
City of Grand Island



Saturday, January 26, 2008

Council Retreat Packet

City Council:

**Tom Brown
Larry Carney
John Gericke
Peg Gilbert
Joyce Haase
Robert Meyer
Mitchell Nickerson
Bob Niemann
Kirk Ramsey
Jose Zapata**

Mayor:

Margaret Hornady

City Administrator:

Jeff Pederson

City Clerk:

RaNae Edwards

**8:30:00 AM
Council Chambers - City Hall
100 East First Street**

Call to Order

This is an open meeting of the Grand Island City Council. The City of Grand Island abides by the Open Meetings Act in conducting business. A copy of the Open Meetings Act is displayed in the back of this room as required by state law.

The City Council may vote to go into Closed Session on any agenda item as allowed by state law.

Pledge of Allegiance

Roll Call

A - SUBMITTAL OF REQUESTS FOR FUTURE ITEMS

Individuals who have appropriate items for City Council consideration should complete the Request for Future Agenda Items form located at the Information Booth. If the issue can be handled administratively without Council action, notification will be provided. If the item is scheduled for a meeting or study session, notification of the date will be given.

B - RESERVE TIME TO SPEAK ON AGENDA ITEMS

This is an opportunity for individuals wishing to provide input on any of tonight's agenda items to reserve time to speak. Please come forward, state your name and address, and the Agenda topic on which you will be speaking.

MAYOR COMMUNICATION

This is an opportunity for the Mayor to comment on current events, activities, and issues of interest to the community.



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -1

Agenda

Staff Contact: Jeff Pederson

City Council Special Study Session Retreat
Saturday, January 26, 2008
8:30 a.m. – 4:15 p.m.
Law Enforcement Center
111 Public Safety Drive

Agenda

- 8:30 – 8:40 **Welcome/Introduction**
Guidance and outline of the day's activities and purpose
- 8:40 – 9:15 **10 Habits of Highly Effective Councils**
What can we take from this?
- 9:15 – 10:15 **Alligator River Story**
Values differences in decision making
- 10:15 – 10:30 **Break**
- 10:30 – 12:00 **Discussion Topics**
Small group presentations on selected topics
- 12:00 – 1:15 **Lunch and Tour with County Supervisors and City Department Directors**
- 1:15 – 4:00 **Top 3 Challenges/Opportunities for Departments in the Next Five Years**
Guidance (15 min. per department, 10 min. to present & 5 min. for discussion, many items will carry over to the budget planning retreat)
- | | | | |
|----------------------|-----------------|--------------------|-------------------|
| Building | Fire | Library | Public Works |
| Emergency Management | Human Resources | Parks & Recreation | Regional Planning |
| Finance | Legal | Police | Utilities |
- 4:00 – 4:15 **Wrap Up/Going Forward**
Goals Update
Outline of the Follow Up Retreat (Role Clarification, Goals and Pre-budget)
Media Opportunity



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -2

Welcome/Introduction

Staff Contact: Mayor Margaret Hornady

Grand Island Mayor and City Council

Margaret Hornady, Mayor

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(308) 382-1390 (work)

(308) 380-3542 (cell)

mayorhornady@grand-island.com

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Ward Two

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Ward Three

Robert (Bob) Meyer

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Ward Four

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1/22/2008



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -3

10 Habits of Highly Effective Councils

Staff Contact: Jeff Pederson

10 Habits Of Highly Effective Councils

Carl H. Neu, Jr.

Local government operations directly affect our daily existence and experiences and the quality of life that we perceive we have within our communities. No local government deserves, nor should its citizens tolerate, a council or governing body that isn't extraordinarily effective and competent in leading the community.

Thomas Cronin, a recognized authority on public policy, defines leadership as "making things happen that might not otherwise happen and preventing things from happening that ordinarily might happen. It is a process of getting people together to achieve common goals and aspirations. Leadership is a process that helps people transform intentions into positive action, visions into reality."

The quality of leadership effectiveness demonstrated by a governing body and its ability to be a highly effective council are not attributes bestowed upon it by a swearing-in ceremony. They are the results of disciplined adherence to a set of fundamental principles and skills that characterize highly effective governing bodies. Here, then, are 10 "habits" of highly effective councils, based upon the author's observations of hundreds of governing bodies over the past 20 years.

1. Think and Act Strategically

A council's primary responsibility is not just to make policy or to do its "Roman emperor" routine (thumbs down or thumbs up) on agenda items at public meetings. It is to determine and achieve the citizens' desires for the community's future. Councils and their administrative teams must accept responsibility for shaping the future of their communities by expanding their mental horizons to identify and meet the challenges that must be addressed through decisive leadership and through shared goals for the attainment of that future.

A strategic leader always comes from the future and takes you "back to the future" from the present. This leadership adventure starts with a vision and evolves into a definition of the strategic issues that must be mastered to achieve the vision. The next step is the development of long-range goals that address these strategic issues and that provide a decision-making and budgetary basis for the successful implementation of these goals. Living from one annual budget to another and from one council meeting to the next condemns your community and its future to happenstance and to the type of thinking that often befuddles national governance and policy.

For this reason, polls show that an overwhelming majority of citizens want important issues affecting their lives to be decided at the local, home town level. Here, they expect leadership, sound thinking, and decisive action. In spite of this citizen expectation, a 1996 survey conducted by the International City/County Management Association (ICMA), "Survey of Current Practice in Council-Manager Governments," indicates that fewer than 40 percent of all councils set long-term strategic goals to guide their bimonthly forays into decision making.

2. Understand and Demonstrate the Elements of Teams and Teamwork

By law, councils exist and have authority only when their members convene as bodies to do business. They also are components of corporate beings that must speak, act, and fulfill their commitments with one voice and in a mature, effective, and reliable manner. Councils are collections of diverse individuals who come together to constitute and act as an entity, and only when operating as an entity can they exercise authority and perform in fulfillment of their purpose.

This is a classic definition of "team." Carl Larson and Frank LaFasto, two pre-eminent authorities on teams and teamwork, define a team as an entity comprising two or more people working together to accomplish a specific purpose that can be attained only through coordinated activity among the team members. In short, a team exists to fulfill a specific function or purpose and is made up of disparate, interdependent people who collectively achieve a capacity that none of its members could demonstrate individually.

Teams always have two components that we might call their S components: *systemicness* and *synergy*. All teams are systemic by definition, being made up of interdependent parts (people) who affect each other's performance and that of the team. Synergy is the ability to achieve an effect, when working together as a team, that is more than the sum of the team members' individual efforts. While all teams are systemic, relatively few are genuinely synergistic unless their members understand, master, and demonstrate the fundamentals of teamwork, which are:

- A clear sense of purpose.
- A clear definition of the roles and relationships that unite individual talents and capacities to achieve team performance.

- Integration of members who have basic technical, interpersonal, and decision-making competence.
- A commitment to team success and performance excellence.
- A climate of trust, openness, and mutual respect.
- Clear standards of success and performance excellence.
- The support, resources, and recognition to achieve success.
- Principled and disciplined leadership.

Highly effective councils spend time building their sense of being a team and enhancing their skills in productive teamwork.

3. Master Small-Group Decision Making

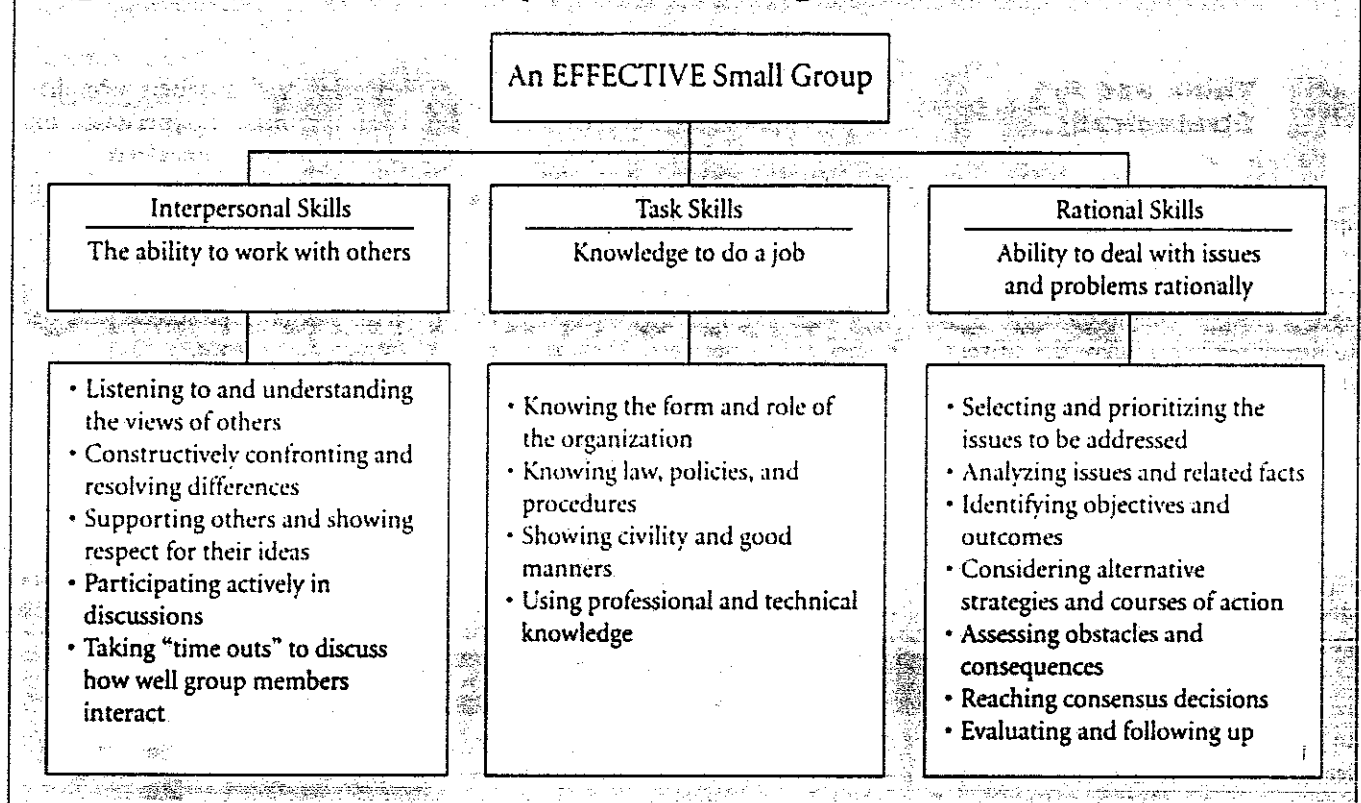
Most councils are classic small groups, with fewer than a dozen people. Small groups demonstrate certain skills and behaviors that link their members together. They also have knowledge of the processes they must follow to make decisions in fulfillment of their purpose. Figure 1 summarizes the skill sets essential to small-group effectiveness.

4. Clearly Define Roles and Relationships

Each team member, whether mayor or councilmember, makes a contribution to and has a relationship with the team. Contributions and relationships must be defined in terms of the role to be assumed and how that role is to be carried out through the behavior of the person in the role.

A role has two elements: *function*, the specific responsibilities of that role, regardless of incumbency; and *performance*, the behavior of the person occupying the role in fulfilling his or her responsibilities. Councils, through charter, statute, or ordinance, have a clear definition of their function. The perfor-

Figure 1. Effective Small-Group Decision Making



mance component must be defined within the team through discussion and mutual definition of those behaviors and practices expected of the mayor and councilmembers in the conduct of their duties and interactions.

Vince Lombardi, when asked what made a winning team, replied, "Start with the fundamentals. A player's got to know the basics of the game and how to play his [her] position. The players have to play as a team, not a bunch of individuals. The difference between mediocrity and greatness is the feeling the players have for each other," that is, their relationships. Teams talk about and define expected roles and relationships and give constructive feedback to their members on the degree to which they are fulfilling these expectations.

5 Establish and Abide by a Council-Staff Partnership

We have all heard the saying "Council makes policy, staff implements policy." Well, this is a total misconception of reality. Policy making and policy implementation are not distinct and separate

functions. Policy making/implementation is a continuum of thought and relations that transforms ideas and abstractions (visions, policies, goals, and plans) into defined, observable ends or outcomes (results, programs, buildings, streets, deliverable services). Council and staff share this continuum as partners ensuring each other's success. Each person plays an important role in making sound policies and in ensuring their effective implementation through reliable administrative practices and performance. Figure 2 depicts this partnership and continuum.

John Carver, a widely acclaimed author who writes about boards that make a difference, discusses this partnership as one in which councils define the needs to be met and the outcomes to be achieved. He believes that councils should allow staff, within council-established limits, to define the means for achieving these ends. He sees a council-staff linkage that empowers staff to do its tasks and to be evaluated on the results produced.

Councils that accept and abide by this partnership focus their energy on establishing vision, goals, and good policy and

on empowering effective staff performance. Councils that do not do this will frequently fall into micromanaging, that is, they will perceive a need to become involved in, or retain approval over, even minor staff activity and plans.

A critical element and important council task in this partnership is evaluation of the manager or administrator, based upon clearly defined goals, policies, and established guidelines on executive performance. According to the 1996 ICMA survey, only about 45 percent of all councils formally evaluate their managers' performance.

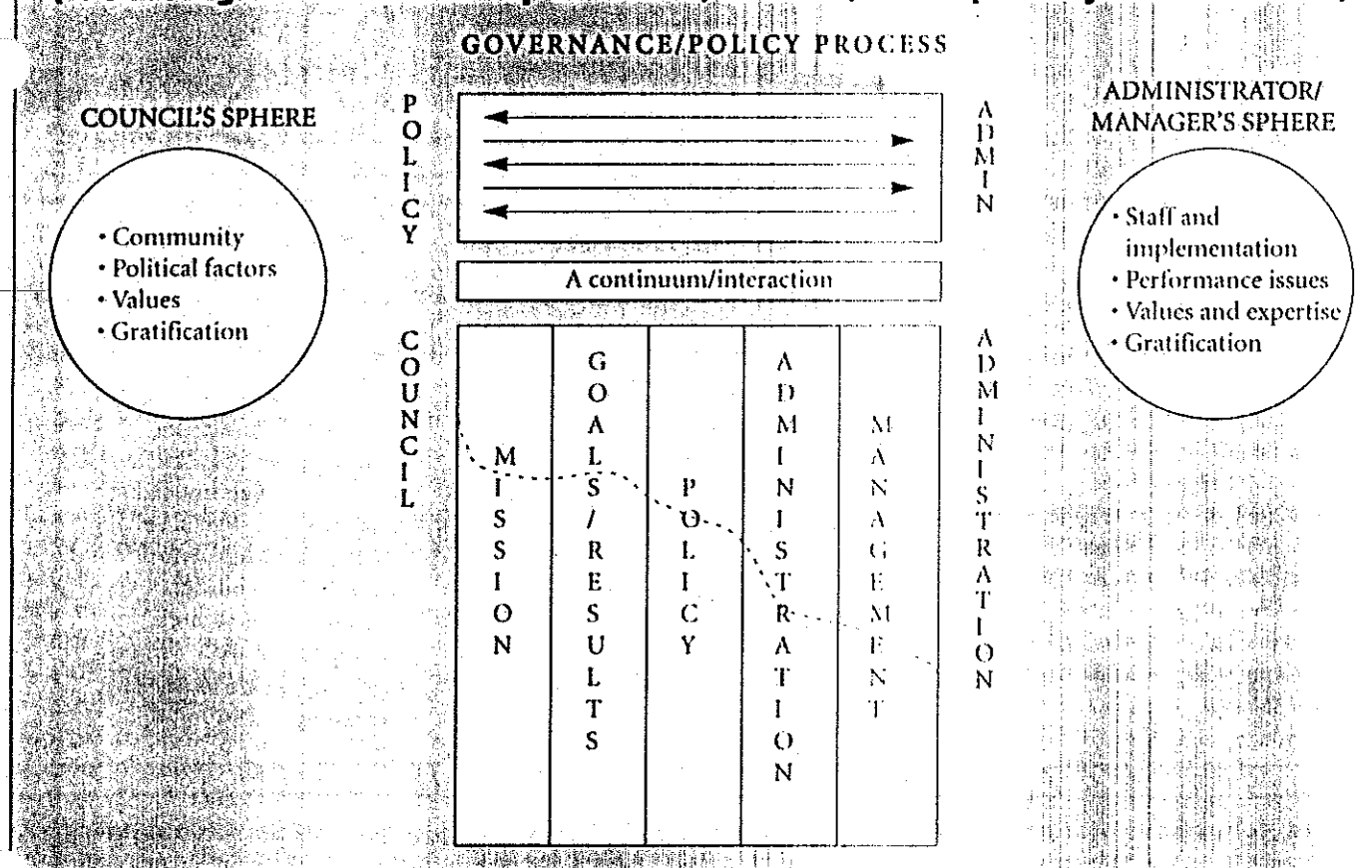
6 Make a Systematic Evaluation of Policy Implementation

Councils, like most legislative bodies, frequently exhibit the Jean Luc Picard syndrome (*Star Trek II*) and simply tell their staffs: "Make it so." They assume that council action equates to policy and program implementation. The next time the council hears about policy is when a problem or crisis arises.

In contrast, highly effective councils

Figure 2. Council-Staff Partnership

(To What Degree Is This Partnership Understood, Discussed, and Respected by Councilmembers?)



expect periodic feedback on policy results and on possible policy amendments that may be required. This feedback can be provided through progress reports, status memos or newsletters, and policy reviews.

7 Allocate Council Time and Energy Appropriately

Councils, like other teams, play in a number of settings or arenas to achieve overall, peak performance. There are four council-staff arenas, and each must be appreciated for its purpose and for its contribution to a council's effectiveness:

- Goal setting (retreats or "advances").
- Exploration and analysis (study sessions).
- Disposition/legislation (regular public meetings).
- Community relations (interactions with constituents and with other agencies).

Figure 3 shows the purpose, typical setting, focus, and key characteristics of each arena. All four arenas are essential to highly effective councils' fulfillment of their leadership, policy-making, goal-setting, and empowering responsibilities.

A highly effective council will hold at least one goal-setting retreat or "advance" annually. It also will hold two study sessions monthly, usually between regularly scheduled public hearings. Here, councilmembers will confer with staff and other experts on significant items under consideration that will eventually require official actions.

While these meetings should be open to the public as observers, the public should not participate in the council-staff dialogue. Many councils short-change this arena, pushing the opportunity for learning into the formal public hearing, which is not designed to promote much in-depth analysis of complex issues. The arena of *disposition/legislation* is designed to get to a vote, not to promote careful analysis of complex issues.

The fourth arena, *community relations*, is becoming more important. It is rapidly transforming the role of the council and how it spends its time. Communities today are more dependent upon sophisticated alliances and partnerships among groups, both public and private entities. Jurisdictions are subject to multiple, profound changes in how public officials operate. Today, the community arena requires more time spent in interactions outside city hall and puts greater time pressure on mayors and councilmembers.

8 Set Clear Rules and Procedures for Council Meetings

Council meetings exist for the purpose of doing the council's business. Literature on how to conduct effective and productive meetings specifies the need for an adherence to clearly defined rules and procedures.

Figure 3. Arenas for Governing Body and Staff Performance

Arena	Goal Setting	Exploration and Analysis	Disposition/ Legislation	Community Relations
Purposes	<ul style="list-style-type: none"> • Establish vision • Explore potentials • Set goals • Set direction/ priorities -Community -Services -Staff action -Budgets 	<ul style="list-style-type: none"> • Understanding the issue(s) • Problem identification • Selecting "best options" • Building commitment 	<ul style="list-style-type: none"> • Taking official action • Voting on items -Resolutions -Ordinances • Gathering public input • Mobilizing support 	<ul style="list-style-type: none"> • Interacting with constituents/citizens • Building alliances • Doing outreach and liaison • Coordinating with other entities
Typical Setting	Retreat or advance—informal off-site workshop	Study session—conference room	Public—formal council meeting in chambers	Numerous—diverse formats
Focuses	<ul style="list-style-type: none"> • Future of community • Evaluation of -Needs -Trends -Strategic issues • Community desires and values • Leadership 	<ul style="list-style-type: none"> • Developing knowledge for decision making • Sorting of options • Examining consequences • Setting strategies • Making competent and informed decisions 	<ul style="list-style-type: none"> • Going through the agenda (formality) • Showing authority • Ratifying/adopting • Dealing with political pressures • Identifying psychological needs 	<ul style="list-style-type: none"> • Communicating • Problem solving • Collaborating and coordinating • Forming partnership(s) • Acting as a community
Key Characteristics	<ul style="list-style-type: none"> • Informality • Sharing of options • Open dialogue • Creative thinking • Humor and adventure • Face-to-face/group interaction 	<ul style="list-style-type: none"> • Starting council-staff dialogue • Questioning and testing ideas • Exchanging information • Negotiating and consensus building • No voting • Face-to-face/group interaction 	<ul style="list-style-type: none"> • Meeting formally • Setting and following rules and procedures • Encouraging public input and involvement • Gaining high visibility • Dealing with pressure/advocacy from groups • Voting • Interacting as groups 	<ul style="list-style-type: none"> • Being "outside" city hall • Responding to requests • Starting joint ventures • Facilitating interagency activity • Using multiple interaction modes and communication techniques

Many councils, however, drift from these rules and procedures in pursuit of informality, collegiality, and "just being nice." They let their meetings drone on with a lack of focus, redundant comments, and endless discussion.

Rules and procedures do not preclude citizen input, courtesy, or sensitivity to public concerns and viewpoints. They respect all these elements and the necessity to conduct business in an orderly, disciplined, and productive manner.

9 Get a Valid Assessment of the Public's Concerns and an Evaluation of the Council's Performance

Elections are contests among individuals vying to become members of the council. They are not valid, objective assessments of the public's feeling about the quality of the council's performance as a governing body and about whether or

not it is addressing issues effectively.

Highly effective councils seek feedback through a number of market research tools such as focus groups, surveys, and questionnaires. Typically, the phone calls a councilmember receives or the comments made in public hearings are not valid or accurate reflections of the entire community's sentiments about issues and about the council's performance. "Market research feedback" should be ongoing and should be included in the annual goal-setting retreat or advance.

10 Practice Continuous Personal Learning and Development as a Leader

Leaders read, attend workshops, and constantly seek information, understanding, and insight. Highly effective councils are composed of members who honestly know they don't know it all. They take advantage of the myriad of opportunities to learn and to perfect their skills by reading, going to state and national municipal league workshops, and attending every forum that can expand their skills to lead and govern well.

A highly effective council also learns as a council. It works closely with the manager to improve its leadership skills and the council-manager relationship, assessing objectively its performance on each of the 10 habits. This assessment should include the observations of councilmembers, manager, department heads, and selected members of the community who have occasion to work and interact with councilmembers. The effective council should decide where gains can be made, then set up the opportunity through council workshops to learn the skills needed to make these gains.

In 1990, Mayor Margaret Carpenter and City Manager Jack Ethredge of Thornton, Colorado, began a process with Thornton's council to increase the council's leadership skills and effectiveness that incorporated the 10 habits described in this article.

First, the council conducted a careful reexamination of the city's mission and the role that it had to assume to ensure fulfillment of that mission. Then, in discussions with the city manager, councilmembers made a commitment to leadership innovation and excellence that focused on long-term and strategic issues vital to the community's future. The process involved advances, close attention to community feedback through focus groups and surveys, and frequent self-evaluation of both council's and staff's

The Manager's Role In Building a Highly Effective Council

- Focus the council on leadership and achieving a quality future for the community.
- Select a time and place to conduct a facilitated discussion about factors affecting the council's effectiveness. It is recommended that the manager be involved in this discussion.
- Invite the council to assess candidly and objectively its performance relative to the 10 habits of highly effective councils included in this article and other effectiveness indicators that councilmembers feel are appropriate.
- Have the council identify where significant gains in effectiveness are desired.
- Develop specific strategies and opportunities with the council to achieve desired goals.
- Schedule specific skill-building workshops for the council. Include key staff members when the focus is on council-staff relationship issues.
- Establish a process with the council to evaluate gains that have been made and to target new opportunities for improvement.
- Remember: peak performers constantly seek to improve their performance. They know they are on an endless journey of growth, performance, effectiveness, and achievement.


performance and sense of partnership.

Now, the council holds multiple advances each year to define and validate its strategic perspective and policy leadership. Skill development workshops accompany these advances and focus on defined needs that are identified by councilmembers. Specific "time-outs" are taken to evaluate how the council is functioning as a team, as well as how it functions with staff and with the community. The continuous quest for effectiveness always begins with the question "Is there

more we should be doing to improve our leadership performance and to ensure a quality future for our community?"

As Jack Ethredge observes: "The entire process has helped Thornton's council to identify the issues that are essential to achieving our community's goals and to building collaborative relationships with citizens and with staff to agree about the goals. Thornton now is a community of partnerships, all focusing on a vision and using our combined resources to become the city we want to be in the future. There has been a real breakthrough in the amount of creative energy that is moving Thornton forward."

The last, and probably most important, point: Keep your sense of humor. Governance is a serious business dealing with the vital issues affecting our communities and the quality of life we experience within them. But humor reduces friction and stress, lets others know that we and they are human, and brings a pause that refreshes our insight and commitment. It is essential to forging and maintaining good relationships.

Every community deserves nothing less than a highly effective council that embraces accountability for the community's performance in creating its future and in effectively addressing, in the present, those challenges vital to attaining that future. That is what is at stake: our communities' future. With few exceptions, every council can be highly effective and can provide strong leadership, but to become effective will require a good governance model and disciplined adherence to the fundamental habits of effectiveness. 

Carl Neu, Jr., is executive vice president of Neu and Company, Lakewood, Colorado. All rights are reserved to Neu and Company and the Center for the Future of Local Governance, 1997.

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ICMA Endowment Fund
Call 202/962-3648**



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -4

Discussion Topics

Staff Contact: Jeff Pederson

Council Retreat Discussion Topics

Please select the top three topics you would like to discuss at the council retreat. Once complete please return to Jeff by the end of the week. This discussion is only a portion of the retreat.

1. What is council's role and responsibility to the community as a whole and to individual citizens? What does council expect from staff to help fulfill this responsibility?
2. Define "performance measurement" as it pertains to city operations.
3. What does quality of life mean for Grand Island and how do we maintain or foster its growth?
4. How can we improve communication between councilmember's and staff to build a team that is aligned around common goals and objectives?
5. How do we continue to accomplish goals, improve infrastructure, and contribute to a progressive community with constraints of the budget?
6. What is the significance of Grand Island's image, both locally and outside of Grand Island?
7. Should council govern more as a Board of Trustees, a Board of Directors, or as a Board of Activists?
8. Does the structure of the current city council meeting agenda meet the needs of councilmember's and the general public?

Councilmember's will break up into three groups and discuss each question. Each group will present their findings.



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -5

Department Director's Presentations

Staff Contact:

DEPARTMENT DIRECTORS

Administration.....	City Administrator	Jeff Pederson 385-5444, ext 119
Building	Building Department Director	Craig Lewis 385-5444, ext 209
Clerk	City Clerk	RaNae Edwards 385-5444, ext 111
Communications.....	Emergency Management Director	Jon Rosenlund 385-5444, ext 309
Finance	Finance Director	David Springer 385-5444, ext 169
Fire	Fire Chief.....	Jim Rowell 385-5444, ext 229
Human Resources	Human Resources Director	Brenda Sutherland 385-5444, ext 199
Legal.....	City Attorney	Dale Shotkoski 385-5444, ext 139
Library	Library Director	Steve Fosselman 385-5333
Parks & Recreation.....	Parks & Recreation Director	Steve Paustian 385-5444, ext 299
Police	Chief of Police	Steve Lamken 385-5407
Public Works	Public Works Director	Steve Riehle 385-5444, ext 269
Regional Planning	Planning Director	Chad Nabity 3854-5444, ext 219
Utilities	Utilities Director	Gary Mader 385-5444, ext 289



City of Grand Island

Saturday, January 26, 2008

Council Retreat

Item -6

Wrap Up/Going Forward

Staff Contact: Jeff Pederson

Public Safety

Seek and secure funding for the development of the Fire Training Facility	No funding was budgeted in the 2007-08 fiscal year for the construction of the facility or the development of a business plan. The business plan is needed to determine the feasibility and scope of the project in order to identify potential participants and funding sources.
Complete construction on Fire Station #1	Fire station one is complete and brought into service October.
Complete construction of Police/Sheriff Law Enforcement Center	The contractor was not able to meet previously set construction completion dates. The date for substantial completion and the transfer of operations to the new Center is now 1-14 - 08. Final completion will not be until later in 2008 as landscaping has been delayed due to the onset of winter and will not be done until spring
Secure funding and begin upgrade of Emergency Communication Center	Preliminary schedule for Communications Center renovation has been set for Feb-Apr. Radio equipment has been ordered and console workstations are in the RFP process. All radio and workstation expenses are funded by a grant and managed and funded through Hall County.

Economic Development

Assist in creating and retaining quality jobs through LB 840 program	Administration and various departments continue to meet with EDC and potential companies as requested.
Assist CRA in identifying and creating new business redevelopment projects	CRA area 6 and 7 were approved by council. TIF projects can be considered in both of these areas.

Infrastructure

Support infrastructure for sustained housing/commercial development	Utl - Completed 5-yr major overhaul of PGS, expanded 115/13.8 Substations E and F, 3-yr term contract for coal transport from Wyo. Coal fields to PGS, natural gas supply contract for CTs, Water Main Dist 455 (Park-view Subdivision), design and award WMD 453T (helicopter base at the airport), Water infrastructure for new Subdivisions – La Rue, Meadowlark 4 th , Westwood Park 10 th , Westwood Park 10 th , Woodland Park 6 th , CNH fire line. Line construction – completed relocation of circuits for the Capital Ave. widening project, rebuilt 3-phase line along BNRR, east of Gunbarrel Rd., and onS. Locust from Fonner to Phoenix. Underground service installed at new Subdivisions – Copper Creek Estates, Pleasant View, Sun Valley, Summerfield Estates 7 th , Air Guard Helicopter base. PW - 12 sanitary sewer projects/districts were assigned numbers in 2007 with 8 completed. 11 paving projects/districts were assigned numbers in 2007 with 1 completed
Begin incremental implementation of the Railroad Corridor Study	CRA funding for the project is secured. The City can begin the proposal process and get horns and other improvements installed in the UPRR corridor from Broadwell Avenue through Oak Street.
Prepare a master plan for infrastructure development south of Grand Island	CRA - Completed area transmission/substation study. CRA area 7 includes the new industrial park property. TIF from development in this area could be used for infrastructure extensions. PW - Estimate to improve drainage from the Platte Valley Industrial Park, asphalt resurfacing and widening of Wildwood Drive from US Hwy 281 to Locust, and extend sanitary sewer east along Wildwood were prepared. The Comprehensive Sanitary Sewer Plan will need updated to reflect future sanitary sewer improvements toward Interstate 80.

Government Efficiency

Seek inter local partnerships that eliminates duplication and promotes efficiency	The Public Works Department is preparing for an asphalt resurfacing project on Shady Bend Road as a joint project with the Hall County Surveyor's office. The city is working with 9 other communities across the state on issues related to our stormwater permit regarding ordinances on Illicit Detection and Elimination, Construction Site Runoff Control and Post Construction Runoff Control.
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Complete a comprehensive City Code review and update	This will be an ongoing process for some time. The chapter by chapter review slowed down due to several factors this year.
Develop a budget with no increase in the property tax levy	Council approved the budget August 28 with no increase in the tax levy.
Develop criteria for outside agency funding	

Quality of Life

Complete construction of the Library expansion project	After the Grand Opening ceremony on October 14 th , library services have returned to normal as the project started to wind down. The certificate of final completion for the design/build contract was issued in December 2007 and the final bill (which is outside the contract) will be paid in January 2008.
Construct a children's play area at Island Oasis	The design plan of the children's play area is complete. Approved funding through the budget process will be necessary to complete this goal.
Continue to support development of the Heartland Public Shooting Park	The development of all rifle and pistol ranges continue, all ranges are operational. The camp ground design is complete and construction of the first phase has begun.
Update Parks and Recreation master plan	An updated master plan is contingent upon approved funding through the budget process.
Start construction of Aerated Static Pile facility	Plans for an Aerated Static Pile composting system at the Waste Water Treatment Plant are complete. City staff is working with Swift on projects that will reduce the loading sent to the city's WWTP before proceeding.
Implement the Community Appearance Plan	The PRT has demolished/resolved 8 problem properties. Only 1 property was resolved using municipal funds. The legal department and CSO's have met quarterly to foster a greater understanding of policies and procedures. The CAP web page construction will begin shortly and citizen request software is under review.

Public Health

Secure funding and begin construction of the Household Hazardous Waste facility	Notification was given by the Environmental Trust that funding for the facility was denied in 2007 for lack of interlocals and collaboration with Keep Nebraska Beautiful state master plan. A 2nd construction grant request will be submitted with suggested changes from the ET in Sept. 2008 and a 5 yr operating grant will be made to the DEQ in Feb 09. Currently in process of obtaining interlocals, working with KNB, and in constant communication with ET and DEQ for a successful second grant request.
Continue to aggressively address environmental issues and advocate for citizens	
Develop language for smoking restrictions to be considered to be placed on the ballot	Language was submitted to administration which mirrored the language that the State was considering in 2007. It was put on hold pending to watch what the State would do. Legislation will be introduced during the 2008 legislature with more favorable language.