

City of Alachua

The Good Life Community



STRATEGIC PLAN

Fiscal Year 2016

Adopted September 14, 2015

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Alachua, FL 32615
(386) 418-6100
www.cityofalachua.com

ELECTED OFFICIALS AND ADMINISTRATION

ELECTED OFFICIALS

Gib Coerper, Mayor
Ben Boukari, Jr., Vice Mayor
Shirley Green Brown, Commissioner
Gary Hardacre, Commissioner
Robert Wilford, Commissioner

ADMINISTRATION

Traci L. Cain, City Manager
Adam Boukari, Assistant City Manager

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EXECUTIVE SUMMARY

Incorporated in 1905, the City of Alachua encompasses approximately 35 square miles and has a population of nearly 10,000 residents. It is a vibrant, small town community located in the heart of North-Central Florida. The City of Alachua is home to international corporations, amongst which there are several Fortune 500 companies. It is a great place to visit and an even greater place to live, with superb quality of life features and all the amenities in place for self-sustainability.

The City of Alachua is commonly referred to as “The Good Life Community” thanks in large part to its quality of life. Alachua is a thriving, forward looking community with a positive outlook for growth while it maintains a small town atmosphere. Alachua has a fair climate, a great public school system, great opportunities for recreational activities suited to all ages, maintains a multi-sport set of facilities and has a scenic natural landscape.

The City of Alachua is committed to its residents and provides electric, water, wastewater services, operates its own police department and provides maintenance services for public roads and rights of way. The City contracts with Alachua County to provide fire services.

On April 23, 2012 the City Commission adopted the 2020 Vision Statement:

The City of Alachua will be a vibrant, growing, economically and culturally diverse community, which takes great pride in the fact that it has maintained its strong sense of community, its small-town atmosphere, a strong recreation program, the charm of its downtown, and has preserved and protected its heritage and environment. It is proud of the state of the art educational facilities, which work hand-in-hand with Alachua's employers to make certain that its young people have challenging career opportunities at home. Alachua will become a leader in innovative techniques to ensure quality, well-planned growth and provide for a safe and convenient transportation environment. Alachua will be a place where housing choices are available to meet the needs of all citizens. Alachua will strive to be continually recognized by its peers as an example of what can happen when citizens, business communities, schools, and government work together for the common good.

The vision is to be implemented via four established goals:

1. Economic Development
2. Cultural, Community and Recreational Development
3. Transportation Mobility
4. Housing

Goal #1: Economic Development (E)

The City of Alachua has a unique business climate. The City is home to corporations, technology incubators, local businesses, and start-up companies. The City will maintain its focus on welcoming business environments and encourage business development in the downtown area and along the U.S. 441 corridor. Alachua desires to continue to be home to innovative business and an employment center where jobs are provided at every level. The City will continue to encourage the growth and development of established industries, such as biotechnology, and encourage the diversification and expansion of commercial business which provide integral services to the City's Residents.

EXECUTIVE SUMMARY

Goal #2: Community, Cultural and Recreational Development (C)

The City of Alachua has a very strong sense of community involvement, as evidenced by community events such as the Spring Arts Festival, Fall Harvest Festival, 4th of July Celebration and the Girls' Babe Ruth World Series Softball Tournament. The City will foster the cultural growth and enhancement of the community by supporting cultural arts programs and outreach. The city will maintain its strong recreation program and encourage diversity of recreational programs to meet the needs of all citizens.

Goal #3: Transportation Mobility (T)

The City of Alachua transportation system includes heavily traveled U.S. 441 corridor and a walkable downtown Main Street. The City will promote a safe, convenient and aesthetically pleasing transportation environment that provides for various modes of transportation. The City will encourage multi-modal enhancements and trail systems. The expansion of sidewalks and sidewalk continuity will be directed to areas where pedestrian walkability is desirable, with particular focus upon providing greater pedestrian connectivity within and between the downtown commercial and residential area. The City will continue to pursue the interconnectivity of development in order to reduce negative impacts upon transportation infrastructure.

Goal #4: Housing (H)

The City of Alachua has a variety of housing options, from historic downtown neighborhoods to large lot agrarian developments. The City supports the provision of safe, affordable housing for all income levels. The City will encourage mixed-use development with affordable housing, workforce housing, senior housing, housing for the disabled and enhancements that strengthen and upgrade neighborhoods, thereby maintaining a livable community for all age groups.

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

The City Commission met at a publicly announced meeting on May 13, 2015, for the purpose of outlining specific initiatives for the development of the City of Alachua Strategic Plan. This Strategic Plan will help the City Manager and staff members develop a scope and action plan for each strategic initiative to support the realization of the Vision Statement in a planned, systematic and incremental manner, based on City Commission established priorities.

The following Strategic Initiatives were developed by the City Commission at that meeting. These Strategic Initiatives are ranked in Priority Order (Highest, Higher and High as informally ranked by the City Commission during the May 13, 2015 meeting). **Each Strategic Priority demonstrates which Goal it supports: Economic Development (E), Community, Cultural and Recreational Development (C), Transportation Mobility (T), Housing (H).**

Strategic Initiatives for FY 2015 - 2016

Highest Priority

- Develop a comprehensive study to analyze the current traffic patterns throughout the City and identify future alternatives through long range transportation planning. **T**
- Develop a strategy to address affordable housing issues, including new construction and repair. **H**
- Upgrade critical bottlenecking issues in the water infrastructure to accommodate future growth. **E**
- Upgrade critical bottlenecking issues in the wastewater infrastructure to accommodate future growth. **E**
- Construct a multipurpose facility that focuses on the needs of the community. **C**

Higher Priority

- Develop a strategy to revitalize Main Street and the downtown area. **E**
- Engage the Alachua County League of Cities to develop a “White Paper” regarding Home Rule rights of municipalities to prompt the Alachua County Board of County Commissioners to discuss Home Rule issues at a public meeting. **E**
- Upgrade the water supply/delivery infrastructure west of I-75 to prepare for future growth. **E**
- Plan and implement a community workshop to develop strategies to improve public perception of the City on economic growth. **C**
- Implement an awareness campaign to the staff and Commission on the availability of new technology and provide training opportunities for the use of technology. **C**
- Increase annual funding for roadway improvements and identify funding mechanisms. **T**
- Develop a long range plan of Alachua’s future, identifying growth trends and population statistics. **E**
- Seek grant opportunities for additional well fields west of I-75 near well-head protection areas and at the City Ground Storage Tank. **E**

High Priority

- Encourage construction of senior living housing opportunities including assisted living facilities. **H**
- Strengthen partnerships to make educational opportunities in Alachua the best to attract families and produce graduates who positively contribute to society. **C**
- Strengthen partnerships with the Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

and Enterprise Florida to retain and attract businesses. **E**

- Establish grant opportunities for local organizations/businesses that contribute to quality of life with positive return on investment. **E**
- Market the City to enhance the City's image and create a stronger and united community. **C**
- Evaluate starting a City-operated fire department and identify funding mechanisms. **E**

The Priority Rank is also shown graphically by use of the following symbols:



High Priority



Higher Priority



Highest Priority

The City Manager and the Assistant City Manager assigned a champion or champions at the Executive and Department Director levels to further define each Strategic Initiative as follows:

- Define the scope of the initiative;
- State desired outcome;
- Provide summary background;
- Identify the stakeholders;
- Provide the fiscal impact and funding source;
- Develop an action plan to accomplish the initiative;
- Provide the estimated completion date for each action item;
- Create Critical Success Metrics to support progress report.

The City Manager will present the Draft Strategic Plan at a City Commission Meeting and request review and approval. Subsequently, the Strategic Plan shall be adopted annually by a majority vote of the City Commission.

Upon adoption of the Strategic Plan by the City Commission, the budget components for each initiative will be itemized for the corresponding fiscal year.

It is envisioned that the City of Alachua Strategic Plan will be a living document, subject to adjustments and revisions as deemed necessary by the City Commission and the City Manager. The City Commission, by a majority vote, shall be able to add or remove initiatives in the Plan during the annual adoption process or more often if deemed necessary. The City Manager shall have the authority to make revisions to the activities necessary to carry out the initiatives as these may change from time to time and are administrative in nature. Such changes by the City Manager shall be incorporated in the subsequent annual adoption process.

The City Manager will monitor progress and provide regular updates of the Strategic Initiatives. These updates will

DEVELOPMENT AND IMPLEMENTATION OF STRATEGIC PLAN

be in the form of a progress report and will be produced quarterly unless set otherwise by a majority vote of the City Commission. In addition, the City Manager has the delegated authority to bring up specific Strategic Initiatives to the City Commission, if discussion is warranted.

Particular attention will be afforded to the metrics defined to support initiative progress. Some will be easily quantifiable (for example a construction project progress will be monitored by established baseline schedule and budget). Other initiatives do not lend themselves to be easily measured and staff will provide specific events and milestones that can be presented to the City Commission.

The ultimate goal of a Strategic Plan is to develop and implement specific action plans so that the community growing needs and future vision are met in an efficient and equitable way.

STRATEGIC INITIATIVES BY GOAL

Initiative Number	Description	Goal	Priority Level
1.1	Upgrade critical bottlenecking issues in water infrastructure to accommodate future growth.	E	
1.2	Upgrade critical bottlenecking issues in wastewater infrastructure to accommodate future growth.	E	
1.3	Develop a strategy to revitalize Main Street and the downtown area.	E	
1.4	Engage the Alachua County League of Cities to develop a “White Paper” regarding Home Rule rights of municipalities to prompt the Alachua County Board of County Commission to discuss Home Rule issues at a public meeting.	E	
1.5	Upgrade the water supply/delivery infrastructure west of I-75 to prepare for future growth.	E	
1.6	Develop a long range plan of Alachua’s future, identifying growth trends and population statistics.	E	
1.7	Seek grant opportunities for additional well fields west of I-75 near well-head protection areas and at the City Ground Storage Tank.	E	
1.8	Strengthen partnerships with the Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce and Enterprise Florida to retain and attract businesses.	E	
1.9	Establish grant opportunities for local organizations/businesses that contribute to quality of life with positive return on investment.	E	
1.10	Evaluate starting a City-operated fire department and identify funding mechanisms.	E	
2.1	Construct a multipurpose facility that focuses on the needs of the community.	C	
2.2	Plan and implement a community workshop to develop strategies to improve public perception of the City on economic growth.	C	
2.3	Implement an awareness campaign to the staff and Commission on the availability of new technology and provide training opportunities for the use of technology.	C	
2.4	Strengthen partnerships to make educational opportunities in Alachua the best to attract families and produce graduates who positively contribute to society.	C	
2.5	Market the City to enhance the City’s image and create a stronger and united community.	C	
3.1	Develop a comprehensive study to analyze the current traffic patterns throughout the City and identify future alternatives through long range transportation planning.	T	
3.2	Increase annual funding for roadway improvements and identify funding mechanisms.	T	
4.1	Develop a strategy to address affordable housing issues, including new construction and repair.	H	
4.2	Encourage construction of senior living housing opportunities including assisted living facilities.	H	

STRATEGIC INITIATIVE 1.1

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.1: UPGRADE CRITICAL BOTTLENECKING ISSUES IN THE WATER INFRASTRUCTURE TO ACCOMMODATE FUTURE GROWTH

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residents and businesses looking to locate or relocate in the City which currently use or intend to use the water utility service provided by the City.

Desired Outcome: To eliminate the capacity/pressure issues of the water distribution network by upgrading the system infrastructure in a fiscally effective manner for present and future users.

Fiscal Impact: It is recommended upgrades to the water distribution system be phased across five (5) fiscal years as follows: FY 2016 - \$207,000; FYs 2017-2022 - \$1,950,000; Total - \$2,157,000.

Funding Source: Water Fund, Developers, Grants.

Completion Date: September 2022

Background: The water distribution network has various network segments of inadequate pipe sizes. This condition causes loss of pressure and volume, and makes the networks operate in an inefficient manner, ultimately not providing necessary flows to facilitate development in various areas of the infrastructure. The resolution of these issues will allow for better fire flow protection and accommodate the City's residential and commercial growth.

Progress to Date:

- In FY 2015 the water network has been surveyed and the areas of concern are being identified and documented.

STRATEGIC INITIATIVE 1.1

Action Plan:

Action Steps		Estimated Completion Date
1.	Complete identification and documentation of bottlenecking issues in the water networks.	October 2015
2.	Identify costs for phased rehabilitation approach.	November 2015
3.	Identify future funding sources, i.e. developers and grants.	Ongoing
4.	Develop Scope of Work for all FY 2016 bottlenecking rehabilitation projects.	January 2016
5.	Hold coordination meetings with FDOT and potentially affected utilities.	January 2016
6.	Solicit and engage a professional architect firm to design construction documents.	February 2016
7.	Complete the construction documents level design and bid documents.	June 2016
8.	Bid and award to contractor(s).	August 2016
9.	Commence construction activities of Phase 1.	November 2016
10.	Continue the abovementioned steps throughout all areas affected.	Through September 2022

Critical Success Measures:

- Complete bid documents
- Award contracts and commence construction activities
- Construction activities completed
- Meet completion deadlines

STRATEGIC INITIATIVE 1.2

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.2: UPGRADE CRITICAL BOTTLENECKING ISSUES IN THE WASTEWATER INFRASTRUCTURE TO ACCOMMODATE FUTURE GROWTH.

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residents and businesses looking to locate or relocate in the City which currently use or intend to use the wastewater utility service provided by the City.

Desired Outcome: To eliminate the deterioration of the collection system by upgrading the wastewater infrastructure in a fiscally effective manner for present and future users.

Fiscal Impact: It is recommended upgrades to the wastewater distribution system be phased across five (5) fiscal years as follows: FY 2016 - \$70,000; FYs 2017-2022 - \$380,000; Total - \$450,000.

Funding Source: Wastewater Fund, Developers, Grants.

Completion Date: September 2022

Background: The wastewater collection network has various network segments of inadequate lift station pumping capabilities and undersized piping. These conditions cause loss flow and volume, and make the networks operate in an inefficient manner, ultimately not providing necessary flows to facility development in various areas of the infrastructure. The resolution of these issues will provide for better flow and volume to accommodate the city's residential and commercial growth.

Progress to Date:

- In FY 2015 the wastewater network has been surveyed and the areas of concern are being identified and documented.

STRATEGIC INITIATIVE 1.2

Action Plan:

Action Steps		Estimated Completion Date
1.	Complete identification and documentation of bottlenecking issues in the wastewater networks.	October 2015
2.	Identify costs for phased rehabilitation approach.	November 2015
3.	Identify future funding sources, i.e. developers and grants.	Ongoing
4.	Develop Scope of Work for all FY 2016 rehabilitation projects.	January 2016
5.	Solicit and engage a professional architect firm to design construction documents.	February 2016
6.	Complete the construction documents level design and bid documents.	May 2016
7.	Bid and award to contractor.	August 2016
8.	Commence construction activities of Phase 1.	October 2016
9.	Continue the abovementioned steps throughout all areas affected.	Through September 2022

Critical Success Measures:

- Complete bid documents.
- Award contracts and commence construction activities.
- Construction activities completed.
- Meet completion deadlines.

STRATEGIC INITIATIVE 1.3

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.3: DEVELOP A STRATEGY AND IMPLEMENTATION PLAN TO REVITALIZE MAIN STREET AND THE DOWNTOWN AREA.

Priority:



Champion:

Planning and Community Development Department

Stakeholders:

Business Owners, City Residents, Chamber of Commerce, Alachua Business League, Downtown Redevelopment Trust Board (DRTB).

Desired Outcome:

A sustainable, thriving Main Street with a variety of businesses and a downtown area that attracts visitors through various initiatives which support and promote downtown businesses by attracting shoppers and patrons.

Fiscal Impact:

Hiring of a consulting firm to perform an Economic Development Market Analysis that includes proposed recommendations: \$40,000-\$50,000.

Funding Source: Community Redevelopment Agency, General Fund (market study split).

Completion Date:

May/June 2016

Background:

During the economic downturn many Main Street businesses closed, with the domino effect of fewer visitors coming to what once was a lively downtown. During FY 2015, the City Commission and the DRTB have discussed the need to devise methods to revitalize Main Street in order to enhance the character of downtown, provide for business retention and expansion and market the uniqueness of downtown Alachua.

Progress to Date:

- A DRTB Workshop was held on October 28, 2014 with participation by the Chamber of Commerce and Alachua Business League.
- A Downtown/Main Street Public Input Meeting was held on February 25, 2015.
- Staff Working Group meetings to discuss revitalization were held on November 14, 2014 and April 22, 2015.
- Staff created a database of Main Street and CRA businesses to include photographs and pertinent site information.

STRATEGIC INITIATIVE 1.3

Action Plan:

Action Steps		Estimated Completion Date
1.	Solicit a Request for Proposals (RFP) from consulting firms to perform an Economic Development Market Analysis with proposed recommendations.	October 2015
2.	Award the Economic Development Market Analysis contract.	November 2015
3.	Consulting firm conducts market analysis.	April 2016
4.	Economic Development Market Analysis is completed and recommendations presented to the DRTB and City Commission.	May/June 2016
5.	Implementation of Market Analysis Recommendations.	June 2016 and beyond

Critical Success Measures:

- Retain consulting firm to complete the Economic Development Market Analysis that includes proposed recommendations.
- Establish priorities and strategies for implementation of recommendations.

STRATEGIC INITIATIVE 1.4

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.4: ENGAGE THE ALACHUA COUNTY LEAGUE OF CITIES TO DEVELOP A “WHITE PAPER” REGARDING HOME RULE RIGHTS OF MUNICIPALITIES TO PROMPT THE ALACHUA COUNTY BOARD OF COUNTY COMMISSIONERS TO DISCUSS HOME RULE ISSUES AT A PUBLIC MEETING.

Priority:



Champion:

Executive Department

Stakeholders:

City Residents, Municipal governments in Alachua County.

Desired Outcome: Create a public dialogue in Alachua County that will aide in protecting the home rule rights of municipalities.

Fiscal Impact: None. Work to be performed by City Staff.

Funding Source: N/A

Completion Date: January 2016

Background: The City of Alachua is a municipality with all the governmental, corporate and proprietary powers to conduct municipal government, perform municipal functions and render municipal services as set forth in the Florida Constitution. The protection of the rights of local governing bodies to make local decisions is a top priority. Creating a dialogue with the Board of County Commissioners (BOCC) via a “white paper” will define and support the importance of home rule for municipalities.

Progress to Date:

- N/A

STRATEGIC INITIATIVE 1.4

Action Plan:

Action Steps		Estimated Completion Date
1.	Hold meetings with City administrators and Alachua County League of Cities representatives to discuss shared home rule concerns and principles.	November 2015
2.	Establish a working group of staff from the members of the Alachua County League of Cities.	December 2015
3.	The working group drafts the “white paper.”	February 2016
4.	The municipalities in the Alachua County League of Cities adopt joint resolutions supporting the white paper and request a public meeting of BOCC to discuss.	April 2016
5.	Work with the BOCC to schedule a public meeting regarding the “white paper”.	May 2016

Critical Success Measures:

- White paper draft completion.
- Adoption of resolutions.
- Scheduling of BOCC meeting.

STRATEGIC INITIATIVE 1.5

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.5: UPGRADE THE WATER SUPPLY/DELIVERY INFRASTRUCTURE WEST OF I-75 TO PREPARE FOR FUTURE GROWTH.

Priority:



Champion: Public Services Department

Stakeholders: City residents, current businesses located in the City, future residents and businesses looking to locate or relocate in the City which currently use or intend to use the water utility service provided by the City

Desired Outcome: To construct new wells and provide additional capacity from the well head protection area and the City ground storage facility.

Fiscal Impact: TBD

Funding Source: TBD

Completion Date: TBD

Background: The water supply system has three wells that provide the City with potable water. The demand is projected to exceed the pumping capacity as new growth occurs. To address this concern, the Suwannee River Water Management District has identified and secured a well field site location for future use in the northwestern area of Alachua.

Progress to Date:

- Staff has worked with consultants to identify potential concerns in the water distribution system that lead to pressure and volume issues and how the construction of new wells would impact these metrics.

STRATEGIC INITIATIVE 1.5

Action Plan:

Action Steps		Estimated Completion Date
1.	Identify City well size and depth locations.	October 2018
2.	Implement well modeling sites.	TBD
3.	Identify future funding i.e. developments and grants.	TBD
4.	Secure land rights.	TBD

Critical Success Measures:

- Identify well sites.
- Identify funding.
- Secure land rights.

STRATEGIC INITIATIVE 1.6

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.6: DEVELOP A LONG RANGE PLAN OF ALACHUA'S FUTURE, IDENTIFYING GROWTH TRENDS AND POPULATION STATISTICS.

Priority:



Champion:

Planning and Community Development Department

Stakeholders:

City residents and businesses; visitors; potential future employers and residents.

Desired Outcome: Develop a report containing data and analyses related to population projections; demographic, economic and housing characteristics; existing land use and development characteristics; extent of vacant lands and lands with development potential within Future Land Use Map categories; identification of vacancy rates (residential and nonresidential); land use needs; and changing conditions and trends affecting the City.

Fiscal Impact: None. Work will be performed by City Staff.

Funding Source: N/A

Completion Date: May 2016

Background: Prior to 2012, Chapter 163, Florida Statute, required that an Evaluation and Appraisal Report (EAR), which assessed the Comprehensive Plan and growth related data, be adopted every seven years. Although Section 163.319 requires an evaluation and appraisal of the Comprehensive Plan, this statutory requirement no longer requires an assessment of future growth trends. The last EAR Report that the City drafted was in 2010. Although no longer required by Florida Statute, an updated review of growth trends and projections will further guide the City's planning for growth and development.

Progress to Date:

- The City of Alachua Comprehensive Plan Evaluation and Appraisal Report was drafted in 2010.
- The UF Bureau of Economic and Business Research (BEBR) provides population estimates and statistics for every Florida city on an annual basis. BEBR also publishes statistical data for each Florida County, such as hourly wage, housing characteristics, employment figures (industries, employed/unemployed, population projections) which may be applicable.
- In 2014 Staff completed an analysis of future growth potential for the I-75/US 441 Interchange West Area.

STRATEGIC INITIATIVE 1.6

Action Plan:

Action Steps		Estimated Completion Date
1.	Collect and analyze data.	January 2016
2.	Prepare Data and Analysis: Growth Trends in the City of Alachua Report.	March 2016
3.	Present report trends and projections to Planning & Zoning Board and City Commission.	April/May 2016
4.	Incorporate findings into evaluation of on-going City projects.	Ongoing

Critical Success Measures:

- Complete Future Growth Trends Report.
- Present report to Planning and Zoning Board and City Commission.

STRATEGIC INITIATIVE 1.7

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.7: SEEK GRANT OPPORTUNITIES FOR ADDITIONAL WELL FIELDS WEST OF I-75 NEAR WELL HEAD PROTECTION AREAS AND AT THE CITY GROUND STORAGE TANK.

Priority:



Champion: Finance Department; Public Services Department

Stakeholders: Existing businesses and residents, and future businesses considering locating or relocating within the City of Alachua.

Desired Outcome: To upgrade the water supply delivery infrastructure to meet growing demands City wide including the residents and businesses west of I-75.

Fiscal Impact: It is recommended upgrades to the water well field area and the City Ground Storage Tank be phased across five (5) fiscal years as follows: FY 2018 - \$75,000; FYs 2019-2023 - \$2,500,000; Total - \$2,575,000.

Funding Source: Water Fund, Developers, Grants.

Completion Date: September 2023

Background: There exists inadequate piping size and well pumping capacity to meet the growing water demands and fire flows City wide to accommodate future growth.

Progress to Date:

- Staff has been in the process of performing a preliminary review of future water needs west of US 441 and I-75.

STRATEGIC INITIATIVE 1.7

Action Plan:

Action Steps		Estimated Completion Date
1.	Complete identification of upgrades and expansion of water mains west of I-75.	September 2016
2.	Coordinate with FDOT and other affected utilities.	TBD
3.	Identify available grants.	Ongoing
4.	Develop Scope of Work and bid documents.	TBD
5.	Identify funding sources.	Ongoing
6.	Obtain necessary permits.	TBD
7.	Bid and award Phase I Project.	TBD
8.	Monitor Progress of Construction.	TBD

Critical Success Measures:

- Obtain budget approvals.
- Complete bid documents.
- Award contracts and commence construction activities.
- Meet completion deadlines.

STRATEGIC INITIATIVE 1.8

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.8: STRENGTHEN PARTNERSHIPS WITH THE ALACHUA CHAMBER OF COMMERCE, GAINESVILLE AREA CHAMBER OF COMMERCE AND ENTERPRISE FLORIDA TO RETAIN AND ATTRACT BUSINESSES.

Priority:



Champion:

Executive Department

Stakeholders: City residents, entrepreneurs, business investors, development community at large, Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce, Enterprise Florida.

Desired Outcome: Build strong relationships with these economic development organizations in order to work together in the best way possible to retain existing businesses and attract future businesses

Fiscal Impact: None. Work will be performed by City Staff.

Funding Source: N/A

Completion Date: April 2016

Background: The Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce have positive working relations with the City of Alachua. The Alachua Chamber of Commerce primarily serves local businesses in the Alachua area with a focus on local business support and development as well as the oversight of several special functions within Alachua annually. The Gainesville Area Chamber of Commerce has a wide reach in the Alachua County region and supports economic development activities in the area. The Gainesville Area Chamber of Commerce serves as a local branch of the economic development arm of the State, known as Enterprise Florida. Enterprise Florida is a statewide agency tasked with supporting economic development and job creation in Florida through various statewide business incentives, direct corporate attraction activities and marketing.

Progress to Date:

- Historically, the City of Alachua has enjoyed strong partnerships with the Alachua Chamber of Commerce, the Alachua Business League and the Gainesville Area Chamber of Commerce. City staff and/or elected officials have served as various committees of the Alachua Chamber of Commerce through the years. City Commissioners and the City administration are active participants in the

STRATEGIC INITIATIVE 1.8

Alachua Chamber of Commerce and support the organization in a variety of ways.

- The Gainesville Area Chamber of Commerce has supported the economic development success and the business friendly climate of the City.
- The City Commission committed \$100,000 over a five year period (\$20,000/year) beginning Fiscal Year 2016 to support a regional economic development plan known as “Transforming Greater Gainesville.”

Action Plan:

Action Steps		Estimated Completion Date
1.	Meet with top level executives of the Alachua Chamber of Commerce, Gainesville Area Chamber of Commerce and Enterprise Florida to establish opportunities for joint ventures and partnerships.	November 2015
2.	Hold a meeting of the board of directors of the Alachua Chamber of Commerce and the Gainesville Area Chamber of Commerce to share Alachua’s successes and strategies and receive input on ways to build stronger partnerships that promote economic development.	February 2016
3.	Host the Secretary of Commerce (Director of Enterprise Florida) for a showcase of Alachua’s business climate, current development process, incentives and seek input on how to strengthen the partnerships between both organizations.	April 2016
4.	Staff and elected officials serve on boards/committees of the various organizations.	Ongoing
5.	Seek joint funding opportunities to fund economic development projects and activities.	Ongoing

Critical Success Measures:

- Hold meetings with each organization.
- Host Secretary of Commerce.

STRATEGIC INITIATIVE 1.9

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.9: ESTABLISH FUNDING/GRANT OPPORTUNITIES FOR LOCAL ORGANIZATIONS/BUSINESSES THAT CONTRIBUTE TO QUALITY OF LIFE WITH POSITIVE RETURN ON INVESTMENT.

Priority:



Champion: Finance Department

Stakeholders: Existing local businesses, local not for profit organizations, Alachua Chamber of Commerce, Alachua Business League, Council for Economic Outreach, City of Alachua, Alachua County Board of County Commissioners and City residents.

Desired Outcome: To identify and establish a variety of financial incentive possibilities to encourage new and existing investment that will enhance employment opportunities and the quality of life of City residents.

Fiscal Impact: TBD

Funding Source: Federal, State, Tax Increment Financing (TIF) and Local Government(s).

Completion Date: October 2017

Background: The City has not established a formal Economic Incentive Program. However, the City has participated in several existing incentive programs.

Progress to Date:

- Currently, the City participates in the Qualified Target Industry (QTI) Tax Refund Program, which is designed to encourage the creation of high-skill jobs and encourage the growth of corporate headquarters and other targeted industries. QTI provides a tax refund of \$3,000 for each new job created in Florida by the expansion of existing Florida businesses or the location of new ones in the state. The City has two active QTIs Nanotherapeutics and Coqui. The City's estimated financial contribution for the two QTIs is \$105,000 and \$114,800 respectively.
- Also in the past, the City has applied for and received Community Development Block Grant (CDBG) funds under the Economic Development category and partnered with businesses to construct water and sewer infrastructure facilities. The business is required to create a number of low to moderate

STRATEGIC INITIATIVE 1.9

income jobs. Generally, the grant amount is \$750,000 but can be as much as \$1,500,000.

- Finally, the City received an Economic Development Transportation Fund grant in the amount of \$1,085,000 for roadway improvements and construction for Nanotherapeutics. This program provides local governments with funding for transportation-related projects required to induce companies to locate, remain or expand within the local government's jurisdiction.

Action Plan:

Action Steps		Estimated Completion Date
1.	Identify and gather information on possible economic incentive programs.	December 2015
2.	Determine City's fiscal impact and funding source for each economic incentive program.	March 2016
3.	Hold a workshop with City Commission, inviting stakeholders to discuss and establish priorities for which programs the City would like to create.	May 2016
4.	Draft an economic incentive program based on results of workshop for presentation to the City Commission.	September 2016
5.	Begin process of obtaining any necessary Legislative or Administrative approvals that are required for establishment of programs.	December 2016
6.	Program(s) implementation.	October 2017

Critical Success Measures:

- Data and information gathering from other local governments on their economic incentive programs.
- Prepare summary of appropriate economic incentive programs that the City would be eligible to implement.
- Economic Incentive Program(s) approved by City Commission.

STRATEGIC INITIATIVE 1.10

GOAL 1: ECONOMIC DEVELOPMENT

INITIATIVE 1.10: EVALUATE STARTING A CITY-OPERATED FIRE DEPARTMENT AND DEVELOP FUNDING MECHANISM.

Priority:



Champion:

Finance Department

Stakeholders: City of Alachua Residents, Unincorporated Residents, Alachua City Commission, Other County Municipalities and Alachua County Board of County Commissioners (BOCC).

Desired Outcome: Provide the Alachua City Commission with the pertinent information (financial and logistical) needed in order to make a sound decision as to whether providing its own fire service is beneficial to its citizens.

Fiscal Impact: If the City of Alachua decides to proceed, it will cost \$1.2M for one fire engine and additional funds will be required to hire and train personnel to be available 24 hrs/day (on a rotating basis).

Funding Source: General Fund revenues, County Fire- Municipal Services Taxing Unit (MSTU) and/or Fire Assessment.

Completion Date: March 2017

Background: The City currently contracts with the Alachua County BOCC to provide fire rescue services within City limits. The amount of the contract for Fiscal Year 2015 is \$641,426 (Base contract amount \$595,560 and calls paid for City of Gainesville Fire Rescue and City of High Springs Fire Rescue responses in City limits \$45,866).

Progress to Date:

- The Finance Department has contacted neighboring municipalities (City of High Springs and City of Newberry) with fire departments to request information regarding their fire department operations.

STRATEGIC INITIATIVE 1.10

Action Plan:

Action Steps		Estimated Completion Date
1.	Gather information from other municipalities of comparable size that currently operate a fire department.	October 2015
2.	Establish appropriate level of service the City wants to provide for fire services and report during a workshop.	January 2016
3.	Develop estimated cost of operations based on desired service levels.	February 2016
4.	Develop funding options for the cost of operations.	June 2016
5.	City Commission provides direction for the provision of future fire services (contract, MSTU, own department, etc.).	September 2016
6.	Identify Funding Source.	September 2016
7.	Begin process of obtaining any necessary Legislative approvals for funding, and City Commission give required notice to existing service provider (if applicable).	October 2016
8.	Begin process of developing transition plan from current service provider for October 1, 2017 implementation.	March 2017

Critical Success Measures:

- Data and information gathering from other local governments on their economic incentive programs.
- Prepare summary of appropriate economic incentive programs that the City would be eligible to implement.
- Economic Incentive Program(s) approved by City Commission.

STRATEGIC INITIATIVE 2.1

GOAL 2: COMMUNITY, CULTURAL AND RECREATION DEVELOPMENT

INITIATIVE 2.1: CONSTRUCT A MULTIPURPOSE FACILITY THAT FOCUSES ON THE NEEDS OF THE COMMUNITY.

Priority:



Champion: Executive Department; Recreation & Culture Department

Stakeholders: City residents and visitors, local volunteer organizations, local schools, Gainesville Sports Commission, Florida Sports Foundation.

Desired Outcome: Provide the community with a multipurpose facility that can be utilized for varying local activities, including recreation, culture, and education, among others.

Fiscal Impact: Capital investment of \$5 million; annual operating costs of \$75,000.

Funding Source: General Fund revenues, Private Donors, Grants.

Completion Date: Spring 2017

Background: The City of Alachua acquired approximately 105 acres of land contiguous to the Hal Brady Recreation Complex in November 2011. The initiative to acquire the property has been known as Project Legacy. The \$1,150,000 purchase of the property was made possible by the following funding:

- Wild Spaces, Public Places Surtax: \$500,000
- Alachua County Tourist Development Tax (TDT): \$500,000
- Privately Donated Funds: \$200,000 (includes option funds).

The City Commission allocated \$150,000 in FY 2015 for the design services related to developing construction plans and bid documents for the project. The City Commission held a workshop on Jan. 26, 2015 to discuss the future development of the 105-acre site and asked for public input through advisory boards. The City Commission on April 13, 2015 authorized the use of the \$150,000 budgeted funds for the development of a master plan for the entire site.

Progress to Date:

- The Parks and Recreation Advisory Board, Youth Advisory Council and Senior Resources Advisory Board met to discuss the future of the Project Legacy site.

STRATEGIC INITIATIVE 2.1

- The City engaged the services of Causseaux, Hewett & Walpole to develop a phased master plan based on City Commission considerations and public input received, with the plan to be completed by Sept. 30, 2015.

Action Plan:

Action Steps		Estimated Completion Date
1.	Develop construction estimates for Phase I of the master plan and secure funding mechanism.	October 2015
2.	Solicit and engage a professional architect firm to design construction documents for Phase I.	October 2015
3.	Complete the construction documents level design and bid documents.	January 2016
4.	Bid Phase 1 and award to contractor.	March 2016
5.	Commence construction activities of Phase 1.	March 2016
6.	Obtain Certificate of Occupancy and perform project close-out activities.	Spring 2017

Critical Success Measures:

- Funding secured.
- Award to design firm.
- Design complete, award of construction firm.
- Construction complete.

STRATEGIC INITIATIVE 2.2

GOAL 2: COMMUNITY, CULTURAL AND RECREATION DEVELOPMENT

INITIATIVE 2.2: PLAN AND IMPLEMENT A COMMUNITY WORKSHOP TO DEVELOP STRATEGIES TO IMPROVE PUBLIC PERCEPTION OF THE CITY ON ECONOMIC GROWTH.

Priority:



Champion:

Deputy City Clerk Department

Stakeholders:

City residents and businesses, developers, governmental entities and local chambers of commerce.

Desired Outcome: Provide an educational and interactive workshop in which the processes of development in the City are examined from a macroscopic level and determine strategies that can be implemented that may improve the way the public perceives the City's economic development activities.

Fiscal Impact: None. Work will be performed by City Staff.

Funding Source: N/A

Completion Date: April 2016

Background: Community involvement has been historically strong in the City of Alachua and the City regularly conducts public workshops to receive public input on a variety of topics. The City continues to take steps to promote the economic recovery and growth of its businesses and makes efforts to attract new businesses that provide jobs for residents and contribute to the quality of life of the community.

Progress to Date:

- N/A

STRATEGIC INITIATIVE 2.2

Action Plan:

Action Steps		Estimated Completion Date
1.	Staff develops a presentation that reviews the development process and economic development efforts of the City.	December 2015
2.	The general public, including business owners, area developers, chambers of commerce and governmental entities are invited to a City Commission workshop designed to provide the presentation and receive public input.	February 2016
3.	Staff compiles input received at the workshop and provides via a report to the City Commission, detailing strategies that can be implemented.	March 2016
4.	The City Commission provides direction regarding applicable implementation.	April 2016

Critical Success Measures:

- Development of presentation.
- Holding the workshop and receiving input.
- Compilation of strategies completed.
- Implementation of City Commission direction.

STRATEGIC INITIATIVE 2.3

GOAL 2: COMMUNITY, CULTURAL AND RECREATION DEVELOPMENT

INITIATIVE 2.3: IMPLEMENT AN AWARENESS CAMPAIGN TO THE STAFF AND COMMISSION ON THE AVAILABILITY OF NEW TECHNOLOGY AND PROVIDE TRAINING OPPORTUNITIES FOR THE USE OF TECHNOLOGY.

Priority:



Champion: Deputy City Clerk Department

Stakeholders: City residents and businesses, City staff, appointed and elected officials.

Desired Outcome: Ensure the City Commission, appointed officials and City staff are aware of the every-evolving technology available to best serve the citizens and provide for training opportunities to make certain the use of such technology is efficient.

Fiscal Impact: None. Work will be performed by City staff.

Funding Source: N/A

Completion Date: June 2016

Background: Technology can reduce the processes and time required for performing necessary tasks, to ensure the most efficient use of staff time and resources to best serve the residents and businesses of the community. The City utilizes technology in much of its activities, including utility billing, budget development, public records management, planning processes, GIS management, etc. By its very nature, technology continues to evolve and it is necessary for organizations to maintain progress with this evolution in order to best serve all stakeholders.

Progress to Date:

- Implemented varying technology solutions throughout the City.
- In process of procuring enterprise resource planning software to consolidate and better manage various activities.

STRATEGIC INITIATIVE 2.3

Action Plan:

Action Steps		Estimated Completion Date
1.	Complete survey of existing software systems.	October 2015
2.	Determine redundancies; identify inefficiencies; identify existing programs to be more universally deployed.	November 2015
3.	Canvass vendors and other agencies for existing or upcoming solutions.	December 2015
4.	Present possible solutions for staff group study and discussion.	January 2016
5.	Present existing and potential solutions to city commission for awareness of available technologies. Receive direction if applicable.	March 2016
6.	Provide training of current software and potential new software once procured.	June 2016
7.	Hold departmental and commission training.	Ongoing

Critical Success Measures:

- Development of presentation.
- Holding the workshop and receiving input.
- Compilation of strategies completed.
- Implementation of City Commission direction.

STRATEGIC INITIATIVE 2.4

GOAL 2: COMMUNITY, CULTURAL AND RECREATION DEVELOPMENT

INITIATIVE 2.4: STRENGTHEN PARTNERSHIPS TO MAKE EDUCATIONAL OPPORTUNITIES IN ALACHUA THE BEST TO ATTRACT FAMILIES AND PRODUCE GRADUATES WHO POSITIVELY CONTRIBUTE TO SOCIETY.

Priority:



Champion: Executive Department; Police Department

Stakeholders: City residents, School Board of Alachua County, local not-for-profits, corporate partners, related governmental entities.

Desired Outcome: Continue to establish a working relationship with the school system, corporate community and other agencies to ensure educational offerings in Alachua are top notch, resulting in the graduation of students who positively contribute to society. This will help in attracting families to the community, seeing Alachua as a great place to live and raise a family.

Fiscal Impact: TBD.

Funding Source: TBD

Completion Date: March 2016

Background: The City of Alachua has a strong working relationship with local public schools including Santa Fe College. Many staff members and elected officials serve in volunteer capacities with the local schools. The City has supported the local schools financially through sponsorships of school activities. The City also provided funding to Santa Fe College in the amount of \$1,050,000 to aid in the construction of the Perry Center for Emerging Technologies in Alachua.

Progress to Date:

- The City has participated in a myriad of school activities year round, including community oriented policing, career fairs, etc.

STRATEGIC INITIATIVE 2.4

Action Plan:

Action Steps		Estimated Completion Date
1.	Hold meetings with administration of each local K-12 public school to understand challenges and opportunities.	November 2015
2.	Hold meeting with SBAC Superintendent to understand district-wide implications and plans to create success at each local school.	December 2015
3.	Hold meeting with Santa Fe College President to understand challenges and opportunities with Perry Center for Emerging Technologies in Alachua.	December 2015
4.	Compile findings of challenges and opportunities into a report to the City Commission, identifying ways the City can assist in overcoming challenges and leveraging opportunities.	February 2016
5.	Receive direction from the City Commission on ways to assist.	March 2016
6.	Implement City Commission direction.	TBD
7.	Continue ongoing support of local schools through long-standing practices.	Ongoing

Critical Success Measures:

- Compile challenges and opportunities into a report.
- Implement City Commission direction.

STRATEGIC INITIATIVE 2.5

GOAL 2: COMMUNITY, CULTURAL AND RECREATION DEVELOPMENT

INITIATIVE 2.5: MARKET THE CITY TO ENHANCE THE CITY'S IMAGE AND CREATE A STRONGER AND UNITED COMMUNITY.

Priority:



Champion:

Executive Department

Stakeholders:

City residents and businesses.

Desired Outcome: Develop a marketing strategy that communicates to the world why Alachua is the place of choice to live, work and play, creating a sense of community and unity among citizens.

Fiscal Impact: \$20,000 annually.

Funding Source: General Fund.

Completion Date: May 2016

Background: The City has a strong image as “The Good Life Community.” This image is woven throughout the work of the City with a commitment to service and a high quality of life. Furthermore, the City has enjoyed a reputation as a business friendly community, encouraging economic development that has resulted in major job centers in the industries of logistics, manufacturing, high-tech and bio-tech. The combined quality of life and availability of career options make Alachua the perfect place to live, work and play.

Progress to Date:

- Elected officials and staff participate in regular networking events with organizations to share the work being done by the City as well as to receive input.
- The City has participated in various informational marketing campaigns over the years, communicating its quality of life and business friendly climate.

STRATEGIC INITIATIVE 2.5

Action Plan:

Action Steps		Estimated Completion Date
1.	Staff provides recommended focus of marketing strategy to City Commission for input and direction.	December 2015
2.	Develop a marketing strategy that is centered around the focus directed; taking into consideration available communication mediums and portraying a positive image of the City.	March 2016
3.	Present the marketing strategy to the City Commission for approval.	April 2016
4.	Implement the strategy to communicate to internal stakeholders (residents, businesses, etc.) and external stakeholders (potential residents, developers, potential businesses, etc.).	May 2016 and beyond

Critical Success Measures:

- Development of marketing strategy
- Ongoing communication of the positive image of the City.

STRATEGIC INITIATIVE 3.1

GOAL 3: TRANSPORTATION

INITIATIVE 3.1: DEVELOP A COMPREHENSIVE STUDY TO ANALYZE THE CURRENT TRAFFIC PATTERNS THROUGHOUT THE CITY AND IDENTIFY FUTURE ALTERNATIVES THROUGH LONG RANGE TRANSPORTATION PLANNING.

Priority:



Champion: Planning and Community Development Department

Stakeholders: City residents and businesses, visitors, all who use the transportation network within the City; FDOT; Alachua County.

Desired Outcome: Provide efficient traffic circulation that is safe and convenient while maintaining or improving the level of service on roadways; develop and implement a long range plan which addresses the impact of future growth on transportation planning.

Fiscal Impact: Hiring of a consultant to perform a long range traffic study: up to \$70,000. Implementation of traffic study findings: TBD.

Funding Source: General Fund.

Completion Date: May 2016

Background: While the current level of service on roadway segments which the City monitors for concurrency do not indicate any imminent deficiencies, future development could potentially result in deficiencies. Given that the growth of the City will result in greater trip generation; that the main arterial within the City (U.S. 441) is a major thoroughfare for non-City residents; and that the major roadways that traverse the City are under the jurisdiction of another public entity (FDOT or Alachua County), a long range transportation strategy would provide options to address future capital improvement needs and planning alternatives related to transportation.

Progress to Date:

- The Planning Department produces an Annual Concurrency Status Report in May of each year which analyze the level of service for public facilities, including transportation. The report identifies any potential capacity deficiencies. If deficiencies are imminent, the City's LDRs requires the report to identify potential remedial action to correct deficiencies.
- The City has also previously hired a consultant (CHW) to develop a report identifying a secondary

STRATEGIC INITIATIVE 3.1

parkway paralleling US 441 and providing limited access. This report identified potential roadway routes, affected properties and their ownership, and provided an estimated cost to fully implement the design options.

Action Plan:

Action Steps		Estimated Completion Date
1.	Solicit a RFP from qualified firms to prepare a long-range traffic analysis.	October 2015
2.	Award the RFP.	December 2015
3.	Present completed study and recommendations to the Planning & Zoning Board and City Commission.	May 2016
4.	Implement long-range strategies.	June 2016 and beyond

Critical Success Measures:

- Retain consultant to complete long-range transportation study.
- Establish priorities for implementation.

STRATEGIC INITIATIVE 3.2

GOAL 3: TRANSPORTATION

INITIATIVE 3.2: INCREASE ANNUAL FUNDING FOR ROADWAY IMPROVEMENTS AND IDENTIFY FUNDING MECHANISMS.

Priority:



Champion: Finance Department; Public Services Department

Stakeholders: City residents and businesses, unincorporated residents, City Commission and Alachua County Board of County Commissioners.

Desired Outcome: Develop a plan to provide future funding to address City roadway infrastructure needs.

Fiscal Impact: Based on City of Alachua Transportation Projects List and Five-Year Capital Improvement Program, the fiscal impact for improvements is an estimated \$29 million.

Funding Source: General Fund, Infrastructure Surtax, Loans, Private Contributions.

Completion Date: December 2016

Background: The City Public Works division of the Public Services Department has been providing roadway infrastructure maintenance and improvement services through the use of City Staff and or private contractors.

In FY 2011, the City Commission established a Road Resurfacing Program where \$152,000 would be appropriated every year in the General Fund for roadway resurfacing improvements. This amount has grown to \$197,000 per year. Also, \$10,000 has been appropriated every year since FY 2011 for sidewalk improvements. The funding sources for the improvements have been gas taxes, ad valorem taxes and other non-ad valorem General Fund revenue.

Progress to Date:

- The City applied for and received a Community Development Block Grant (CDBG) under the Neighborhood Revitalization category through the Florida Department of Economic Opportunity in the amount of \$700,000 to resurface 20,000 linear feet of roads. This project is in progress and must be completed by December 18, 2016.
- The City applied for and received two RIVER grants through the Suwannee River Water Management District (SRWMD) totaling \$132,395 for roadway drainage improvement projects.

STRATEGIC INITIATIVE 3.2

Action Plan:

Action Steps		Estimated Completion Date
1.	Public Service staff to evaluate current and future roadway infrastructure needs.	March 2016
2.	Present projects and prioritization to the City Commission.	July 2016
3.	Identify possible funding sources (including deadlines for applications as well as any necessary requirements needed to meet eligibility requirements).	September 2016
4.	Development of phased implementation plan based on funding availability.	December 2016
5.	Receive required Legislative approval for funding sources and apply for funding based on deadlines.	Ongoing

Critical Success Measures:

- Complete evaluation of current and future roadway infrastructure needs and development of project list.
- Prepare a list of appropriate funding sources.
- Number of funding applications prepared and submitted.
- Number of funding applications approved.

STRATEGIC INITIATIVE 4.1

GOAL 4: HOUSING

INITIATIVE 4.1: DEVELOP A STRATEGY TO ADDRESS AFFORDABLE HOUSING ISSUES, INCLUDING NEW CONSTRUCTION AND REPAIR.

Priority:



Champion:

Compliance & Risk Management Department

Stakeholders:

City residents and businesses, and governmental entities.

Desired Outcome: Maintain an adequate supply of affordable housing; increase construction of new affordable housing through the continuing cooperation of the staffs of the City, the Alachua County Housing Authority (ACHA), Alachua County Development Corporation (ACDC), Habitat for Humanity (Habitat) and other support groups.

Fiscal Impact: A City Budget allocation is not required for the foreseeable future.

Funding Source: The City contribution is in the form of time of existing staff and the donation of five (5) city owned surplus vacant lots to be used for the construction of qualifying affordable housing units. Single family units on the surplus lots are planned that will be owner occupied as made possible through programs funded and operated through Habitat and ACHA/ACDC.

Completion Date: TBD

Background: There are two ACHA owned Affordable Housing complexes in the City of Alachua (Merrillwood, 66 units and Hitchcocks, 14 units), three publicly financed and supported privately owned complexes (Alachua Apartments-70 units, Sherwood Oaks-54 units and Alachua Villas-29 units) that participate by accepting Section 8 vouchers and an average seventy (70) additional individual Section 8 vouchers supporting other units. The total number of publicly supported units in the city is 303, spread about the City and viewed by ACHA and city staff as an acceptable number to meet the needs of a community of less than 10,000 persons.

Progress to Date:

- Florida Statute 421.04 establishes a "Housing Authority" by law in each municipality and in 1992 the City Commission created "The Public Finance Authority for Affordable Housing" as a separate legal entity with the City Commission as the oversight board. There has been no activity by any such

STRATEGIC INITIATIVE 4.1

entity and the city has supported and met the need for affordable housing through the active process described.

- City Compliance & Risk Management staff has met with Habitat staff over the past year and visited vacant lots owned by the city. The City Commission has declared five such lots as surplus and each has been suggested for the Habitat or ACHA construction of an owner occupied affordable housing residence. The plans are being developed for such a presentation to the City Commission when funds are available to the ACHA after funding of the Senior complex discussed in Strategic Initiative 4.2.
- Code Enforcement actions have resulted in the repair, demolition and demolition/replacement of dilapidated residences in the city to enhance the quality and availability of affordable housing.
- The ACHA has embarked on an extensive capital program to replace all roof, bathrooms, kitchens and paint the 66 units in the Merrillwood complex.

Action Plan:

Action Steps		Estimated Completion Date
1.	Participate in ACHA /ACDC and Habitat coordination meetings	October 2015
2.	Work with ACHA/ACDC and Habitat to identify projects	Ongoing
3.	Develop presentation for City Commission when ACHA obtains funds for this project.	TBD
4.	Staff continues to work with ACHA on identifying projects and provides input.	Ongoing

Critical Success Measures:

- Maintain quarterly contact with ACHA /ACDC and Habitat.
- Maintain records of Code Enforcement results.
- Identify potential projects.

STRATEGIC INITIATIVE 4.2

GOAL 4: HOUSING

INITIATIVE 4.2: ENCOURAGE CONSTRUCTION OF SENIOR LIVING HOUSING OPPORTUNITIES INCLUDING ASSISTED LIVING FACILITIES.

Priority:



Champion:

Compliance & Risk Management Department

Stakeholders:

City senior residents and future residents, general public and governmental entities.

Desired Outcome:

Improve the quality of life by increasing the amount of adequate, safe, and affordable senior housing.

Fiscal Impact:

None for the City of Alachua. The latest ACHA estimates for the development and construction of the proposed 50 unit Senior/Police Athletic League complex near the existing Merrillwood complex is a package price of \$90,000 per living unit for a total of \$4,500,000.

Funding Source: Financed by tax credit bonds, FHA loan, Community Development Block Grant.

Completion Date:

January 2018

Background:

Affordable Senior Housing is currently the most pressing need being addressed by the City and ACHA as there is no dedicated public supported Senior Housing in the City.

The Alachua County Housing Authority (ACHA) and its Housing and Urban Development (HUD) recognized instrumentality, the Alachua County Development Corporation (wholly owned by ACHA), are dynamic entities that are professionally staffed, highly experienced and function professionally in the area of public financing of public and private home ownership. The ACHA and the City of Alachua are close partners in providing affordable housing in the city and are presently focused on improving current facilities and meeting the need for senior housing.

The City recently applied for and was awarded a Suwanee River Water Management District matching grant of \$36,945.00 to offset one half of the \$73,891.00 cost to relocate, expand and improve a large retention basin at the Merrillwood complex. The basin improvements will facilitate expansion of the Merrillwood neighborhood and city staff and ACHA staff are working together to develop a plan to support and recommend the development of an ACHA fifty (50) unit Senior affordable housing complex. Current

STRATEGIC INITIATIVE 4.2

discussions also include proposing a Police Athletic League facility to expand the current Alachua Police Department program now offered at the Merrillwood APD substation.

The staff of the City, particularly Planning and Code Enforcement, have worked diligently with operators of Residential Group Homes to increase the number of residents who receive such housing and assisted living care. However, the need for a dedicated complex has brought the commitment to bring to reality the Merrillwood facility described here.

Progress to Date:

- The City has received a cost sharing Suwanee River Water Management Grant to enlarge and enhance an existing retention basin to improve drainage and facilitate expansion of the complex.
- The ACHA wholly owned Development Corporation has identified Pinnacle Construction Services, LLC of Tampa as co-developer of the Senior Housing project and an architect has been selected.
- Preliminary discussions are underway directed to developing a fifty (50) bed Assisted Living Facility in the City.

Action Plan:

Action Steps		Estimated Completion Date
1.	Provide input to co-developers ACDC & Pinnacle Construction.	October 2015
2.	Provide input to selected architect Richard Aiken.	Ongoing
3.	Follow the construction process of ACDC and provide input as necessary.	April 2016 and beyond
4.	Continue to evaluate other senior living opportunities.	Ongoing

Critical Success Measures:

- Maintain regular contact with ACDC.
- Evaluate other senior living opportunities.