

Submittal for Allianace for Innovation
2008 TLG Conference

City of Gainesville and Alachua County, Florida Transition of Services Agreement

Annexations typically cause unrest between City and County government. In 2002 Gainesville, Florida annexed some 15,000 residents and taxable property value exceeding \$350 million leaving Alachua County with a large gap to fill in their budget. As the County continues to develop in the urban fringe, some residents desire the level of service enjoyed by City residents. Since 2002, annexation activity has increased dramatically. A smooth transition of service delivery can be difficult both financially and operationally for both governments. The City and County recognize that major annexations may have extra jurisdictional impacts and there is a benefit to facilitate proper transition of services and capital projects from the County to the City upon annexation of an area into the corporate limits. As a result, the City of Gainesville and Alachua County entered into negotiations to develop a Transition of Services Agreement when a major annexation takes place.

The Interlocal Agreement provides for transition of services when a major annexation occurs. An annexation will be considered major if it results in an unincorporated area population reduction greater than 3% or unincorporated area taxable property value reduction greater than 3%.

Annexations considered to be major will become effective no sooner than 90 days following the formal adoption by ordinance or referendum approval.

The agreement outlines the manner in which services will transition from the County to the City with in the areas of building permits and inspections, development permits, code enforcement, enforcement of land use conditions, records transfer, road maintenance and ownership responsibilities, surface water management/NPDES, parks, open space and recreational facilities, public works inspections, solid waste collection and employment of affected County employees

The agreement is clear on when and how service delivery will be transferred from the County to the City. Citizens can be assured that service delivery will have a smooth transition and continue without interruption.

The agreement also requires the City and the County to jointly develop a plan for the orderly annexation of the City's Urban Reserve Area. This plan will identify five targeted areas for annexation within the next 3-5 years, balanced geographically within the Urban Reserve Area and include collaborative work elements that promote success

The adoption of this agreement has already resulted in a more cooperative relationship between the City and County with respect to annexations. We now work together when an annexation is proposed rather than standing on opposite sides of the issue

Application for Alliance for Innovation Presentations 2008

Components of Presentation:

Innovation/Creativity

- 1) How did you unleash or encourage creativity in order to generate solutions?
 - a. *We divided into sub-teams based on service area and allowed those members to propose a solution that would work in practice for their respective service areas.*
- 2) What ideas or opportunities emerged during your creative process?
 - a. *The sub-teams reported back to the entire team on their findings and recommendations. In many cases, best practices were identified from other cities and counties and these practices were analyzed by the team for application to the City/County project*
- 3) How did you program/concept stretch or improve the boundaries of ordinary governmental operations?
 - a. *We now work more cooperatively when annexations are proposed. We minimized the turf battles between staff of the two governments allowing for more concentration on the service delivery.*

Quality Management

- 1) What quality management principles, tools and procedures were applied to your service delivery?

The quality management tools and procedures that are being applied include, but are not limited to better communication, advance written notice of future annexations by the City, collaboration between City and County staffs in the execution of the Annexation Transition Agreement (ATA), and the review and approval process for annexations

Value Proposition

- 1) What customer needs and expectations were identified and fulfilled?
 - a. *The agreement clearly defined who would deliver services during the transition period between the date and annexation was approved and the effective date. Customers will now be directed to the agreed upon governmental entity*
- 2) How did your initiative improve access to your government?
 - a. *It allowed for consistency in delivery of a service from the beginning of the process to the end of the process.*
- 3) How has the health of your community improved as a result?
 - a. *Customers are assured uninterrupted, consistent service delivery.*

Building Organizational Capacity

- 1) How did you remove the barriers to innovation?
 - a. *We granted full autonomy to sub-teams when creating solutions related to their service delivery areas.*
- 2) If you incorporated critical thinking and problem solving techniques, explain your execution process.
 - a. *In the process of incorporating critical thinking and problem solving techniques, the team worked together to devise implementation strategies that addressed the policy and procedural obstacles related to major annexations.*
- 3) If your project involved teams, describe the level of autonomy.
 - a. *Each sub-team was given full authority to draft language that would be applied within their service delivery areas. The intent of such language was intact in the final agreement.*
- 4) What technological barriers did your organization overcome?
 - a. *Not applicable*

Management Philosophy and Culture

- 1) What philosophy, literature, or body of research influenced your service delivery?
 - a. *As noted above, early in the process, the team members research best practices for annexations and annexation agreements from other cities and counties.*
- 2) How is it evident in your program concept?
 - a. *These best practices were incorporated into the final version of the Annexation Agreement in the areas of budget and finance, comprehensive land use planning, the maintenance and improvements to the transportation network and the impacts city and county employees in the areas of public safety.*

Integrated Process and Reengineering with the use of Technology

- 1) What new technologies were necessary and what methods and applications did you incorporate?
 - a. *Existing technologies such as those related to the Geographic Information Systems (GIS) were modified and refined so as to further the goals of the Agreement.*
- 2) What business processes were used during the development of your program/concept?
 - a. *The business processes that were utilized involved the areas of budgeting and finance and the identification of capital needs and improvements.*
- 3) Was an outside consultant used?
 - a. *No.*

Applicable Results and Real World Advice

- 1) What are the applications you could share that would be of value to other local governments? (3)
 - a. *Research and review best practices for the development and implementation of Annexation Transition Agreement*
 - b. *Form a multi-disciplinary team with diverse backgrounds to develop the Agreement.*
 - c. *Build political consensus by involving both elected and appointed officials early in the process.*
- 2) What are the results/outcomes?
 - a. *The result of the development, approval and implementation of the City of Gainesville/Alachua County Annexation Transition Agreement is the proper and efficient transition of services and capital projects from the County to the City at the time of an annexation to the benefit of the residents and tax payer of Alachua County*
- 3) If performance measures were used, indicate what they were within the category of qualitative, quantitative, efficiency, effectiveness or workload statistics.
 - a. *Not applicable*