

Strategic Planning and Performance Management Overview:

Overview:

The county leadership envisions Alachua County, FL as a resilient and sustainable organization. Leadership encourages staff participation at all levels, promotes the reduction and/or elimination of bureaucratic “silos” and ultimately memorialized the vision of county service through the Alachua County Strategic Guide.

The County’s Strategic Planning and Performance Management Program: Aligns the Board’s mission, values, and strategic guide to the County’s day-to-day operations and employee performance. The program guides the direction of our work to ensure support for identified strategies and goals, and accountability for outcomes and resource utilization. Performance Management and Measurement can be a powerful tool to integrate strategic planning, budgeting, and management with evaluation and reporting in a system that helps create an accountable, transparent, and responsive organization.

Alachua County uses the performance management system to help set program priorities and to ensure our organizational priorities match those of the community via the Board’s guidance. This performance management system also helps to develop meaningful measures, especially efficiency, effectiveness, and outcome measures, to gauge program success. These measures are then able to provide the tools and data necessary to help every employee focus on high level deliverables. Moreover, the Performance Management Program increases organizational coordination by providing managers with data for necessary management decisions in order to achieve desired results more effectively and efficiently.

AWARDS:



Alachua County was recently awarded the Special Recognition 'Strategic Goals & Strategies' by the Government Finance Officers Association (GFOA) for the strategic planning /performance management information contained in the County's Adopted Budget Document for the fiscal year beginning October 1, 2024. The County was rated as 'Outstanding' by three independent raters in that rating categories.

Performance Management Overview:

History:

Alachua County has been actively involved in operational analysis and performance management for more than two decades. In 2014, Alachua County adopted the first Board Level Strategic Guide. In 2017, the County implemented a new performance management and strategic planning software system to align more than 170 operational measures with the Board's Strategic Guide. Each of the operational performance measures were aligned with the applicable Board Focus Areas and Objectives.

Strategic Planning Process:

Alachua County Board of County Commissioners and County Leadership reevaluate the highest levels of the Strategic Guide every couple of years, with the most recent strategic guide revision in 2025. Below is an outline of the steps taken to develop the new Board Level Strategic Guide, which is intended to be a multi-year guide:

Date	Action
February 2025	Leadership Planning Session
March 2025	Department Level - directives information gathering
April 2025	Community Survey
April 2025	Evaluated Comprehensive Plan directives
April 2025	Gathered Advisory Board Work Plan information
May 2025	Individual Commissioner Strategic Planning Sessions
June 4, 2025	Board Workshop – Facilitated Strategic Planning Session
June 2025	Draft Strategic Guide Developed
July 2025	Post Workshop Individual Commissioner Meetings
July-August 2025	Feedback Loop – Department input into Strategic Guide Draft
September 9, 2025	Strategic Guide adopted at Board Regular Meeting

While the adoption of a formal Strategic Guide is a major milestone, the County will utilize internal and external feedback loops to periodically evaluate the progress of our Strategic Planning and Performance Management program and provide input for the County's future course.

Performance Management Overview:

Future:

The Strategic Planning and Performance Management and Measurement Program is a living, dynamic program. The nature of the program requires continuous monitoring and improvement in order for this program to survive and be successful. As such, the county will focus on the following activities in the next fiscal year:

- In alignment with the County's Strategic Guide, the County's Comprehensive Plan Elements, board approved department directives, and the Advisory Board Work Plans, all departments will be expected to identify department level objectives and enhanced deliverables that are supported by measures with multi-year targets and report the corresponding data.
- Multi-directional communications will continue to be supported and reinforced with focus on information sharing at all levels of the organization.
- Both County Indicators and Community Indicators will be identified to provide the Board of County Commissioners with information that will help with policy direction and resource allocation in alignment with the Strategic Guide.
- Internal and External Feedback Loops will be developed and utilized to support and inform future activities.
- Staff will utilize, to the maximum extent possible, the established Performance Management & Strategic Planning software (AchieveIT) and Budget Reporting Software (OpenGov) to track accountability, increase transparency, and develop user friendly webpages and dashboards.
- Best management practices outlined by the Government Finance Officers Association (GFOA), the International City/County Managers Association (ICMA) – Center for Performance Management, and the Government Accounting Standards Board (GASB) – Service Effort and Accomplishment Performance Information standard will continue to be evaluated and implemented within our performance management program.

All of these accomplishments occurred as a result of an integrated and collaborative effort by the County Manager, Leadership, Performance Liaisons, and direct support staff.

Performance Management Overview:

Performance Measures:

Performance measurement is the practice of regular and continuous data collection and reporting on important aspects of an organization's services, programs, or processes. Performance measures are numeric indicators representing specific process or service delivery activities. When done well and used effectively, performance measures enhance a manager's ability to make decisions, ensure service delivery, evaluate program performance, communicate program results, and improve program effectiveness. Each department reports, on a quarterly basis, operational performance measures.

Effective performance measurement will:

- Instill a sense of mission and focus
- Indicate where the local government has made progress
- Assist leaders in making day-to-day decisions
- Provide a tool to communicate performance
- Increase program accountability
- Identify improvement areas

The Constitutional and Judicial Officers do not report to the County Commission, and as such choose to report on their performance separately from the County's budget book.

Performance Chapter Reporting:

4.2 Looking Forward to a Sustainable Future: Framework for Success – This document is an overview of the agency's management philosophy, including the mission and values of the County.

4.3 Strategic Planning - Cascade Chart – This document reflects the alignment of the Board's strategic guide to our day-to-day operations and personal performance. This chart is used to help all employees understand how they personally impact our agency's goals.

4.4 Strategic Guide – This Board approved document identifies the Board of County Commissioner identified Focus Areas and Objectives, which are those service area categories integral to our operations. The use of this chart helps the departments break away from the 'silo' mentality to help focus outcomes cross-departmentally in order to achieve desired objectives.

4.5 Strategic Guide Outcome Report - This document compiles quarterly operational performance measures by Focus Area.

Looking Forward to a Sustainable Future: Framework for Success

Mission Statement:

Alachua County's mission is to provide responsive service to citizens and responsible stewardship of county resources for current and future generations.

Values Statement:

- **Integrity:** We adhere to standards of ethical conduct.
- **Honesty:** We are truthful, fair and open with our fellow employees and the people we serve.
- **Respect:** We are responsive, compassionate and courteous in all our interactions.
- **Diversity:** We embrace the value and power of diversity in our community.
- **Innovation:** We are committed to the consideration and implementation of new ideas.
- **Accountability:** We are accountable for our behavior and the quality of work performed individually and in teams.
- **Communication:** We encourage open communication and the sharing of ideas to enhance the decision-making process.

Commission Focus Areas:

- **Economic Development**
- **Emergency Services**
- **Environment and Conservation**
- **Housing Security**
- **Land Use and Infrastructure**
- **Parks and Public Spaces**
- **Public Health, Social, and Youth Services**
- **Public Safety and Social Justice**
- **Transportation**
- **Waste Management**

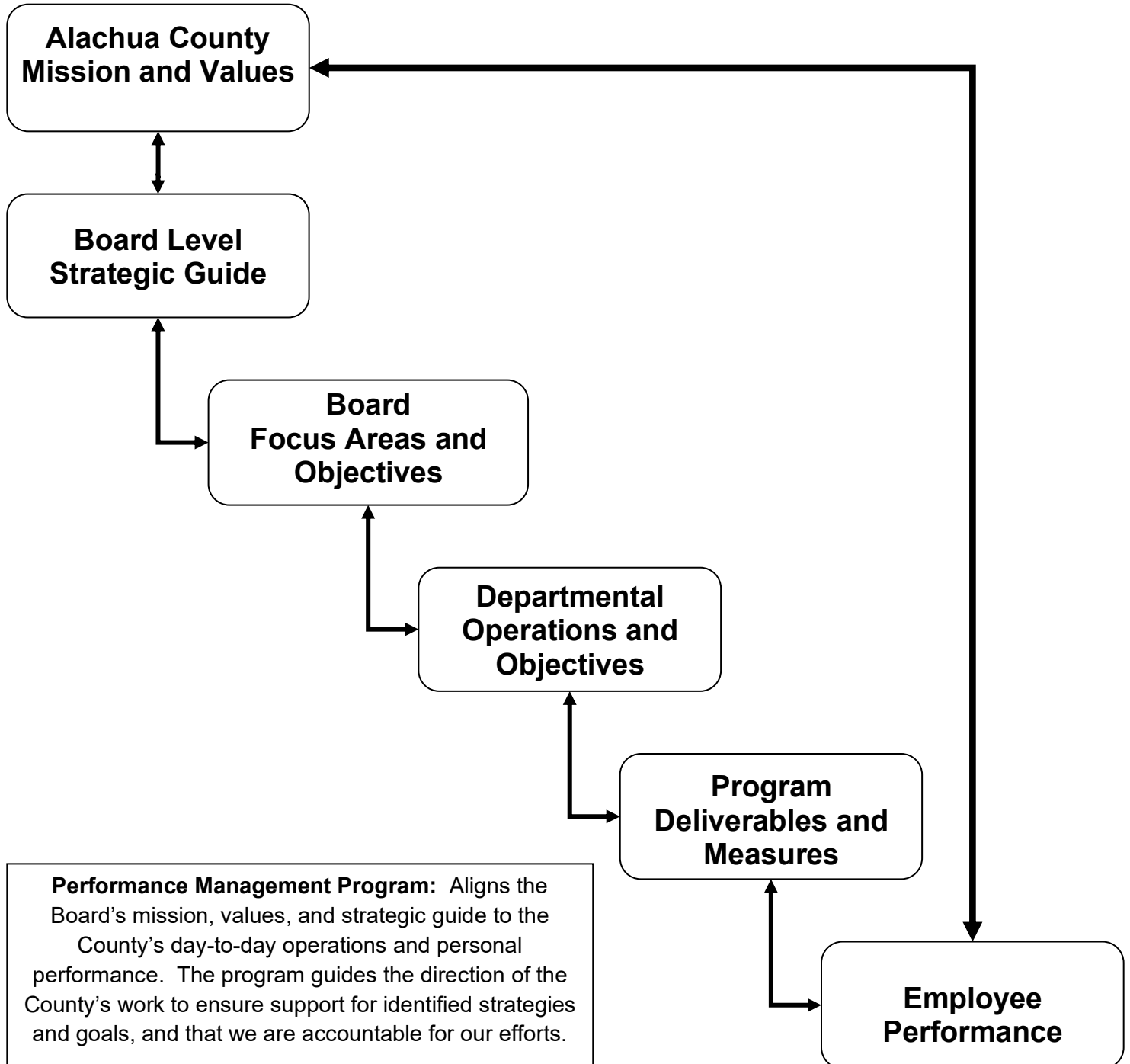
Major Opportunities and Challenges in Fiscal Year 2026

- Manage activities associated with the 10-year Alachua County 1.0% Wild Spaces/Public Places Infrastructure Surtax, approved by voter referendum in 2022
- Establish and address affordable housing needs through the Affordable Housing Trust and increase transitional housing
- Maintain and improve the County's public buildings, roads, and infrastructure
- Increase access to conservation lands and support food/agricultural producers
- Create better alignment in department operations and deliverables to ensure efficient use of resources
- Develop and conduct internal and external feedback loops to increase multi-directional engagement activities to ensure that all voices are heard





Strategic Planning/Performance Management Cascade Chart



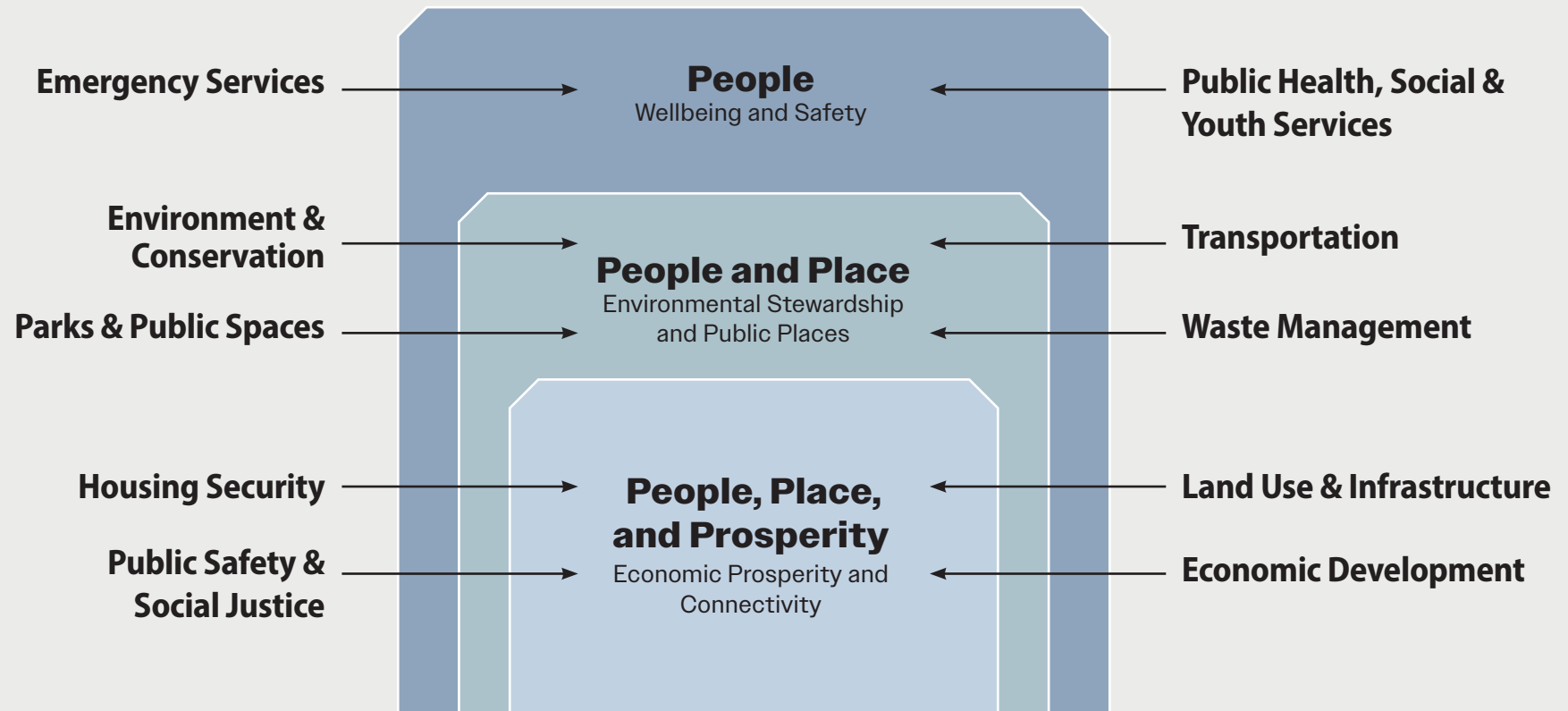


Alachua County Strategic Guide – Overview

When implementing any board level objective, the county shall follow a good governance structure that promotes transparency, accountability, stakeholder input, balance, fairness, and positive long-term impact to ensure continued trust, quality, sustainability, and resilience.

Principles

Good Governance & Citizen Trust



To read the full text of the adopted Alachua County Strategic Guide: <https://tinyurl.com/AC-StrategicGuide>



Alachua County Strategic Guide – Summary

When implementing any board level objective, the county shall follow a good governance structure that promotes transparency, accountability, stakeholder input, balance, fairness, and positive long-term impact to ensure continued trust, quality, sustainability, and resilience.

People

Wellbeing and Safety

Emergency Services

- Effective emergency response
- Adapt emergency services to risks
- Expand innovative care models

Public Health, Social & Youth Services

- Improve health outcomes
- Enhance care coordination for vulnerable populations
- Public health, social, and youth services infrastructure
- Behavioral health and substance abuse services
- Support youth services and programs

People and Place

Environmental Stewardship and Public Places

Environment & Conservation

- Protect natural resources
- Address regional environmental challenges
- Climate action plan implementation

Transportation

- Roadway maintenance
- Public transit options
- Transportation planning

Parks & Public Spaces

- Expand access to public places
- Balance new public spaces with sustained upkeep
- Encourage and coordinate partnerships for parks and recreation

Waste Management

- Advance Circular Economy goals
- Reduce, reuse, recycle, and materials management

People, Place, and Prosperity

Economic Prosperity and Connectivity

Housing Security

- Affordable housing
- Housing interventions
- Housing stability

Land Use & Infrastructure

- County's Comprehensive Plan
- Support compact development
- Ensure accessible public infrastructure

Public Safety & Social Justice

- Safe community
- Alternatives to incarceration
- Re-entry programs
- Address root causes of incarceration

Economic Development

- Promote economic growth
- Advance key economic development
- Support local business

To read the full text of the adopted Alachua County Strategic Guide: <https://tinyurl.com/AC-StrategicGuide>



Alachua County Strategic Guide

Effective October 1, 2025

Focus Area	Board Level Objectives
Economic Development	<ul style="list-style-type: none">• Promote economic growth by working collaboratively to support quality job creation, business development, and expanded access to economic opportunity throughout Alachua County.• Strengthen local public-private partnerships and advocate for state and federal investments to advance targeted economic development across the county, particularly in key areas such as food systems, circular economy, the Airport Gateway, and the Forward Focus initiative in Eastern Alachua County.• Leverage partnerships, marketing, and strategic communications to support local business retention, expansion, and attraction efforts that align with Alachua County's values and long-term vision, especially those that support self-sufficiency, upward mobility, and generational wealth by providing training, policy innovation, and address socio-economic challenges.
Emergency Services	<ul style="list-style-type: none">• Ensure effective emergency response by aligning services with master plans, improving fire/rescue workforce stability, reducing response times, improving outcomes, and preparing for, developing mitigation strategies, and proactively responding to both natural and man-made disasters and developing and managing post disaster coordination.• Strengthen the County's capacity to adapt emergency services to emerging risks, population growth, policy shifts, and community health needs.• Evaluate, implement, and/or expand innovative care models, such as community paramedicine, to address gaps in service delivery, reduce reactive emergency response needs, and improve outcomes for high-need populations.
Environment and Conservation	<ul style="list-style-type: none">• Protect, invest in, acquire sensitive land resources, and improve the County's natural resources — including, but not limited to water quality and supply, conservation and agricultural lands, and all other natural resources — through sound policy and ongoing stewardship.• Develop and strengthen collaboration with local jurisdictions, public and private agencies, and community partners to address regional environmental challenges and leverage shared solutions.



Alachua County Strategic Guide

Effective October 1, 2025

Focus Area	Board Level Objectives
	<ul style="list-style-type: none"> • Guide and cultivate environmentally, socially, and economically resilient strategies and solutions to climate change for the whole community through adoption and implementation of the climate action plan, including lessening the dependence on fossil fuels and increasing energy efficiency in county operations.
Housing Security	<ul style="list-style-type: none"> • Collaborate with public and private partners to expand access to safe and affordable housing options to meet the needs of residents across income levels and life stages. • Support housing interventions for high-need populations, including people reentering from incarceration, significantly disabled populations, the elderly, those with mental health challenges, the underserved and vulnerable, and individuals experiencing chronic homelessness. • Invest in long-term housing stability by aligning policies, land use, public-private efforts, and county plans to increase the supply of workforce, affordable, and permanent supportive housing.
Land Use and Infrastructure	<ul style="list-style-type: none"> • Evaluate, update, adopt, and implement the County's Comprehensive Plan based on community input, with a goal to minimize the need for future amendments to the Plan, and where it is feasible, balance economic, environmental, and social considerations that align land use decisions with both community values and growth needs. • Support infrastructure reuse and compact development patterns that prevent sprawl, lower long-term public-service and facilities costs, and enhance community resilience. • Ensure public infrastructure meets the needs of the community by investing in the provision, modernization, maintenance, and strategic reuse of County-owned infrastructure and buildings to meet current and future service needs.
Parks and Public Spaces	<ul style="list-style-type: none"> • Implement and periodically update the Parks Master Plan, with a focus on continuing and expanding access to safe public places, parks/trails, recreation opportunities, youth activities, and public/open spaces to ensure alignment with population growth and community priorities. • Strategically invest in the creation of new recreational and public spaces while ensuring the sustained upkeep and improvement of existing assets.



Alachua County Strategic Guide

Effective October 1, 2025

Focus Area	Board Level Objectives
Public Health, Social, and Youth Services	<ul style="list-style-type: none"> • Establish strategic partnerships with municipalities, regional entities, and private and nonprofit groups to develop and maintain public spaces through service coordination and use of alternative funding sources. • Improve health outcomes by evaluating the social determinants of health focusing on local needs, including housing stability, food access and insecurity, literacy, mobility, and digital inclusion. Identify potential priority areas to address with community partners for greater health and wellness of all Alachua County citizens. • Enhance care coordination and case management for vulnerable populations through stronger community data systems, performance tracking, and feedback loops. This ensures advocacy for investing in essential public and behavioral health services to reach the people most in need. • Support investment, and as appropriate provide funding, for essential community buildings and programs that help people and their pets. These buildings and programs should provide safe, easy-to-access, and caring services for public health, social needs, youth, mental health and pet adoption services, while also helping to prevent animal abuse and abandonment. • Expand access to behavioral health services through scalable crisis response systems, coordinated care, services for addiction and co-occurring disorders, and strong community partnerships. • Collaborate with nonprofits and community partners to support delivery of a full range of youth services and improve childhood programs that are accessible, rooted in evidence-based practices and are both proactive and intervention based; focusing on early childhood education and literacy, strengthening family, health care, and community stability, and reducing youth and gun violence for children and at-risk youth.
Public Safety and Social Justice	<ul style="list-style-type: none"> • Partner with and support public safety/law enforcement and judicial agencies to implement new services and reform existing programs to provide for a safe community. • Reduce the County's jail population through diversion programs, alternatives to incarceration, addressing causes of recidivism, supportive services for individuals awaiting trial, and reentry programs.



Alachua County Strategic Guide

Effective October 1, 2025

Focus Area	Board Level Objectives
	<ul style="list-style-type: none"> • Partner to promote re-entry employment opportunities and reentry success through local incentives, employer partnerships, and supportive social and workforce programs. • Research, identify, and coordinate to address the root causes of incarceration and recidivism — such as housing instability, education, behavioral health needs, social support, co-occurring disorders, youth and gun violence, and economic opportunity — through public systems and partnerships.
Transportation	<ul style="list-style-type: none"> • Improve the overall condition and safety of county-maintained roads through proactive planning, prompt response and resolution to roadway maintenance and citizens concern, repaving, and clear public reporting. • Partner to enhance and evaluate existing and new public transit options to increase accessibility, reliability, and ridership — especially for underserved and elderly population(s), employment-focused areas, educational institutions, and population centers. • Advance currently established and long-term transportation planning (e.g. Pavement Management Plan, Alachua County Comprehensive Plan, MTPO activities, etc) to guide and direct fair and balanced infrastructure investments, reduce strain on residential and rural roads, and identify future transportation plans for all Alachua County maintained roadways.
Waste Management	<ul style="list-style-type: none"> • Advance the County’s Circular Economy goals by identifying and implementing key milestones, increasing diversion rates, and reducing reliance on landfills. • Promote reduce, reuse, recycle, and sustainable materials management and evaluate and provide recommendations on reducing organics in the waste stream. • Strengthen public engagement and education to improve waste management, reuse/recycling, and circular economy behaviors to support the County’s environmental goals.



Alachua County Strategic Guide

Effective October 1, 2025

Department Implementation Guidance:

The County, when implementing the Strategic Guide and Board Level Objectives, shall refer to and follow any/all Alachua County Commission adopted plans, regulations, board motions, and state and federal regulations.

When implementing any Board Level Objective, the County shall follow a good governance structure that promotes transparency, accountability, stakeholder input, balance, fairness, and positive long-term impact to ensure continued trust, quality, sustainability, and resilience. Considerations include, but are not limited to:

- **Budgetary Resources** – determine best use of limited financial resources
- **Communication** – projects and outcomes should be clearly communicated, information is readily updated and shared, communication and coordination across County departments and with external partners is encouraged to align goals, create synergies, and deliver desired results, public communication should occur regularly to have the broadest reach to ensure representation of all – including the marginalized voices
- **Efficiency and Effectiveness** – use data and data reporting systems, performance metrics, and community feedback to guide data-driven decisions and actions, actively track and report program progress and use of taxpayer funds, and strive to continuously improve County services
- **Information Technology** – utilize existing and implement new, advanced, and proven technologies, apply innovative technological solutions, and leverage, as appropriate, artificial intelligence to boost existing resources
- **Participation** – create internal and external feedback loops, ensure multi-directional communication, actively engage the staff, partners, and community with different modes of communication, encourage a representative voice from the public
- **Partnerships** – continue to utilize effective partnerships and develop mutually beneficial partnerships with federal, state, and regional governmental agencies, local municipalities, educational institutions, local nonprofits, private sector entities, the MTPO, volunteers, and local experts with specialized expertise
- **Risk** – minimize legal risk, financial risk, and potential for loss of public trust, mitigate risks posed by malicious actors and cybersecurity threats, consider current and future legislative impacts
- **Staff Resources** – ensure staff feel empowered to discuss both pros and cons of assigned projects, bring internal service providers to the table in the early phases of a project, minimize departmental silos whenever possible

FOCUS AREA: ECONOMIC DEVELOPMENT

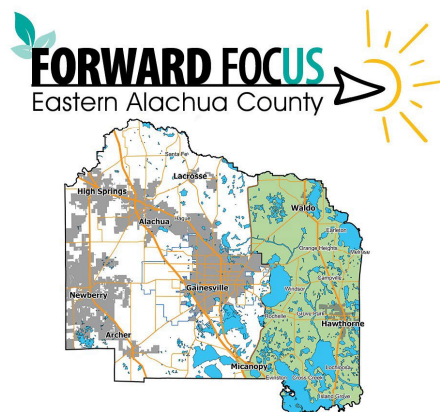
Objectives

- Promote economic growth by working collaboratively to support quality job creation, business development, and expanded access to economic opportunity throughout Alachua County.
- Strengthen local public-private partnerships and advocate for state and federal investments to advance targeted economic development across the county, particularly in key areas such as food systems, circular economy, the Airport Gateway, and the Forward Focus initiative in Eastern Alachua County.
- Leverage partnerships, marketing, and strategic communications to support local business retention, expansion, and attraction efforts that align with Alachua County's values and long-term vision, especially those that support self-sufficiency, upward mobility, and generational wealth by providing training, policy innovation, and address socio-economic challenges.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of Alachua County hotel room occupancy - Calendar Year-to-Date (Visit Gainesville, Alachua County, FL)	Stay above baseline of 65%	On Track	70.3%	
Number of advertising impressions across all media - Cumulative-Year-to-Date (Visit Gainesville, Alachua County, FL)	Stay above baseline of 40,000,000	On Track	114,610,368	
Number of unique visitors to the Tourism website - Cumulative-Year-to-Date (Visit Gainesville, Alachua County, FL)	Stay above baseline of 800,000	Off Track	555,828	
Number of unique businesses and organizations applying for tourism funding - Cumulative-Year-to-Date (Visit Gainesville, Alachua County, FL)	Stay above baseline of 60	On Track	102	
Dollars received through Tourist Tax collections - Annually Reported (Visit Gainesville, Alachua County, FL)	Move from baseline of 1,000,000 to target of 6,000,000	On Track	9,434,495.67	

FOCUS AREA: Economic Development

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of Commercial Agriculture customer contacts - Cumulative Year-To-Date (UF/IFAS Extension Alachua County)	Stay above baseline of 40,000	On Track	138,373	
Percent of targeted positions filled by under-represented groups. Reported Quarterly (Equal Opportunity)	FY 19 - 26 Goal: 40%	On Track	87%	40 of 46 positions targeted for special recruitment were filled by women/minorities.
Percent of wage theft complaints successfully conciliated - Reported Quarterly (Equal Opportunity)	Stay above baseline of 50%	On Track	100%	3 of 3 wage theft complaints were conciliated and closed. \$4400 recovered for the quarter, \$7286 for the year.



Alachua County has been selected as one of only 15 local governments nationwide to join the 2025 Economic Mobility and Opportunity Peer Learning Cohort and Mini-Grant Program. This opportunity is hosted by the International City/County Management Association (ICMA) and supported by the Gates Foundation. This prestigious program provides selected communities funding and resources to develop and implement strategies that enhance residents' upward economic mobility. Alachua County was selected through a competitive application process. The county will use this opportunity to further its Forward Focus: Eastern Alachua County project, a long-term initiative to address economic disparities in historically underserved areas of the county.

FOCUS AREA: EMERGENCY SERVICES

Objectives

- Ensure effective emergency response by aligning services with master plans, improving fire/rescue workforce stability, reducing response times, improving outcomes, and preparing for, developing mitigation strategies, and proactively responding to both natural and man-made disasters and developing and managing post disaster coordination.
- Strengthen the County's capacity to adapt emergency services to emerging risks, population growth, policy shifts, and community health needs.
- Evaluate, implement, and/or expand innovative care models, such as community paramedicine, to address gaps in service delivery, reduce reactive emergency response needs, and improve outcomes for high-need populations.

Measure Name-Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of responses to calls/requests for field services - Reported Quarterly (Animal Resources)	Stay between baseline of 2,000 and target of 4,000	At Risk	1,142	
Number of hazardous materials emergency response calls requiring environmental remediation and completed in Alachua County in compliance with the Hazardous Materials Management Code - Reported Quarterly (Hazardous Materials)	Stay above baseline of 90%	On Track	90%	
Percent of new subdivision address requests containing more than three (3) roadways fulfilled within ten (10) days of request acceptance by addressing staff - Reported Quarterly (E911)	Stay above baseline of 90%	On Track	100%	
Percent of new address requests fulfilled within four (4) days of request acceptance by addressing staff - Reported Quarterly (E911)	Stay above baseline of 90%	On Track	98%	
Percent of new roadway designations fulfilled within nine (9) days of request acceptance by addressing staff - Reported Quarterly (E911)	Stay above baseline of 90%	On Track	100%	

FOCUS AREA: EMERGENCY SERVICES

Measure Name-Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of fire and life safety inspections completed - Cumulative Year-to-Date (Fire Protection)	Stay above baseline of 500	On Track	2,512	4th Qtr 826
Number of incidents/exercises completed - Cumulative Year-to-Date (Emergency Management)	Stay above baseline of 2	On Track	11	
Number of trainings held within the Emergency Operations Center - Cumulative Year-to-Date (Emergency Management)	Stay above baseline of 5	On Track	34	
Rescue Unit Response Times: En-route to arrival - Urban Cluster (8 minutes or less) - Reported Annually (Rescue Medical)	Stay above baseline of 80%	Off Track	55.24%	
Rescue Unit Response Times: En-route to arrival - Rural (12 minutes or less) - Reported Annually (Rescue Medical)	Stay above baseline of 80%	Off Track	52.69%	
Fire Unit Response Times: En-route to arrival - Rural (12 minutes or less) - Reported Annually (Fire Protection)	Stay above baseline of 80%	Off Track	74.1%	
Fire Unit Response Times: En-route to arrival - Urban Cluster (8 minutes or less) - Reported Annually (Fire Protection)	Stay above baseline of 80%	Off Track	71.45%	
Rescue Unit Response Times: En-route to arrival - Urban (6 minutes or less) - Reported Annually (Rescue Medical)	Stay above baseline of 80%	At Risk	37.91%	
Number of medical emergency and non-emergency responses - Cumulative Year-to-Date (Rescue Medical)	EMS Responses: 59,587	Off Track	48,825	4th Qtr 11,338
Number of fire responses - Cumulative Year-to-Date (Fire Protection)	Stay between baseline of 14,000 and target of 15,000	On Track	17,221	4th Qtr 4,354

FOCUS AREA: EMERGENCY SERVICES

Measure Name-Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of non-traumatic cardiac arrest patients with ROSC (Return of Spontaneous Circulation) both pre-hospital and upon arrival to Hospital Emergency Department - Reported Quarterly (Rescue Medical)	Stay above baseline of 20%	On Track	21%	
Number of medical emergency and non-emergency transports - Cumulative Year-to-Date (Rescue Medical)	EMS Transports: 33,341	On Track	33,630	
Number of community outreach presentations - Cumulative Year-to-Date (Emergency Management)	Stay above baseline of 5	On Track	18	
Number of new construction fire inspections completed - Cumulative Year-to-Date (Fire Protection)	Stay above baseline of 250	On Track	407	4th Qtr 117
Number of new construction plan reviews completed - Cumulative Year-to-Date (Fire Protection)	Stay above baseline of 250	On Track	433	4th Qtr 200



A recently released groundbreaking report revealed that the resuscitation rates in Alachua County have surpassed both state and national averages. The data collected over the past year confirms that Alachua County's resuscitation efforts have resulted in a remarkable 36.8% success rate, compared to the state average of 27.6% and the national average of 24.8%. These figures reflect the county's commitment to implementing best practices in emergency care and the rigorous training programs established for our crews. Contributing to this success are our partnerships with other local departments

FOCUS AREA: ENVIRONMENT AND CONSERVATION

Objectives

- Protect, invest in, acquire sensitive land resources, and improve the County's natural resources — including, but not limited to water quality and supply, conservation and agricultural lands, and all other natural resources — through sound policy and ongoing stewardship.
- Develop and strengthen collaboration with local jurisdictions, public and private agencies, and community partners to address regional environmental challenges and leverage shared solutions.
- Guide and cultivate environmentally, socially, and economically resilient strategies and solutions to climate change for the whole community through adoption and implementation of the climate action plan, including lessening the dependence on fossil fuels and increasing energy efficiency in county operations.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Reduction in annualized energy use index trend within county owned buildings including use of electric, natural gas, propane and solar- Reported quarterly (Budget & Fiscal Services)	EUI trend: 75	On Track	69.46	
Percent cost savings recognized through Cenergistics Energy Program - Reported Quarterly (Budget & Fiscal Services)	Stay above baseline of 10%	At Risk	5.87%	
Number of on-site energy audits completed through the Cenergistics Energy Program - Reported Quarterly (Budget & Fiscal Services)	Stay above baseline of 150	On Track	150	
Number of Home Horticulture customers requesting Florida Friendly and Gardening Practices information - Cumulative-Year-To-Date (UF/IFAS Extension Alachua County)	Stay above baseline of 4,000	On Track	22,615	

FOCUS AREA: ENVIRONMENT AND CONSERVATION

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of petroleum contaminated sites remediated - Reported Quarterly (Petroleum Management)	Stay above a baseline of: 2	On Track	2	
Number of Surface Water Quality Monitoring activities completed - Cumulative Year-to-Date (Water Resources)	Stay above baseline of 110	On Track	169	Quarter 1 (41) + Quarter 2 (56) + Quarter 3 (36) + Quarter 4 (36) = 169
Number of Groundwater Quality Monitoring activities completed - Cumulative Year-to-Date (Water Resources)	Stay above baseline of 48	On Track	67	Quarter 1 (8) + Quarter 2 (27) + Quarter 3 (8) + Quarter 4 (24) = 67
Number of Wastewater Treatment Facilities Monitored - Cumulative Year-to-Date (Water Resources)	Stay above baseline of 40	On Track	59	Quarter 1 (21) + Quarter 2 (14) + Quarter 3 (12) + Quarter 4 (12) = 59
Percent of water quality code violations identified and corrected - Reported Quarterly (Water Resources)	Stay above baseline of 90%	On Track	96%	23 of 24 cases were closed this quarter
Number of acres of surface waters and wetlands authorized for impacts by the county - target goal is to have less than 1 acre of impact - Reported Quarterly (Natural Resources)	Stay below target of 1	On Track	0	
Percent of inspections passed - Irrigation Design Code Implementation - Reported Quarterly (Water Resources)	Stay above baseline of 70%	On Track	78%	87 of 112 inspections passed this quarter
Percent of enforcement actions completed to Natural Resources staff satisfaction - Reported Quarterly (Natural Resources)	Stay above baseline of 80%	On Track	100%	

FOCUS AREA: ENVIRONMENT AND CONSERVATION

Measure Name-Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of natural resource impacts avoided by Pre-Application Screening - Reported Quarterly (Natural Resources)	Stay above baseline of 80%	On Track	99%	
Percent Comprehensive Plan and Land Development Code requirements met for upland habitat protection - i.e. up to 50% of acreage - Reported Quarterly (Natural Resources)	Stay above baseline of 50%	On Track	100%	
Percent of habitat restoration goals accomplished, such as prescribed fire, reforestation, and hydrology - Cumulative Year-to-Date (Land Conservation & Management)	Stay above baseline of 80%	On Track	80%	
Percent of self-certified irrigation design jobs randomly inspected for code compliance - Reported Quarterly (Water Resources)	Stay above baseline of 5%	On Track	12%	
Percent of conservation lands monitored and treated for invasive plants - Cumulative Year-to-Date (Land Conservation & Management)	Stay above baseline of 20%	On Track	26%	
Number of Stormwater Quality Projects Initiated - Cumulative Year-to-Date (Water Resources)	Stay between baseline of 1 and target of 3	On Track	2	Headquarters Library and Trout Street
Number of conservation land acquisitions completed - Cumulative Year-to-Date (Land Conservation & Management)	Stay above a baseline of: 5	On Track	9	
Number of views of the EPD Water Resources website - Cumulative Year-to-Date (Environmental Protection - Water Resources)	Stay above baseline of 8,000	On Track	47,280	Quarter 1 (7099) + Quarter 2 (8475) + Quarter 3 (12676) + Quarter 4 (19,030) = 47,280

FOCUS AREA: ENVIRONMENT AND CONSERVATION

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Average Site Assessment Score for conservation lands acquired through the Alachua County Forever program - out of a possible score of 10.0 - Reported Quarterly (Land Conservation & Management)	Stay between baseline of 7 and target of 10	On Track	6.91	
Number of grants applied for annually to offset County funding for programs and projects - Cumulative Year-to-Date (Water Resources)	Stay above baseline of 3	On Track	6	Regional Water Quality Project Study (received \$10,000), 319 Public Education Grant for Resilient Landscapes in New Construction (Tentative approval), Springs Tag Grant for Education (did not receive), Springs Funding for Cuscowilla Wastewater Facility, IRP Grant for SR26, Irrigation Upgrades Grant for SJRWMD (Tentative approval)
Percent of contractual turnaround times met for report reviews - Reported Quarterly (Petroleum Management)	Stay above baseline of 90%	On Track	99.3%	
Percent of contractual turnaround times met for change order processing - Reported Quarterly (Petroleum Management)	Stay above baseline of 90%	On Track	100%	
Percent of annual conservation land acquisitions located within priority conservation corridors - Reported Quarterly (Land Conservation & Management)	Stay above baseline of 50%	On Track	67%	
Percent of petroleum storage tank compliance inspections completed - Reported Quarterly (Petroleum Management)	Stay above baseline of 25%	On Track	29.4%	

FOCUS AREA: HOUSING SECURITY

Objectives

- Collaborate with public and private partners to expand access to safe and affordable housing options to meet the needs of residents across income levels and life stages.
- Support housing interventions for high-need populations, including people reentering from incarceration, significantly disabled populations, the elderly, those with mental health challenges, the underserved and vulnerable, and individuals experiencing chronic homelessness.
- Invest in long-term housing stability by aligning policies, land use, public-private efforts, and county plans to increase the supply of workforce, affordable, and permanent supportive housing.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of Permanent Supportive Housing (PSH) participants maintaining housing stability - Cumulative Year-to-Date (Social Services)	Stay above baseline of 60%	On Track	94%	
Percent of Rapid Rehousing (RRH) participants maintaining housing stability - Cumulative Year-to-Date (Social Services)	Stay above baseline of 75%	On Track	83%	
Number of substandard homes repaired - Cumulative Year-to-Date (Housing)	Stay above baseline of 25	At Risk	6	
Number of households who became homeowners through SHIP or HFA - Cumulative Year-to-Date (Housing)	Stay above baseline of 6	On Track	11	
Number of residents impacted by rent and/or utility assistance - Reported Quarterly (Social Services)	Stay above baseline of 125	At Risk	10	Staff vacancies impacted program.

FOCUS AREA: HOUSING SECURITY

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of clients maintaining housing 90 days after receiving support - Reported Quarterly (Social Services)	Stay above baseline of 70%	On Track	91.89%	
Number of minimum housing complaints - Reported Quarterly (Codes Administration)	Stay below target of 500	On Track	14	
Number of new affordable housing units made available as a result of Alachua County programs and initiatives - Cumulative Year-to-Date (Comprehensive Planning)	Stay above baseline of 300	Off Track	208	In Q4, the County completed renovations on 208 housing units at the Harbor Cove Apartment complex using Housing Finance Authority Bonds. Rental rates at this complex are restricted to affordable levels.



Renovations are officially underway at two former motels in Gainesville, marking a significant step in Alachua County's effort to expand housing options for its most vulnerable residents. The county anticipates that the former Budget Inn and Scottish Inns will be transformed into 67 permanent housing units by the end of 2025. This initiative is part of a best practice model where older and underused motels and hotels are converted into affordable housing.

FOCUS AREA: LAND USE AND INFRASTRUCTURE

Objectives

- Evaluate, update, adopt, and implement the County's Comprehensive Plan based on community input, with a goal to minimize the need for future amendments to the Plan, and where it is feasible, balance economic, environmental, and social considerations that align land use decisions with both community values and growth needs.
- Support infrastructure reuse and compact development patterns that prevent sprawl, lower long-term public-service and facilities costs, and enhance community resilience.
- Ensure public infrastructure meets the needs of the community by investing in the provision, modernization, maintenance, and strategic reuse of County-owned infrastructure and buildings to meet current and future service needs.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of facility inspections conducted in Alachua County in compliance with the Hazardous Materials Management Code - Reported Quarterly (Hazardous Materials)	Stay above baseline of 150	Off Track	138	Loss of 1 inspector for program reduced the number of inspections completed
Number of hazardous materials complaint investigations conducted and completed in Alachua County in compliance with the Hazardous Materials Management Code - Reported Quarterly (Hazardous Materials)	Stay above baseline of 90%	On Track	84.61%	
Number of days on average to respond to high priority work orders - Reported Quarterly (Facilities)	Stay below target of 1	On Track	0.15	
Number of Facilities Preservation Projects completed - Cumulative Year-to-Date (Facilities)	Stay above baseline of 6	On Track	9	

FOCUS AREA: LAND USE AND INFRASTRUCTURE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of hours on average to respond to emergency priority work orders - Reported Quarterly (Facilities)	Stay below target of 2	Off Track	0	Callouts often show a calculated response time of zero because the work order is created after the work is already done. In those cases, the system cannot provide an accurate measure of response time, so we report zero as a placeholder rather than show negative or misleading numbers.
Number of days on average to resolve work orders - Reported Quarterly (Facilities)	Stay below target of 15	Off Track	19.8	Completion times are improving after Q3's peak but are still above the 15-day goal. Adding three new maintenance staff and a work order technician, along with faster responses and better follow-ups, will help cut backlog and speed up turnaround times.
Percent of work orders closed out of total work orders initiated - Reported Quarterly (Facilities)	Stay above baseline of 100%	Off Track	91.1%	We're making progress. After drops in Q2 and Q3, Q4, improvements were made that brought us closer to the 1.0 goal. With steady effort on follow-ups and reducing backlogs, we're moving toward consistently meeting or beating the standard.
Number of days on average to respond to medium priority work orders - Reported Quarterly (Facilities)	Stay below target of 7	On Track	1.85	
Percent of emergency, high, and medium priority maintenance service requests completed within established response times - Reported Quarterly (Facilities)	Stay above baseline of 72%	On Track	79%	

FOCUS AREA: LAND USE AND INFRASTRUCTURE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of assigned work orders marked as completed in work order management system - Cumulative Year-to-Date (Facilities)	Number of work orders: 6,000	On Track	6,275	
Cost of space leased by the County - Cumulative Year-to-Date (Facilities)	Reduce Cost of Leased Space: \$250,000.00	On Track	254,040	Lease costs fell from \$286,662 last year to \$254,040, slightly above the \$250,000 goal due to added downtown parking, but overall progress shows we're moving closer to the target.
Number of units per acre average in approved residential developments in Urban Cluster, or zero if no developments approved - Reported Quarterly (Comprehensive Planning)	Stay above baseline of 5	On Track	0	There were no new residential developments within the Urban Cluster that received final development plan approval this quarter, therefore there is no data to report.
Number of Development Review Applications reviewed - Cumulative Year-to-Date (Comprehensive Planning)	Stay above baseline of 80	On Track	94	
Percent of final residential development plan dwelling units that are located within the Urban Cluster - 3-Year rolling average - Reported Quarterly (Comprehensive Planning)	Stay above baseline of 90%	On Track	97%	There were 7 new residential units within new developments that received final plan approval this quarter, and none of those were located within the Urban Cluster. This resulted in the 3-year rolling average decreasing from 97.3% to 97.0%, which is still meeting the goal.
Number of Development Review Applications reviewed - Reported Quarterly (Comprehensive Planning)	Stay above baseline of 20	On Track	23	

FOCUS AREA: LAND USE AND INFRASTRUCTURE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of calendar days on average to process Development Review Applications - Statutorily required time frame is 180 calendar days or less - Reported Quarterly (Comprehensive Planning)	Stay below target of 180	On Track	79.4	
Number of days, on average, to review building permits - Reported Quarterly (Building)	Stay below target of 15	On Track	5	
Percent of building inspections completed within 24 hours - Reported Quarterly (Building)	Stay above baseline of 90%	On Track	96.3%	
Number of building inspections performed - Reported Quarterly (Building)	Stay between baseline of 4,500 and target of 6,500	On Track	6,289	
Number of driveway requests approved - Reported Quarterly (Transportation)	Stay above baseline of 45	On Track	46	
Number of driveway requests received - Reported Quarterly (Transportation)	Stay above baseline of 50	On Track	77	
Number of stormwater basins maintained - Reported Quarterly (Transportation)	Stay above baseline of 50	On Track	110	

FOCUS AREA: PARKS AND PUBLIC SPACES

Objectives

- Implement and periodically update the Parks Master Plan, with a focus on continuing and expanding access to safe public places, parks/trails, recreation opportunities, youth activities, and public/open spaces to ensure alignment with population growth and community priorities.
- Strategically invest in the creation of new recreational and public spaces while ensuring the sustained upkeep and improvement of existing assets.
- Establish strategic partnerships with municipalities, regional entities, and private and nonprofit groups to develop and maintain public spaces through service coordination and use of alternative funding sources.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of suitable preserves with public access within three (3) years of acquisition - Cumulative program total (Land Conservation & Management)	Stay above baseline of: 75%	On Track	87%	
Number of days recreation fields or courts are utilized for programming by contracted partners - Cumulative Year-to-Date (Parks and Open Space)	Stay above baseline of 200	At Risk	41	
Number of days Cuscowilla is utilized for community benefit, including internal County use or fee waivers - Cumulative Year-to-Date (Parks and Open Space)	Stay below target of 26	Off Track	30	
Number of Parks and Open Spaces capital projects completed - Cumulative Year-to-Date (Parks and Open Space)	Stay above baseline of 2	On Track	4	

FOCUS AREA: PARKS AND PUBLIC SPACES

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of parks acres – activity-based recreation sites per 1,000 unincorporated residents per the Comprehensive Plan - Reported Quarterly (Parks and Open Space)	Stay above baseline of 0.5	On Track	1.89	
Percent of residential units in unincorporated Alachua County that have access to a County-operated neighborhood park (within 1-mile for urban or 2-miles for rural) or a community park (within 3-miles for urban or 6-miles for rural) – Reported Annually (Parks and Open Space)	Stay above baseline of 62%	On Track	62%	



Alachua County Parks and Open Space unveiled a new inclusive playground and other major park enhancements at Veterans Memorial Park. The project involved careful renovations, including the removal of outdated park structures and landscaping, to make way for a modern, inclusive playground designed for children of all abilities. The park now also features the Gold Star Families Memorial, ADA-accessible sidewalks, and upgraded stormwater and utility systems, along with new lighting and temporary irrigation using reclaimed water. The improvements were designed with future expansion in mind, accommodating potential additions such as a splash pad and more restrooms with infrastructure capacity already in place.

FOCUS AREA: PUBLIC HEALTH, SOCIAL, AND YOUTH SERVICES

Objectives

- Improve health outcomes by evaluating the social determinants of health focusing on local needs, including housing stability, food access and insecurity, literacy, mobility, and digital inclusion. Identify potential priority areas to address with community partners for greater health and wellness of all Alachua County citizens.
- Enhance care coordination and case management for vulnerable populations through stronger community data systems, performance tracking, and feedback loops. This ensures advocacy for investing in essential public and behavioral health services to reach the people most in need.
- Support investment, and as appropriate provide funding, for essential community buildings and programs that help people and their pets. These buildings and programs should provide safe, easy-to-access, and caring services for public health, social needs, youth, mental health and pet adoption services, while also helping to prevent animal abuse and abandonment.
- Expand access to behavioral health services through scalable crisis response systems, coordinated care, services for addiction and co-occurring disorders, and strong community partnerships.
- Collaborate with nonprofits and community partners to support delivery of a full range of youth services and improve childhood programs that are accessible, rooted in evidence-based practices and are both proactive and intervention based; focusing on early childhood education and literacy, strengthening family, health care, and community stability, and reducing youth and gun violence for children and at-risk youth.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Dollars received to support animal services programs through fundraising, donations and/or grant activities - Reported Quarterly (Animal Resources)	Stay above baseline of \$10,000.00	At Risk	3,188.04	
Number of animal licenses issued - Reported Quarterly (Animal Resources)	Stay above baseline of 5,000	Off Track	4,708	

FOCUS AREA: PUBLIC HEALTH, SOCIAL, AND YOUTH SERVICES

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of animals received at the shelter - Reported Quarterly (Animal Resources)	Stay between baseline of 500 and target of 1,500	On Track	1,012	
Percent of live animal releases at the shelter - Reported Quarterly (Animal Resources)	Live Released Animals: 90%	On Track	91.55%	
Number of therapeutic hours completed towards successful graduation - Reported Quarterly (Metamorphosis)	Stay above baseline of 7,000	On Track	13,360	The program significantly exceeded the quarterly baseline of 7,000 therapeutic hours, reaching a total of 13,360 hours. This reflects a 13% increase from the previous quarter (11,802 hours), demonstrating consistent growth and strong client engagement.
Percent of Metamorphosis residential program capacity utilized - Reported Quarterly (Metamorphosis)	Stay above a baseline of: 70%	Off Track	52.38%	Metamorphosis' average occupancy for the quarter was 11, resulting in a utilization rate of 52.38%, which remains below the 70% baseline. This marks an improvement from the previous quarter (43%), but staffing shortages continue to impact admissions. The program currently has two vacancies Residential Treatment Clinical Lead and Peer Specialist, both of which are in the hiring process. Additionally, many referrals are pending court proceedings or sentencing, delaying client intake. The team is working to expedite hiring and strengthen referral coordination to improve capacity utilization in the upcoming quarter.

FOCUS AREA: PUBLIC HEALTH, SOCIAL, AND YOUTH SERVICES

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of Metamorphosis clients enrolling in Aftercare Program - Reported Quarterly (Metamorphosis)	Stay above baseline of 95%	Off Track	66.67%	This quarter, 66.67% of residents who completed the residential portion of the program enrolled in the optional Aftercare Program (2 out of 3). While this reflects an improvement from the previous quarter (40%), the rate remains below the 95% baseline. The team continues to emphasize the importance of Aftercare during discharge planning and is exploring strategies to increase engagement and retention in post-residential services.
Percent of crisis calls stabilized by phone without the use of emergency services intervention - Reported Quarterly (Crisis Center)	Stay above baseline of 90%	On Track	99.7%	
Number of service hours provided by trained volunteers and interns - Reported Quarterly (Crisis Center)	Stay above baseline of 3,200	On Track	4,127	
Number of Crisis Line and 988 Lifeline calls answered - Reported Quarterly (Crisis Center)	Stay above baseline of 4,500	On Track	7,302	
Number of presentations delivered to professional and community groups - Cumulative Year-to- Date (Crisis Center)	Stay above baseline of 52	On Track	114	
Number of hours providing face-to-face crisis intervention and counseling services - Cumulative Year-to- Date (Crisis Center)	Stay above baseline of 1,400	On Track	3,028	

FOCUS AREA: PUBLIC HEALTH, SOCIAL, AND YOUTH SERVICES

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of minutes for average response time, from call to on-site, for face-to-face crisis intervention requests - Reported Quarterly (Crisis Center)	Stay below target of 60	On Track	17	
Number of citizens assisted through County sponsored poverty reduction activities - Cumulative Year-to-Date (Community Stabilization)	Stay above baseline of 75	On Track	943	
Number of Veterans and Veteran Dependents served - Reported Quarterly (Veteran Services)	Stay above baseline of 600	On Track	735	
Number of direct client contact hours (CCH) provided by counselors to assigned caseloads - Reported Quarterly (OPUS)	Stay above baseline of 468	At Risk	280	Using the prorated target to adjust for short staff for the quarter (280/(468-156), CCH services were 89.7% of the target CCH.
Number of citizens contacted - Reported Quarterly (Victim Services & Rape Crisis Center)	Stay above baseline of 1,500	Off Track	1,041	There were three larger community outreach opportunities that were missed because the Community Outreach Project Coordinator was out on FMLA unexpectedly for two months and were unable to be covered.
Number of children with improved academic performance - Cumulative Year-to-Date (Foster Grandparent)	Stay above baseline of 108	On Track	329	Volunteers returned to site from summer break August, impact forms are not collected at this time to provide improved academic performance
Number of volunteer hours - Reported Quarterly (Foster Grandparents)	FGP Hours - staying above: 7,605	Off Track	5,016.5	Volunteers did not serve during Monday, September 22, 2025 through Tuesday, September 30, 2025

FOCUS AREA: PUBLIC HEALTH, SOCIAL, AND YOUTH SERVICES

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of patient encounters for communicable disease services - Reported Quarterly (Public Health)	Stay above baseline of 10,000	Off Track	8,452	
Number of 4-H customer contacts - Cumulative Year-To-Date (UF/IFAS Extension Alachua County)	Stay above baseline of 2,500	On Track	11,499	
Number of IFAS customers requesting pesticide safety training and exam - Reported Quarterly (UF/IFAS Extension Alachua County)	Stay above baseline of: 45	On Track	196	
Number of Family and Consumer Sciences customer contacts - Cumulative Year-To-Date (UF/IFAS Extension Alachua County)	Stay above baseline of 300	On Track	1,470	New FCS Agent started in August 2025.
Number of current 4-H volunteers - Reported Quarterly (UF/IFAS Extension Alachua County)	Stay above baseline of 150	Off Track	81	
Number of youth currently enrolled in 4-H programs - Reported Quarterly (UF/IFAS Extension Alachua County)	Stay above baseline of 200	On Track	445	
Number of public presentations, training events and short courses presented - Cumulative Year-to-Date (Water Resources)	Stay above baseline of 120	On Track	133	Quarter 1 (24) + Quarter 2 (62) + Quarter 3 (23)+ Quarter 4(24) = 133

FOCUS AREA: PUBLIC SAFETY AND SOCIAL JUSTICE

Objectives

- Partner with and support public safety/law enforcement and judicial agencies to implement new services and reform existing programs to provide for a safe community.
- Reduce the County's jail population through diversion programs, alternatives to incarceration, addressing causes of recidivism, supportive services for individuals awaiting trial, and reentry programs.
- Partner to promote re-entry employment opportunities and reentry success through local incentives, employer partnerships, and supportive social and workforce programs.
- Research, identify, and coordinate to address the root causes of incarceration and recidivism — such as housing instability, education, behavioral health needs, social support, co-occurring disorders, youth and gun violence, and economic opportunity — through public systems and partnerships.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of code enforcement complaints received - Reported Quarterly (Codes Administration)	Stay between baseline of 100 and target of 500	On Track	348	
Percent of code enforcement complaints received, and actions ordered within 2 business days - Reported Quarterly (Codes Administration)	Stay above baseline of 80%	On Track	93.26%	
Number of Office of Code Administration Nuisance complaints received - Reported Quarterly (Codes Administration)	Stay below target of 500	On Track	60	
Number of complaint cases submitted to Special Magistrate - Reported Quarterly (Codes Administration)	Stay below target of 75	On Track	45	

FOCUS AREA: PUBLIC SAFETY AND SOCIAL JUSTICE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of complaint cases submitted to Special Magistrate - Reported Quarterly (Codes Administration)	Stay below target of 25%	On Track	18.52%	
Number of Community Service hours performed at all work sites - Reported Quarterly (Community Service)	Stay above a baseline of: 4,500	On Track	8,795.25	Calculated at a rate of \$13 per hour, that's a savings of approximately \$114K to the community!
Number of Community Service Work Crew service hours performed for the community - Reported Quarterly (Community Service)	Stay above baseline of 1,000	On Track	2,330.75	Work Crew exceeded the target goal by performing 92 projects in the community this quarter.
Percent of pretrial investigations completed prior to First Appearance - Reported Quarterly (Pretrial)	Stay above baseline of 95%	On Track	100%	Investigations for First Appearance continue to be conducted daily for everyone who appears before the judiciary during court. Information is provided for the judiciary to make informed release decision.
Percent of Pretrial defendants who successfully complete supervision - Reported Quarterly (Pretrial)	Stay above baseline of 75%	On Track	100%	The number of Pretrial defendants who have successfully completed the program has remained consistent.
Percent of Drug Court clients employed, in school, serving as primary support provider, or on disability, excluding clients in residential treatment - Reported Quarterly (Drug Court)	Stay above baseline of 70%	On Track	89%	Employment numbers are up to 89%.
Number of new clients in the Day Reporting program - Reported Quarterly (Day Reporting)	Stay above baseline of 25	On Track	54	Numbers are steady due to the Judiciary's continued use of the TAD (Transdermal Alcohol Device) Monitoring Program.

FOCUS AREA: PUBLIC SAFETY AND SOCIAL JUSTICE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of supervised pre-trial defendants not arrested for new law violations while under supervision - Reported Quarterly (Pretrial)	Stay above baseline of 75%	On Track	100%	The number of Pretrial defendants who have successfully completed the program with no new arrests has remained consistent.
Number of new clients released to Pretrial Supervision - Reported Quarterly (Pretrial)	Stay above baseline of 50	On Track	169	Pretrial Supervision numbers have remained consistent based on continued releases from Bond Reduction Hearings, Special Hearings. 132 new clients were released to pretrial supervision and 37 to GPS (Global Positioning Satellite) program.
Number of Community Service hours performed at County-owned properties and departments - Reported Quarterly (Community Service)	Stay above a baseline of: 400	On Track	561.5	442.5 of these hours were performed by clients on the Work Crew. 119 hours were performed by individual clients at Alachua County Animal Services and Hazardous Waste.
Percent of Community Service cases successfully completing conditions ordered - Reported Quarterly (Community Services)	Stay above baseline of 70%	On Track	87.4%	190 cases were closed during this period. There were 166 successful and 24 unsuccessful closures.
Percent of Drug Court clients with positive outcomes, including total graduates and clients retained in the program - Reported Quarterly (Drug Court)	Stay above baseline of 70%	On Track	78%	Items that influenced this are: 2 clients absconding from Metamorphosis, 1 client opting out of the program as they did not want to go to residential treatment, 1 client absconding, and 2 clients opt out (1 did not want to stay on a Phase 1 schedule, 1 wanted to use their medical marijuana card), 1 had new law violation, 1 had their charges dropped due to medical condition and 1 graduating the program. Our "Positive outcomes" are at 82%.

FOCUS AREA: PUBLIC SAFETY AND SOCIAL JUSTICE

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Percent of pretrial risk assessments completed on detainees - Reported Quarterly (Pretrial)	Stay above baseline of 95%	On Track	100%	Risk Assessments are completed using the validated Florida Pretrial Risk Assessment Instrument on inmates scheduled to attend First Appearance.
Number of community service hours performed by indigent clients in lieu of paying court costs and fees - Reported Quarterly (Community Service)	Stay above baseline of 200	On Track	2,884	Calculated at a rate of \$13 per hour, that's a savings of approximately \$37K.
Percent of probationers who successfully complete probation - Reported Quarterly (Probation)	Stay above baseline of 50%	Off Track	44.2%	The number is below the compliance rate in part because we completed old case load clean up. These cases had been closed with the court but were awaiting a probation to close them. In total, 21 of 23 old cases closed as unsuccessful. In addition to old cases, we had to close 2 cases as deceased. If the old case clean up was left out of the calculation, probation would have had a success rate of 52%. This quarter probation collected \$22,617.88 in restitution. probation clients paid 50% of Cost of Supervision order which amount to \$32,995.00. Additionally, 66% of Court Costs order amounted to \$76,127.35. Probation clients completed 68% of mandatory community service hours that totaled 1680 hours.



The Alachua County Sheriff's Office's new CHANGE program connects incarcerated individuals with resources to reduce recidivism. A recent in-jail resource fair featured 10 community partners supporting successful reentry.

FOCUS AREA: TRANSPORTATION

Objectives

- Improve the overall condition and safety of county-maintained roads through proactive planning, prompt response and resolution to roadway maintenance and citizens concern, repaving, and clear public reporting.
- Partner to enhance and evaluate existing and new public transit options to increase accessibility, reliability, and ridership — especially for underserved and elderly population(s), employment-focused areas, educational institutions, and population centers.
- Advance currently established and long-term transportation planning (e.g. Pavement Management Plan, Alachua County Comprehensive Plan, MTPO activities, etc) to guide and direct fair and balanced infrastructure investments, reduce strain on residential and rural roads, and identify future transportation plans for all Alachua County maintained roadways.

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of miles of ditches cleaned - Reported Quarterly (Transportation)	Stay above baseline of 8	Off Track	6.69	
Number of maintenance service requests received - Cumulative Year-to-Date (Transportation)	Stay between baseline of 1,500 and target of 2,000	On Track	2,177	
Percent of service requests closed - Reported Quarterly (Transportation)	Stay above baseline of 80%	Off Track	70%	
Number of work orders initiated - Reported Quarterly (Transportation)	Stay above baseline of 1,500	On Track	1,569	
Number of work orders completed - Reported Quarterly (Transportation)	Stay above baseline of 1,700	On Track	1,632	
Number of miles of unimproved roads graded - Reported Quarterly (Transportation)	Stay above baseline of 500	Off Track	412.01	

FOCUS AREA: TRANSPORTATION

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Pavement marking maintenance - miles completed - Reported Quarterly (Transportation)	Stay above baseline of 25	Off Track	20.04	
Number of miles of trees trimmed on right-of-way - Reported Quarterly (Transportation)	Stay above baseline of 8	On Track	136.09	
Number of linear feet of sidewalk repaired/replaced - Reported Quarterly (Transportation)	Stay above baseline of 1,500	On Track	1,463.33	
Number of miles of right- of-way mowed (internal and contracted) - Cumulative Year-to-Date (Transportation)	Stay above baseline of 500	On Track	833.23	



Alachua County is pleased to share its progress on road projects. Funding sources include the voter-approved Wild Spaces Public Places surtax, gas tax, property taxes and grants. Through 2032, the County will devote over a quarter of a billion dollars to road projects. In 2024, nine projects totaling \$5.61 million were completed, with another eight projects totaling \$17.85 million underway.

Standout projects include:

Northeast 23rd Avenue: This \$9.3-million project from Northwest 58th Boulevard to Interstate 75 adds turn lanes and a multi-use path to enhance traffic flow and pedestrian safety.

Southwest 170th Street (CR 241): This \$4.37-million rehabilitation widens County Road 241 from Southwest 134th Avenue to the Levy County line.

In 2025, another 19 road projects are slated for construction or in procurement/design phases (10 include 67 smaller road segments within subdivisions). Standout projects include County Road 234 (\$5.92 million) and NE/NW 53rd Avenue (\$7.53 million).

FOCUS AREA: WASTE MANAGEMENT

Objectives

- Advance the County's Circular Economy goals by identifying and implementing key milestones, increasing diversion rates, and reducing reliance on landfills.
- Promote reduce, reuse, recycle, and sustainable materials management and evaluate and provide recommendations on reducing organics in the waste stream.
- Strengthen public engagement and education to improve waste management, reuse/recycling, and circular economy behaviors to support the County's environmental goals.

Measure Name-Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of total outreach events - Reported Quarterly (Waste Management)	Stay above baseline of 35	On Track	54	
Number of tons of other hazardous waste materials recycled – Reported Quarterly (Hazardous Waste)	Stay above baseline of 40	Off Track	23.67	
Number of tons of electronic waste recycled - Reported Quarterly (Hazardous Waste)	Stay above baseline of 40	On Track	45.8	
Number of tons of paint recycled - Reported Quarterly (Hazardous Waste)	Stay above baseline of 10	On Track	18.37	
Number of tons of oil recycled - Reported Quarterly (Hazardous Waste)	Stay above baseline of 45	On Track	44.56	
Number of total tons of hazardous materials collected in all categories – Reported Quarterly (Hazardous Waste)	Stay above baseline of 130	On Track	132.4	
Number of tons of plastic containers recycled - Reported Quarterly (Waste Management)	Stay above baseline of 230	On Track	239	
Number of tons of glass recycled - Reported Quarterly (Waste Management)	Stay above baseline of 400	On Track	489	
Number of total tons of solid waste hauled to the landfill – Reported Quarterly (Waste Management)	Stay between baseline of 49,000 and target of 52,000	On Track	53,296	

FOCUS AREA: WASTE MANAGEMENT

Measure Name- Reporting Frequency (Program)	Target	Status	Current Value	Comment
Number of tons of metal cans recycled - Reported Quarterly (Waste Management)	Stay above baseline of 40	On Track	44	
Number of tons of cardboard recycled - Reported Quarterly (Waste Management)	Stay above baseline of 2,200	On Track	2,397	
Number of tons of mixed paper recycled - Reported Quarterly (Waste Management)	Stay above baseline of 200	On Track	217	
Number of total tons of recycled materials in all categories – Reported Quarterly (Waste Management)	Stay above baseline of 3,300	On Track	3,429	
Number of Other Outreach Events - Reported Quarterly (Waste Management)	Stay above baseline of 10	Off Track	7	
Number of Public Education Events - Reported Quarterly (Waste Management)	Stay above baseline of 8	Off Track	6	
Number of Tools For Schools Events - Reported Quarterly (Waste Management)	Stay above baseline of 17	On Track	33	
Number of Leveda Brown Environmental Park Tours - Reported Quarterly (Waste Management)	Stay above baseline of 5	On Track	8	
Number of tons of aluminum cans recycled - Reported Quarterly (Waste Management)	Stay above baseline of 40	On Track	43	
Number of average pounds per day of residential and commercial solid waste collected per capita - Reported Annually (Waste Management)	Stay below a baseline of: 5	On Track	5.19	