
| 26. Intranet Network for Community Builders: Framework | 10/20 |
| 27. Telephones Town Halls: Implementation | 10/20 |
| 28. City Commercial Lease – Property Management Company: Selection | 10/20 |
| 29. GNV Design: Prototype | 10/20 |
| 30. Smart Light Control Nodes: Contract and Initiation | 10/20 |
| 31. CGI: Contract Renewal | 10/20 |

► **Management in Progress 2020 – 2021**

| | TIME |
|--|-------|
| 32. CRM: Implementation | |
| a. Phase 1 – 311 | 11/20 |
| b. Phase 2 – Notifications | 3/21 |
| 33. Legislative 2021 Priorities and Allocation Requests: Completion | 11/20 |
| 34. Policy Banners for the City: Mechanism for Management | 12/20 |
| 35. Resource Finder for Community | 12/20 |
| 36. Code Enforcement GIS: Implementation | 12/20 |
| 37. Text Messaging: Archiving Plan | 1/21 |
| 38. URI: Elimination | 1/21 |
| 39. Fire Station 9: Land Acquisition | 1/21 |
| 40. CAFR Award: Completion | 2/21 |
| 41. Civic Innovations NSF Grant | 3/21 |
| 42. Fire Service Expansion for Growth: Feasibility Study, Report and Direction | 3/21 |
| 43. Website Redesign: Launch | 4/21 |
| 44. Tele-Working Guidelines: Update | 8/21 |
| 45. Total Rewards Program: Implementation – Phase 2 | 9/21 |
| 46. Class/Comp Process: Review and Modifications | 11/21 |
| 47. Recruiting Process: Review and Modifications | 11/21 |
| 48. Pension Plans: Administrative Hearings | TBD |
| 49. Landscape Maintenance: GCRA Properties and Streetscape Features | TBD |
| 50. Emergency Policies for Events: Development | TBD |
| 51. Employee Incentivizing Program: Report with Options and Direction | TBD |
| 52. Hummingbird Records/Documentation Work Day Management: Implementation | TBD |
| 53. Cyber Security Audit | TBD |
| 54. City Auditor: Reports | TBD |

► **Major Projects 2020 – 2021**

1. Sewer Lining Projects
2. Manhole Upgrades
3. Water Meter Changeout
4. Murphree Water Treatment Plant Electric Upgrades
5. City Hall Roof Replacement
6. GCRA Office: Buildout
7. Main Street Water Reclamation: Capacity and Renewal Plan
8. Kelly Plant Generation Station: Turbine Generator Replacement

| TIME |
|---------|
| Ongoing |
| Ongoing |
| Ongoing |
| 9/20 |
| 10/20 |
| 12/20 |
| 2/21 |
| 6/21 |

SECTION 4

POLICY CALENDAR 2020 – 2021

MONTH

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|-----------|
| July 2020 |
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1. DECISION: Rental Housing Ordinance Adoption
2. DECISION: Solar Power Purchase Agreement
3. WORKSHOP: Community Policing/Use of Force
4. PRESENTATION: Solar Power Purchase

MONTH

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| August 2020 |
|-------------|

1. DECISION: Utility Bills Direction
2. WORKSHOP: Exclusionary Zoning Policy Presentation and Direction
3. REPORT: Community Policing/Use Of Force Policy Changes and Alignment
4. Report to the City Manager: Vision Zero Action Strategy
5. Report to the City Manager: GCRA Innovation Square – Hyatt Place

MONTH

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| September 2020 |
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1. DECISION: Budget FY '21 Funding for Community Paramedicine – Phase 2
2. DECISION: Downtown Master Plan and Development Standards/Guidelines Ranking Approval
3. DECISION: Land Development Code – Single-Residents Occupancy [SRO]
4. DECISION: Land Development Code – ADU
5. DECISION: AMI/Smart Meters
6. DECISION: City-Owned Land Inventory and Disposal Policy Implementation – Real Estate Broker Contract [City Commission or City Manager]
7. DECISION: Budget FY '21 Funding for Community Engagement
8. PRESENTATION: Community Builder/Employee Benefit Study
9. Report to City Manager: Gainesville East Incentivized Conceptual Plan
10. Report to the City Manager: Federal Opportunity Zone
11. Report to the City Manager: Affordable Housing

MONTH

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| October 2020 |
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1. DECISION: Land Development Code – Neighborhood Workshop/ Notification Process
2. DECISION: Land Development Code – ROW/Street Vacation
3. DECISION: Award Contract for GRU Customer Service Systems Upgrade
4. DECISION: Award Contract for Trunked Radio System
5. WORKSHOP: Federal Opportunity Zone Presentation and Direction
6. WORKSHOP: Zero Waste Policy Presentation and Direction
7. WORKSHOP: Affordable Housing Strategy Presentation and Direction
8. Report to the City Manager: Natural/Conservation Land Acquisition
9. Report to the City Manager: GTEC Direction
10. Presentation to Charter Officers: IT Governance

MONTH

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| November 2020 |
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1. DECISION: 8th/Waldo Land Acquisition Agreement
2. DECISION: Zero Waste Policy Report Acceptance and Policy Adoption
3. DECISION: Urban Agriculture Ordinance: Adoption Ordinance Adoption
4. DECISION: Award Contract for Downtown Master Plan Preparation
5. DECISION: Wetlands Recharge Purchase

MONTH

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| December 2020 |
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1. DECISION: Rental Housing Ordinance Fee Structure
2. DECISION: Land Development Code – Building Orientation
3. DECISION: Land Development Code – Building Frontage in Transects
4. WORKSHOP: Natural/Conservation Land Acquisition Presentation and Direction
5. Report to City Manager and Direction City Environmental Goal – City Fleet
6. Report to the City Manager Zero Waste Policy – Reusable Fuels
7. Report to the City Manager: Exclusionary Zoning Policy Presentation and Direction
8. Report to the City Manager: Financial Model: Development (10-Year)
9. Report to the City Manager: Community/Neighbor “Well-Being” Index/Metrics

MONTH

| |
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| January 2021 |
|--------------|

1. DECISION: GRU General Fund Transfer Direction
2. DECISION: Award Contract for Disparity Study
3. WORKSHOP: Food Desert Elimination Action Plan Presentation, Discussion and Direction
5. Report to the City Manager and Direction: City Environmental Goal – City Facilities
4. WORKSHOP: Zero Waste Policy – Reusable Fuels Presentation and Direction
6. Report to the City Manager: Comprehensive Information Technology Upgrade
7. Report to the City Manager: Phased Annexations Policy
8. Report to the City Manager: City Resiliency Economic Development Policy and Strategy

MONTH

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| February 2021 |
|---------------|

1. DECISION: GTEC Direction
2. WORKSHOP: Phased Annexations Policy: Presentation and Direction
3. WORKSHOP: Community/Neighbor “Well-Being” Index/Metrics Presentation and Direction
4. Report to the City Manager: Local “Green New Deal” for Gainesville
5. Report to the City Manager: Community Health Plan
6. Report to the City Manager: Job Training/Career Development Program

MONTH

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| March 2021 |
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1. DECISION: City Resiliency Economic Development Policy and Strategy
2. WORKSHOP: Tacachale Reuse Plan Presentation and Direction
3. WORKSHOP: Local “Green New Deal” for Gainesville Presentation and Direction
4. Report to the City Manager: Community Health as a Core Mission of Fire Rescue

MONTH

April 2021

1. WORKSHOP: Vision Zero Action Strategy Presentation and Direction

MONTH

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| <p>May 2021</p> |
|------------------------|

1. DECISION: Community Broadband Direction
2. Report to the City Manager: Homeless City Action Plan