



City of Grand Island

Saturday, March 28, 2015

Council Retreat

Item -1

City Council Retreat Agenda & Packet

Staff Contact: Marlan Ferguson



CITY COUNCIL SPECIAL STUDY SESSION (COUNCIL RETREAT)

Saturday, March 28, 2015
8:15 a.m.
Nebraska State Fair Building
Board Room

AGENDA

1. Call to Order
2. 8:15 Coffee and Rolls
3. 8:30 Welcome & Overview of Retreat Marlan Ferguson
4. Opening Comments Mayor Jensen
5. 8:40 Team Building/Communications Bill Podraza
6. 10:10 Break
7. 10:25 Food/Beverage Tax Mayor Jensen, Marlan Ferguson
8. 11:15 Grow GI/Grandeur Vision Nicki Stoltenberg
9. 12:00 Lunch/Joint meeting with County Supervisors Mayor Jensen
10. Alternative 911 Location Jon Rosenlund
11. Interlocal Agreements Marlan Ferguson
12. Break
13. 1:20 Utility Billing/Budget Tim Luchsinger, Billy Clingman

- | | | | |
|-----|------|-------------------------------------|-----------------------------------------------------|
| 14. | 2:15 | Discuss new Council Laptops/Tablets | Mayor Jensen, Marlan
Ferguson, Billy
Clingman |
| 15. | 3:00 | Future Study Session Topics | Mayor Jensen, Marlan
Ferguson |
| 16. | 3:30 | Adjourn | |

RaNae Edwards
City Clerk

Public comment is provided for at the conclusion of the presentations. Members of the public may voice opinions on all Agenda items. When recognized by the Mayor, please approach the Council and give your name and address. Please remember that there is a three minute limit for any member of the public, unless extended by the governing body.

A continuously current agenda is maintained in the office of the City Clerk. Inquiries and correspondence concerning the City Council Agenda may be addressed to:

RaNae Edwards, City Clerk
P.O. Box 1968
Grand Island, Nebraska 68802-1968
(308)385-5444, extension 111

CITY OF

Grand Island

NEBRASKA

ADMINISTRATION

Food & Beverage Tax

OBJECTIVES

- Clarify current tax expiration date
- History
- Sunset
- Timeline → November 8, 2016

Council Memo – August 19, 2014

Discussion

Some citizens and council members have indicated a desire to explore the renewal of the food and beverage occupation tax when the current tax expires December 31, 2015 as a result of Ordinance 9315 approved by council on August 11, 2011.

Independent Article – February 22, 2015

mented in 2008. The occupation tax will expire in December unless voters renew it.
aid the retreat discussion will center around the ballot language, the use of the tax

Tax Expiring at end of Lease Purchase Agreement - July 1, 2017

- Estimated time to pay-off early / No benefit
(see Debt Service Schedule)
- Ordinance #9315 – Use of Surplus Funds

ORDINANCE NO. 9315 (Cont.)

(ii) To make the City's quarterly payments to the Nebraska State Fair Support and Improvement Fund as required by Neb Rev. Stat. §§2-108-110. If any surplus remains after meeting the obligations as stated in Grand Island City Code §23-65(C)(i) and (ii) then that surplus shall be designated;

(iii) To make any additional voluntary payments on the City's debt as the Council shall so designate.

History

Date	
Sept. 9, 2008	Ord. 9189: 1.5% fund construction of Community Fieldhouse (Nebraska State Fair). Sunset once construction debt is paid-off. \$5,062,500
June 30, 2009	Ord. 9224: Added additional \$1.6M. Veteran's Athletic fields
Aug. 11, 2011	Ord. 9315: Nebraska State Fair Support & Improvement Fund (avg. \$355,630) & 'additional voluntary payments on the City's debt' (Council designate)
July 18, 2012	LB 745: No 'new' or increase (\$700,000); vote of people
Sept., 2012	Veteran's Athletic Field Complex paid-off
July 18, 2014	LB 474: Defined taxing on manufacturing & wholesale of alcohol

Nebraska State Fair Support & Improvement Fund

- Paid quarterly.
- 10% of the Nebraska Lottery donation

Year	Total
2010	\$311,221
2011	\$332,793
2012	\$389,088
2013	\$394,829
2014	\$350,223

Where are we today?

- Sunset when Fieldhouse debt paid-off = July, 2017
- Avg. Annual Collection \$1,410,019
- LB 745: Any new revenue designation would need vote.
- General/Presidential Election = November 8, 2016
- OPTIONS: Poll 11/2016 or let expire???

Food & Beverage Excess Cash Estimate

SUMMARY		
Estimated cash balance as of November 2016	\$ 1,753,028.81	
Remaining State Fair Building Payments	\$ 753,111.57	Paid off on 7/1/2017
ESTIMATED EXCESS CASH AFTER DEBT PAYMENT	\$ 999,917.24	

Other Nebraska Communities with Food & Beverage Tax

Grand Island	1.5%
Kearney	1%
Lincoln	2% (includes alcohol)
Norfolk	2% (includes alcohol)
Omaha	2.5% (includes alcohol)

Questions?



Grow Grand Island



AGENDA

- **Grow Grand Island / Grander Vision Summary**
- **Goals**
- **Implementation Schedule, Potential Partners, Grid**
- **Leadership**
- **Pillar Metrics & Performance Stats**



Background

- **Grow Grand Island / Grander Vision**
- **December** – Implementation pre-planning meetings held
- **January** - Memo to all Grow Grand Island & Grander Vision Steering Committee Members
- **February** - Implementation Kick-off
- **Implementation Committee Members (40+)**

Background *cont.*

Grow Grand Island



Background *cont.*

Grander Vision

LIVE

WORK

PLAY

LEARN

UNITE

And then they were one...

GROW
GRAND ISLAND



A Grand Vision for the Heartland

Goals by 2020



- ✓ **Job Creation**
- ✓ **Elevate Standards of Living**
- ✓ **Talent Attraction & Retention**
- ✓ **Improve Educational Attainment**
- ✓ **Increase Volunteerism & Community Engagement**
- ✓ **Help Existing Businesses Grow**

Implementation Schedule

Implementation (2015)

- ✘ Implementation Committee**
- ✘ Don Smith, Chair**
- ✘ Cindy Johnson & Nicki Stoltenberg, key contacts**
- ✘ Monthly Meeting Dates**
- ✘ Re-Brand**
- ✘ Present Implementation Grid**
 - **Measure Performance / Success**
 - **\$\$**

Implementation Schedule

Cont.

Implementation (2016)

- **Implement High Priorities**
- **Quarterly Meetings of IC**
- **Continue \$\$**
- **Build Volunteer Capacity**
- **Assess Progress Reports**
- **Adjust Strategic Priorities as Necessary / as New Opportunities Arise**

Implementation Grid & Potential Partners

- **Role of Implementation Committee (IC) and that of the Chamber, EDC, and CVB**
- ***Potential* Implementation Partners**
- **Abbreviations used in the “grid”**



Grid *(see handout)*



Grander Vision Recommendation Framework: Live, Work, Play, Learn, Unite

Grid

GGI/GV	Recom.	Implnt.	Partners	Start	Cost
1.1 / #7 Work	Launch a collaborative Business Retention and Expansion (BRE) outreach program that seeks to facilitate expansions and mitigate layoffs by conducting a series of site visits and surveys with existing businesses in and around Grand Island.	IC (COC & EDC)	NDED, NDOL, UTIL, GI, LGs, BIZ	2015	\$15,000 - \$30,000

Grid

GGI/GV	Recom.	Implnt.	Partners	Start	Cost
5.12 / #9 & #17 Play	Develop entertainment strategies for the area.	Community Arts Groups	GI, FP, MAHC, GIPS, GINW, GT, GILT, CP, GICF	2015	n/a

Questions / Thoughts ??



Leadership Commitment

- **Champion / Staff**
- **Potential Partners**
- **Develop Workgroups**
- **Implementation Efforts**



Pillar Metric & Performance Stats

PILLAR: IMAGE

- # _____ of positive press mentions in non-local or national media outlets
- # _____ of gateway beautification projects completed
- # _____ of hits and page views for the Chamber, EDC, and CVB websites
- # _____ of hits and page views for a new Grow Grand Island website

(cont.) Performance Stats

Image stats monitored annually include but are not limited to:

- ✓ Hotel occupancy rates
- ✓ Retail sales per capita
- ✓ Food and beverage occupation tax revenues
- ✓ Amount of new investment in downtown Grand Island
- ✓ Occupancy rate (retail, office) in downtown Grand Island

Goals by 2020



- ✓ **Job Creation**
- ✓ **Elevate Standards of Living**
- ✓ **Talent Attraction & Retention**
- ✓ **Improve Educational Attainment**
- ✓ **Increase Volunteerism & Community Engagement**
- ✓ **Help Existing Businesses Grow**

QUESTIONS??



GROW
GRAND ISLAND

A Grander Vision for the Heartland

Potential IMPLEMENTATION PARTNERS

Effective and efficient implementation will require the support and participation of numerous partners. The table that follows is a non-exhaustive list of potential implementation partners, accompanied by abbreviations for each organization/entity. These abbreviations are used in the "implementation grids" that follow to help identify lead implementers and supporting partners for each individual recommendation. Many other organizations can and should be engaged in implementation and the Implementation Committee will be responsible for identifying and engaging additional partners as needed.

<u>Acronym</u>	<u>Organization</u>	<u>Acronym</u>	<u>Organization</u>
AN	Accelerate Nebraska	GT	Grand Theatre
BEA	Beautification Group (Men/Women of Year)	HC	Hall County
BEL	Bellevue University	HNWI	High Net Worth Individuals
BIZ	Business Community/Private Employers	HUW	Heartland United Way
CCC	Central Community College	IC	Implementation Committee
CD	Community Development	IN	Invest Nebraska
CNRA	Central Nebraska Regional Airport	ITA	U.S. International Trade Administration
COC	Grand Island Chamber of Commerce	LCOC	Lincoln Chamber of Commerce
CP	College Park	LGs	Local Governments (Alda, Cairo, Don, WR, etc.)
CPI	Career Pathways Institute	LT	Leadership Tomorrow
CRA	Community Redevelopment Authority	MAHC	Moonshell Arts & Humanities Council
CTNVC	Crane Trust Nature and Visitors Center	MC	Multicultural Coalition
CVB	Grand Island/Hall Co. Conv. & Visitors Bureau	NBDC	Nebraska Business Dev. Center
DBID	Downtown Business Improvement District	NDED	Nebraska Dept. of Economic Dev.
DGI	Downtown Grand Island	NDOE	Nebraska Department of Education
DOANE	Doane College	NDOL	Nebraska Department of Labor
EDC	Grand Island Area Economic Dev. Corp.	NDOR	Nebraska Department of Roads
ELF	Edward Lowe Foundation	NEDCO	Nebraska Economic Dev. Company
EXIM	Export-Import Bank of the United States	NEF	Nebraska Enterprise Fund
FI	Financial Institutions	NIFA	Nebraska Investment Finance Authority
FNDNs	Various Foundations	NSF	Nebraska State Fair
FP	Fonner Park	NTC	Nebraska Tourism Commission
GGIF	Grow Grand Island Foundation	REAP	Rural Enterprise Assistance Program
GI	City of Grand Island	RPC	Regional Planning Commission
GIAMPO	Grand Island Area Metropolitan Planning Org.	SBA	U.S. Small Business Administration
GICF	Grand Island Community Foundation	SCEDD	South Central Economic Dev. District
GIEF	Grand Island Education Foundation	SLBID	South Locust Business Improvement District
GILCA	Grand Island Livestock Complex Authority	USCOCF	U.S. Chamber of Commerce Foundation
GILT	Grand Island Little Theatre	UN	University of Nebraska
GINW	Grand Island Northwest Public Schools	UTIL	Utilities
GIPS	Grand Island Public Schools	YEA	Young Entrepreneurs Academy
GOV	Governor's Office	YP	Young Professionals

03/20/2015

IMPLEMENTATION GRID: EXISTING BUSINESSES

GGI / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost	Cost Notes
1.1 / #7 Work	Launch a collaborative Business Retention and Expansion (BRE) outreach program that seeks to facilitate expansions and mitigate layoffs by conducting a series of site visits and surveys with existing businesses in and around Grand Island.	IC (COC & EDC)	NDED, NDOL, UTIL, GI, LGs, BIZ, SLBID	2015	\$15,000-\$30,000	Primary cost will be staff-time. The cost estimate captures customized CRM software for BRE outreach and surveying, communications, travel for site visits, and a wide variety of potential costs associated with mitigating closures and alleviating barriers to expansion.
1.2 / #7 Work	Launch the Grow Grand Island Export Initiative to support the development of new international trade relationships for Grand Island area manufacturers.	IC (EDC)	NDED, ITA, EXIM, SBA, BIZ	2016	\$20,000-\$35,000	Primary cost is staff time. Estimated costs cover event hosting and coordination, travel expenses, etc. associated with hosting a "Trade Development Day" and a "Reverse Trade Mission."
1.3	Launch an Economic Gardening program in partnership with NDED and the Edward Lowe Foundation.	IC (COC), NDED, ELF	NBDC	2017	\$10,000-\$20,000	The cost to participate in Edward Lowe's pilot program is roughly \$5,000 per firm. Costs will presumably be shared between NDED and local funding sources (ICF). Cost estimate reflects the provision of assistance to between 2 and 4 companies each year.
1.4 / #7 Work	Launch a local-sourcing campaign - The Grow Grand Island Challenge - that challenges businesses to identify at least one non-local supplier of goods and/or services and switch to a local provider of that same good or service.	IC (COC)	BIZ, NBDC	2015	\$10,000-\$15,000	Primary cost will be staff time. The cost estimate covers the expense associated with developing a database of local companies and their areas of expertise utilizing membership (COC, EDC, etc.) and proprietary (Dun & Bradstreet, ReferenceUSA) databases, and program promotion/marketing.
1.5 / Unite / #10 Learn	Work with neighboring communities in Central Nebraska to evaluate the potential benefits of developing regional cluster councils to address sector-specific issues and challenges that are common throughout Central Nebraska.	IC (EDC)	REAP, SCEDD, LGs, IC	Ongoing	Highly variable	There is minimal cost associated with setting up councils. Once convened, any councils' annual expenditures will depend heavily upon the actions that they chooses to pursue.
1.6 / #21 Learn	Launch ENGINE - Engaging the Next Generation of Grand Island, Nebraska - a comprehensive leadership development and community service program that cultivates the next generation of business leadership in Hall County.	IC (COC)	BIZ, LGs, IC, LT, YP, GICF	2016	\$20,000-\$40,000	Cost estimate reflects a presumed cost per participant of roughly \$1,000 but program costs should be covered by tuition/fees that will ideally be supported by sponsorships from the participants' employers.

IMPLEMENTATION GRID: ENTREPRENEURS / #16 WORK

GGI / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost	Cost Notes
2.1	Develop a comprehensive database of small businesses in the community that can be used to support a survey-based component of the community's Business Retention and Expansion (BRE) outreach program that specifically targets small businesses.	IC (COC)	SLBID, GI	2015	N/A	Primary cost is staff time. Costs associated with database development using proprietary sources are already covered in 1.1 and/or 1.4.
2.2	Establish a privately-financed pre-seed microloan fund providing small loans to existing and potential future entrepreneurs that currently lack access to traditional bank financing.	IC (EDC)	NEDCO, IN, FI, NBDC, NEF, REAP, DBID, SLBID	Ongoing	\$50,000-Variable	Cost estimate reflects a reasonable initial capitalization and annual investment level for a modest microloan program issuing loans ranging from \$5,000 - \$25,000 per company.
2.3	Launch an angel investment fund and complementary forum for entrepreneurs to pitch their business to the fund's investors.	IC (COC), IN	BIZ, HNWI, IC, DBID, SLBID	In progress	Variable	Cost to develop the fund will depend largely on methods for recruiting investors; costs associated with fund management and administration will be incurred by investors.
2.4	Establish a comprehensive entrepreneurship program(s) and a complementary student business incubator to promote student entrepreneurship.	IC (COC), GIPS, GINW, CPI	YEA, USCOCF, CCC, DC, BIZ, FI, SLBID, IC	2017	\$7,600-\$10,000	Young Entrepreneurs Academy, Inc. requires chamber commitments of \$7,600 annually for three years to launch the program. USCOCF awards \$2,500 grants. Most chambers require modest tuition (\$300 - \$500 per student) to cover remaining costs.
2.5	Evaluate the viability of developing a Fabrication Lab (also known as a FabLab, TechShop, or MakerSpace) to provide budding entrepreneurs with a place to develop prototypes and advance concepts for marketable goods that could become viable businesses.	CCC, IC	IC (COC), BIZ, SLBID, FNDNs	2019	Highly variable	Cost associated with developing a FabLab, TechShop, MakerSpace, etc can vary tremendously depending upon the tools, equipment, and staff that is included in the space. Startup costs can range from as little as \$150,000 to \$1.5 million. Any donated equipment from local employers will greatly reduce startup costs. Other costs savings should be pursued through solicitation of in-kind services, physical space, etc.

IMPLEMENTATION GRID: IMAGE

GGI / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost	Cost Notes
3.1 / #6 Work	Launch a comprehensive internal marketing campaign to develop a positive self-image, encourage the community's own residents to be its best ambassadors, and increase resident engagement in community improvement initiatives.	IC (CVB)	BIZ, GI, LGs, CT, GICF	Ongoing	Highly variable	Some program costs are already covered by the existing CVB budget. New program costs will be associated with the development of the recommended Ambassadors Program and the recommended Community Improvement Ideas contest (matching grants, contest promotion, etc.). Variability of costs will depend heavily on the scale of the Community Improvement Ideas contest and associated grant monies.
3.2 / #6 Work	Launch a national public relations campaign to promote positive stories about Grand Island and Central Nebraska in national media outlets.	IC (CVB)	NTC, BIZ, FP, GT	2015	\$40,000-\$60,000	Cost estimate reflects the expenditure associated with retaining an experienced public relations consultant to proactively seed stories, as well as costs associated with inbound events hosting national media representatives.
3.3 / #12 & #18 Play	Develop long-range Corridor Improvement Plans and signature gateway beautification projects to promote positive first impressions upon entering the community.	BEA, RPC, IC	NDOR, GI, HC, LGs, CNRA, BIZ, SLBID, CVB, YP, VF, GICF, CD	2016	Highly variable	Cost to develop Corridor Improvement Plans can vary tremendously, from as little as \$20,000 and staff time if developed internally to in excess of \$300,000 if a consultant is retained for design services. Cost associated with signature beautification projects can also vary widely depending on scale. A reasonable budget for such projects is, on the low end, \$10,000 for certain artwork and upwards of \$200,000 for "landmark" landscaping and beautification projects.
3.4	Proceed with planned updates to the Grand Island Area Economic Development Corporation and Grand Island Chamber of Commerce websites, and regularly update websites with relevant information demanded by internal and external audiences, consistent with the findings of the Marketing Review.	EDC, COC	N/A	Ongoing	N/A	Costs associated with website updates and maintenance are already captured by existing organizational budgets.

IMPLEMENTATION GRID: IMAGE (CONTINUED)

3.5	Realign marketing expenditures at the Grand Island Area Economic Development Corporation in a manner that is consistent with the findings of the Marketing Review, such that expenditures primarily focus on the most effective techniques including inbound marketing trips.	EDC	N/A	2015	N/A	No cost associated with expenditure realignment. Recommendation simply relates to shifting expenditures to more productive uses.
3.6 / #6 Work	Proactively maintain strong relationships with NDED staff overseeing business recruitment and regional business development to ensure that state partners are well-informed of the assets in the Grand Island area, and the planned investments in the Grow Grand Island Business Development Strategy.	IC (EDC)	NDED, CD	Ongoing	N/A	Minimal costs are associated with relationship maintenance. Travel expenses will be the primary cost and such expenses are already captured in the budget of the EDC.
3.7	Evaluate a variety of mechanisms to facilitate the acquisition and assemblage of tax-delinquent or otherwise vacant parcels and the subsequent return of these parcels to revenue-generating uses.	IC, GI	HC, RPC, CD	2016	N/A	Minimal costs are associated with the evaluation process. Costs to acquire and either demolish or revitalize properties should be largely recouped through the resale of any acquired or "banked" land, but such costs will not be incurred by Grow Grand Island or its Foundation as they will not directly administer such a program.

IMPLEMENTATION GRID: WORKFORCE / #6 WORK

GGI / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost	Cost Notes
4.1 / #22 Learn	Continue to work with regional employers to optimize career pathways and programs offered in public schools, including but not limited to those at Career Pathways Institute (CPI).	CPI, GIPS, GINW	IC, BIZ, COC, EDC, CCC, AN, USCOCF, ELF	Ongoing	N/A	Cost associated with soliciting input from regional employers should be minimal and captured within costs associated with BRE outreach and surveying (recommendation 1.1).
4.2	Evaluate short-term and long-term opportunities to expand the availability of two-year and four-year degree options in Grand Island, with consideration given to the potentially catalytic redevelopment role of a higher education presence and accompanying student population on downtown Grand Island.	IC	DBID, DGI, GI, CCC, DC, UN, COC	2016	N/A	Minimal cost associated with the evaluation process and outreach to potential public and private institutions.

IMPLEMENTATION GRID: WORKFORCE (CONTINUED)

4.3 / #22 Learn	Develop a comprehensive internship and apprenticeship initiative - Learn and Earn - that challenges all local businesses to develop at least one internship or apprenticeship for high school students (summer only) and recent college graduates or work-ready individuals (year round).	IC (COC), BIZ	EDC, CVB, LGs	2017	\$10,000-\$25,000	Cost is primarily associated with retaining an experienced web developer to create a web-based portal to post internships and apprenticeships, and resumes of those interested in available opportunities. Potential exists to receive in-kind web development services from a local partner. Some cost may be associated with outreach and program promotion, including marketing collateral.
4.4	Develop a Parent Academy and Parent Resource Center to promote parental engagement in student learning and school activities, while also supporting basic adult skills attainment in areas of reading, writing, mathematics, and English language to improve employment prospects for interested parents.	GIPS, GINW	GIEF, GICF, UW, FNDNs	2018	Highly variable	The annual operating cost of maintaining a Parent Resource Center will primarily fit within the school system's budget, with potential support from various foundations. Startup costs could be supported by a small grant from the Grow Grand Island Foundation as well as other foundation with missions supporting public education and adult learning.
4.5 / #20 Learn	Establish a gap-financing scholarship program - Grand Island Graduates (GI Grads) - that provides partial scholarships to supplement all other forms of financial aid for individuals interested in pursuing training, certification, and degree programs offered at Central Community College.	IC, CCC	FNDNs	2020	Highly variable	Cost will depend highly upon the chosen scale of the program, which should be determined in part by available funds. The ICF can provide some support but additional funds will need to be raised from other foundations to create a sustainable scholarship fund.

IMPLEMENTATION GRID: COMMUNITY ASSETS

GGI / GV	Recommendation	Potential Lead Implementer(s)	Potential Implementation Partners	Implementation Start	Potential Cost	Cost Notes
5.1 / #3 Live & #7 Work	Work with relevant state and local partners to evaluate a variety of potential uses and redevelopment projects for the Veterans Home site that align with and support community improvement and business development objectives.	IC, GOV, GI	CD, Numerous	2015	N/A	Cost associated with advancing support for identified ideal sites will largely be staff and volunteer time. Some minimal travel expenses may also exist.
5.2 / #7 Work	Continue to work with NDED and City of Grand Island to develop industrial sites with updated infrastructure that is considered "shovel ready" for development.	IC (EDC), NDED	UTIL, GI, CD	Ongoing	N/A	Cost associated with development of potential Certified Ready Site program is primarily staff time. Some minimal travel expenses may also exist.

IMPLEMENTATION GRID: COMMUNITY ASSETS (CONTINUED)

5.3	Evaluate the potential benefits of establishing a Foreign Trade Zone to promote job creation in target sectors such as Manufacturing, Transportation and Distribution, and Repair, Reuse, and Recycling.	IC (EDC)	LCOC, NDED	2016	N/A	Cost associated with establishing a foreign trade zone (subzone) is primarily staff time. Some minimal travel expenses may also exist.
5.4	Evaluate opportunities to utilize state-enabled "enhanced employment areas" that generate revenues to support redevelopment objectives in targeted areas.	IC (EDC)	NDED, RPC, GI, HC	2017	N/A	Cost associated with evaluating the use of EEAs is primarily staff time.
5.5	Develop a local incentive fund to support the attraction of large livestock shows, trade shows, and other events to Grand Island based on their potential economic impact.	IC (CVB)	GILCA, NTC, BIZ, NSF, FP, GICF	2015	\$50,000-Variable	Annual budget for the incentive fund should depend in part upon the success of fundraising efforts for the GGIF.
5.6	Continue to advance the development and utilization of facilities in and around Fonner Park, as well as other unique assets in the community such as the Heartland Public Shooting Park.	IC, GILCA (CVB)	FP, NSF, GI, HC, LGs, CD	Ongoing	N/A	Cost is primarily staff time. Any resources associated with development of new facilities (such as new hotels or amenities) will be incurred by the private sector.
5.7	Support the implementation of Central Nebraska Regional Airport's (CNRA) Capital Improvement Plan and continue to advance the expansion of passenger air service to major markets.	CNRA, IC	Numerous	Ongoing	N/A	Costs associated with implementation of the CNRA CAP will not be incurred by the ICF.
5.8 / Unite	Work with the City of Grand Island and all relevant partners in the community to align implementation efforts associated with Grow Grand Island and the City's Grand Vision process.	IC, GI	Numerous	In progress	N/A	Cost is primarily staff and volunteer time associated with coordination of implementation efforts.
5.9 / #4 & #8 Live	Implement the recommendations of the Community Housing Study for Grand Island to ensure that ample, affordable, and attractive housing is available to meet the diverse needs of existing and potential future residents.	CRA, BIZ, GI, HC	EDC, NIFA, LGs, CD	Ongoing	Highly variable	Cost associated with implementing the recommendations of the study will come from a variety of public and private sources, but the financial burden associated with implementation should not fall on the ICF.
5.10 / #7 Work	Support reinvestment in the downtown area by implementing the recommendations of the Grand Island Downtown Redevelopment Study, focusing on the advancement of three catalytic projects identified in the Study: residential conversions, a boutique hotel, and reuse of the Kauffman Plaza/Park.	GI, DBID, DGI	CD, Numerous	Ongoing	Highly variable	Cost associated with implementing the recommendations of the study will come from a variety of public and private sources, but the financial burden associated with implementation should not fall on the ICF.

IMPLEMENTATION GRID: COMMUNITY ASSETS (CONTINUED)

5.11 / #5 Learn	Create an early childhood education plan.	GIPS	NDOE, Local Schools, HUW, Headstart, other Education Advocacy Groups	2015	N/A	Ensure that all communities provide quality pre-K education for students. Examine the roster of programs for early childhood education in Hall Co. Evaluate available funding for pre-K education & expansion of pre-K programs.
5.12 / #9 & #17 Play	Develop entertainment strategies for all of the communities.	Community Arts Groups	GI, FP, MAHC, GIPS, GINW, GT, GILT, CP, GICF	2015	N/A	An exchange of information could be facilitated with existing staff & resources. See a recommended list of Action Steps in Grander Vision plan, page 28 & 36.
5.13 / #11 & #13 Live	Create a regional transportation plan to serve the local communities and beyond. Provide public transportation for all.	GI, HC	GIAMPO, NDOR, LGs	2015	N/A	Ensure transportation planning ties with land use planning along key corridors. Ensure plans for transit access for various communities & various population segments.
5.14 / #14 Live	Encourage neighborhood associations to enhance community safety, host community activities, festivals, and reduce crime.	GI	Neighborhood associations & other local advocacy groups	Ongoing	N/A	Conduct neighborhood assessments to help identify neighborhood strengths, weaknesses, & opportunities. Train residents in the use of crime reduction strategies. Strengthen the relationship between neighborhoods & emergency responders.
5.15 / #15 Live	Provide support for the region's most vulnerable populations.	Heartland United Way	GICF, CD, Grand Generation Center, Social service agencies, the faith-based community, other local advocacy groups.	Ongoing	N/A	Broaden the range of supportive services that are available to the impoverished, low-income, homeless & recently rehabilitated to include not only food, but also clothing, housing, job training, & health care.
5.16 / #19 Learn	Enhance cultural engagement & understanding	Multicultural Coalition, area school districts	GICF, Numerous	Ongoing	N/A	Provide an emphasis on bi-lingual or multi-cultural knowledge, learning & cultural competencies for everyone.

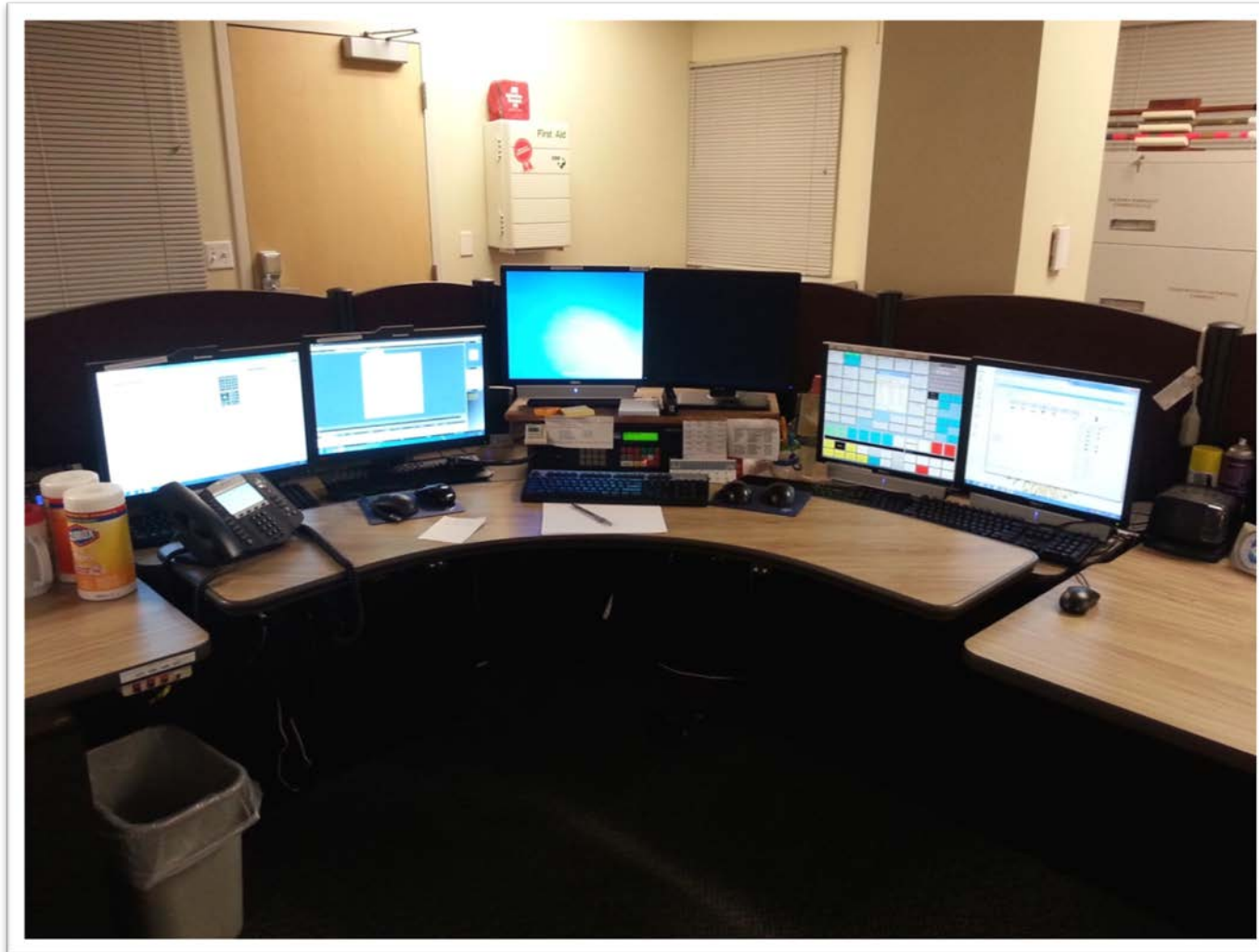
Updated 03/20/15

Resolving Alternate 911 Issues

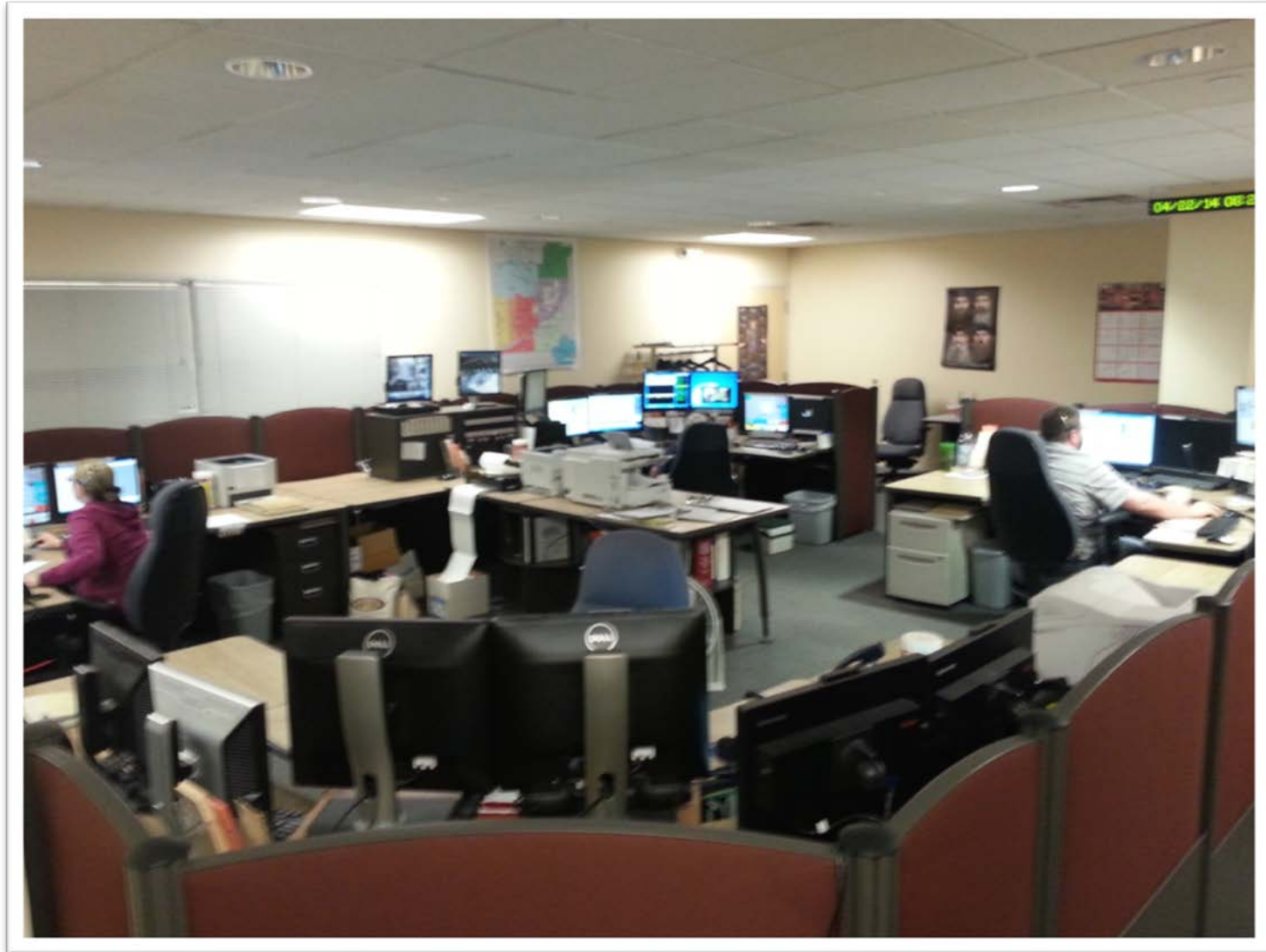
Agenda

- Current 911 Situation
- Capabilities Comparison
- Possible Solutions
- Costs and Considerations

911 Dispatch Console



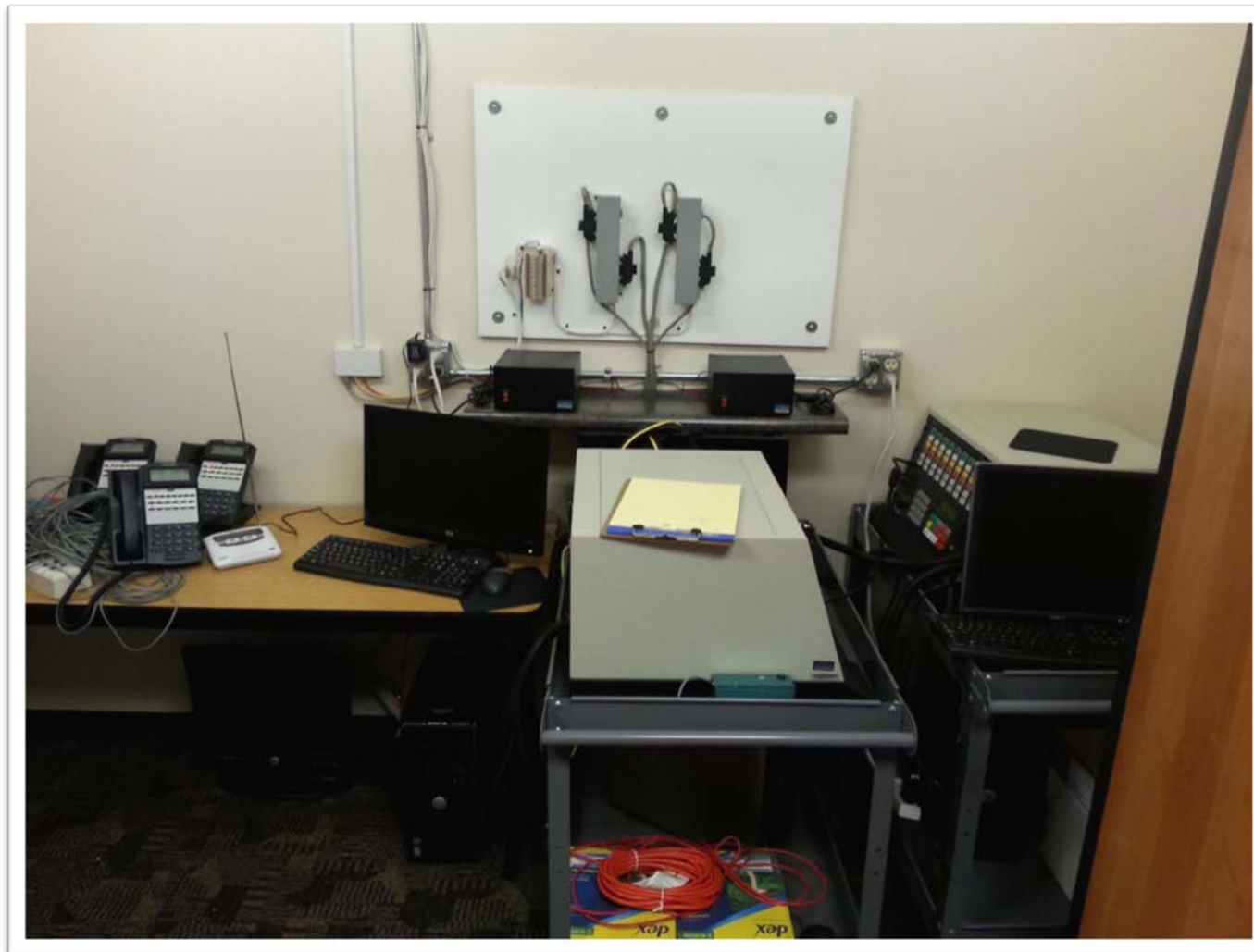
911 Center



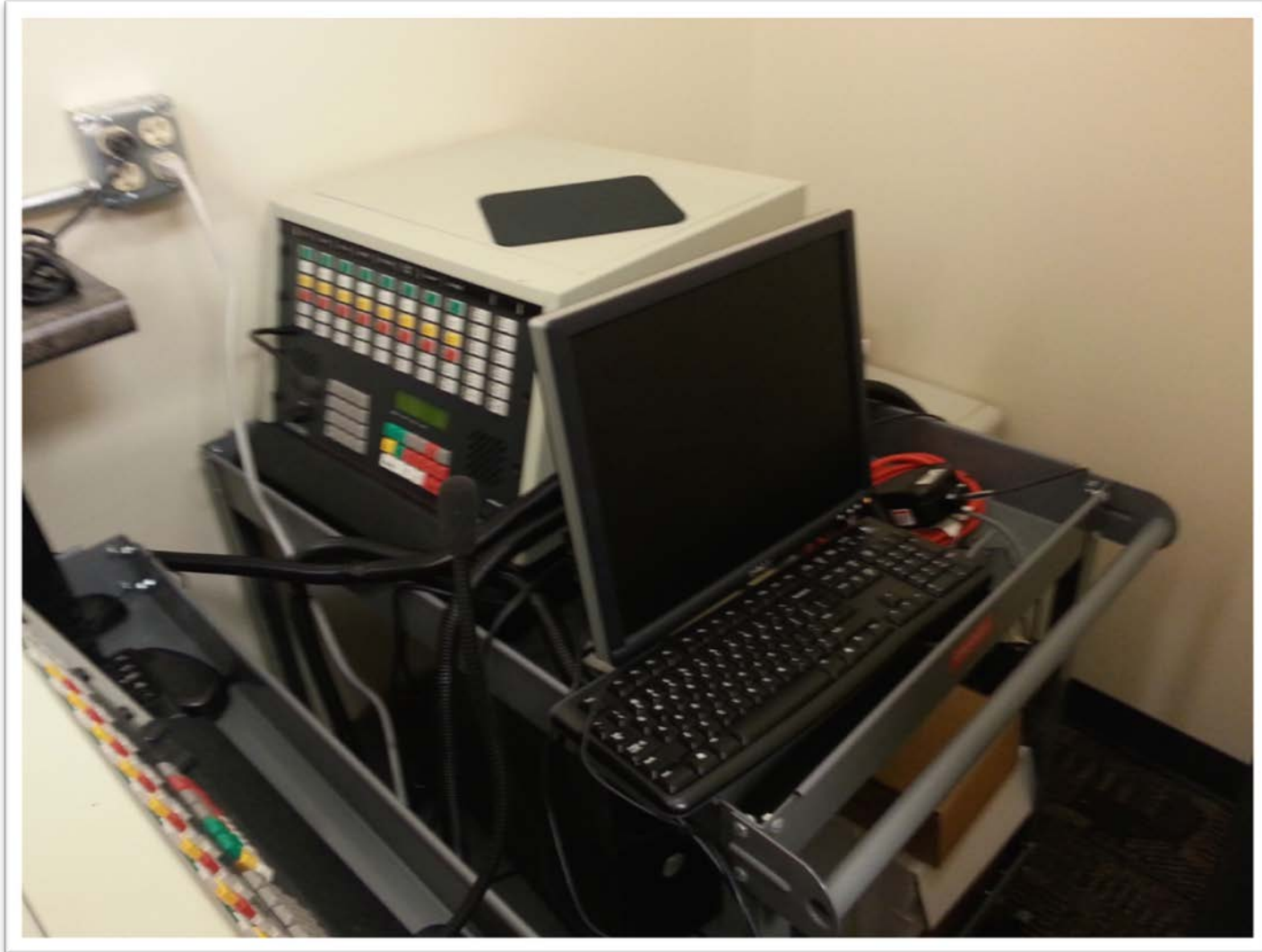
Current Alternate 911

- Equipment stored in a closet of Fire Station #1
- Mobilizing this equipment takes 30-45 minutes
- Equipment differs from main center (radios, phones, etc.)
- Difficult to test & exercise regularly
 - Update PC software, radios, paging

Alternate 911 Set Up



Radio Console on Cart



Four Standard Office Phones



Third Station (no radio) in Closet



Capability Comparison

Function	Main	Current Alternate
Radio Consoles	4 Full Consoles	2 Limited Consoles
Radio Equipment	High Traffic Control Stations	Mobile Radios
Radio Antenna	Tower Mounted	Roof Mounted
Interoperability	Statewide Radio & Paraclete	None
911 Auto Name ID	Full Capability	None
911 Auto Number ID	Full Capability	Simple Caller ID
911 Auto Location ID	Landline & wireless	None
911 Trunk Lines	5 Dedicated 911 Lines	Roll over lines
911 Mapping	Full GIS & Pictometry	None
Phone & Radio Recording	32 recorded lines/channels	None

Comparison Continued

Function	Main	Current Alternate
Weather Warning	Full siren paging by zones	Limited to county-all
Weather Warning	NAWAS phone connection	None
CAD and Records Management	Full Spillman Network Connectivity	Limited by slow speed
Law Enforcement Support	Full teletype for state records, weather, etc.	None
Hard Documentation	Printer	None
Other communication	Fax	None
Alarm monitoring	Full monitoring of 300 customers	To Be Installed
Back up power	UPS batteries and Generator	Generator only

Benefits of True 911 Alternate

- Maintain our obligation for continuity of operations.
- Provide geo-diverse 911 system for redundancy.
- Provide full capabilities for 911 functions
 - radio, telephone, teletype, alarm monitoring and weather warnings
- Allow for expanded capacity in a disaster.
Overcoming the lack of “mutual aid” in 911.

911 Option A: New Main

- Establish new, main 911 center.
- Install an alternate 911 in City Hall.

Pros

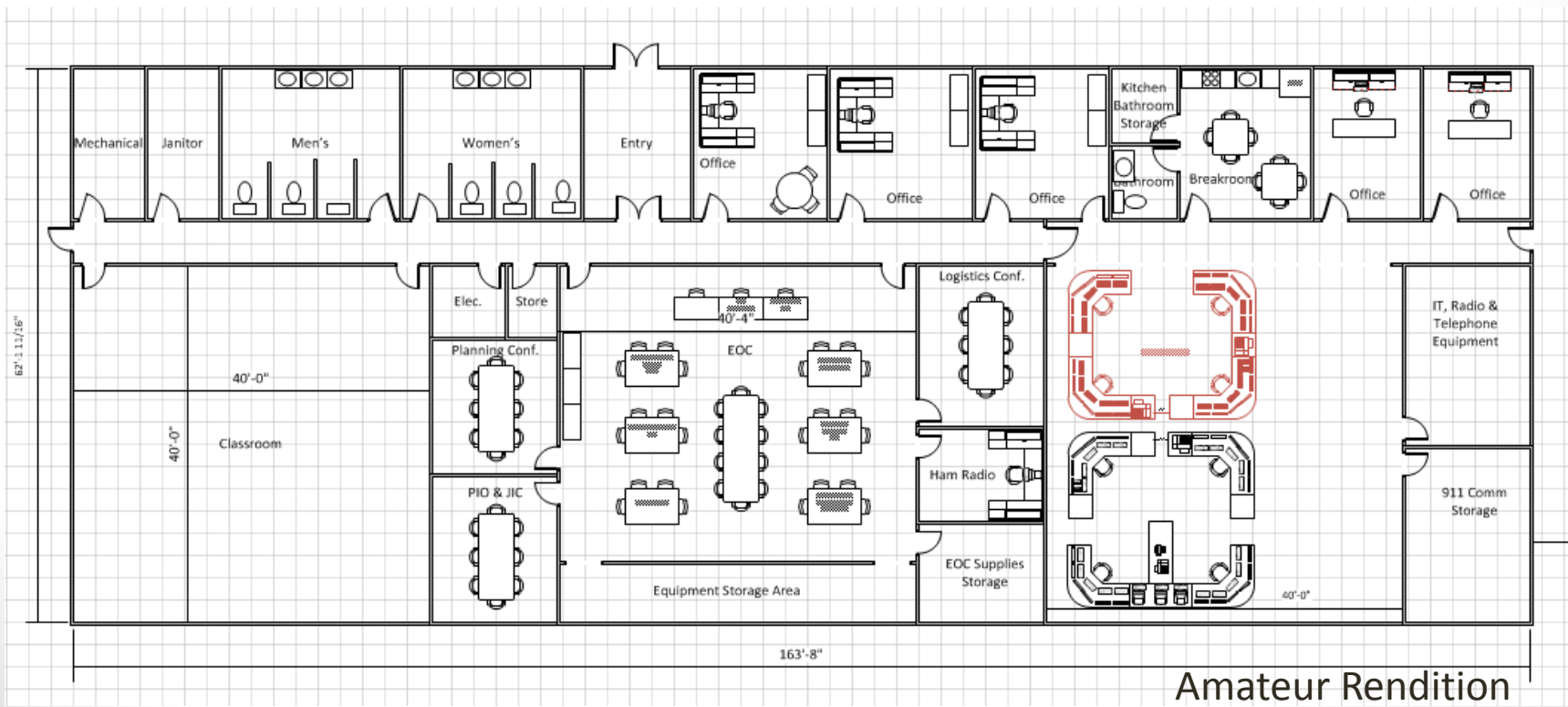
- Solves both alternate 911 and EOC needs.
- Provides new 911 with long term potential (30+ years).
- Provides City Hall with room to move staff.

Cons

- Most Expensive Construction costs
- Long timeline
- Most complex planning
- Possibility of higher ongoing costs for facility.

New Main Facility:

- Design for call capacity in 2050 (Population est. 80,000)
- Dispatch, EOC, Multi-purpose Room
- Offices, Breakroom, additional room for IT, Equipment, Storage



911 Option B: Alternate only

- Build new or renovate alternate 911 location.
- Continue the Main 911 Center in City Hall.

Pros

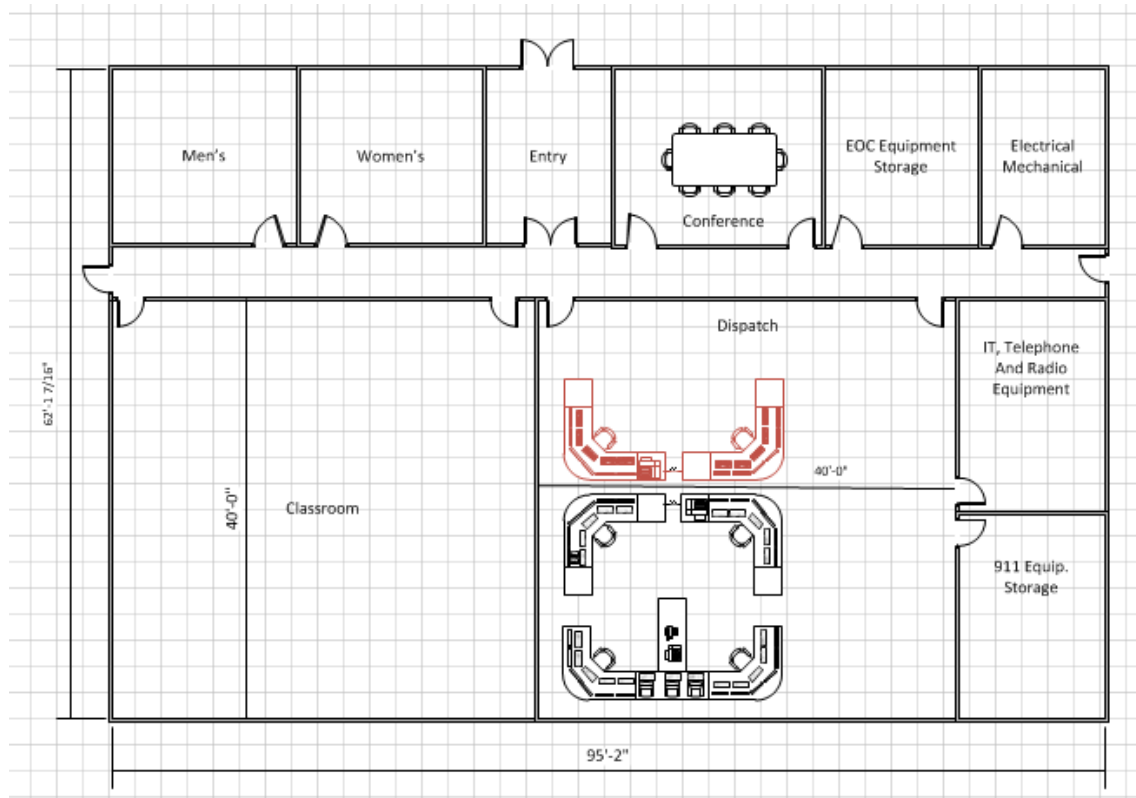
- Provides fully functional alternate 911.
- Moderate cost for renovation/construction
- Lower ongoing costs for facility than Option A

Cons

- Does not provide long-term solution to current 911.
- *May* not solve alternate EOC issues.
- Suitable locations hard to find.

Alternate Facility:

- Design for current population est. 60,000
- Dispatch, Multi-purpose Room
- Approximately 2/3 size of new Main Facility
- 911 Center sealed off and operational.



Where?

- Stand Alone Structure
- Addition to current City Building
- Adjacent to current City Building
- Other areas likely to become City property

Other Considerations

- Approximately 1 mile from City Hall
- Avoid Flood Plain
- Connected to or Near City managed fiber

911 Option C: Stay with Current

- Remain with capabilities of current alternate 911 location.

Pros

- Requires little more than ongoing costs

Cons

- No more capabilities.
- Not likely sufficient in an actual event.
- No solution to alternate EOC.

Costs & Considerations

- Equipment Costs near \$600,000
 - New radio system & geo-diverse 911 system
 - Associated equipment (recorder, NAWAS, printers/copier, fax, etc.)
 - New alarm monitor equipment
 - Purchase/Move furniture
 - ***Equipment costs are about the same for Main or Alternate***
- Improved network for Spillman.
- Increases in annual operational budget (phone lines, network connectivity, ISP, tower, generator, etc.)

Next Steps

- Release RFP for architectural designs
 - Include options for various locations and types of facility (Main Facility vs. Alternate)
- Receive recommendations from Interlocal Committee
- Forward recommendation to City Council

Conclusion

- The current situation is unacceptable
- Any solution will require serious investment
- Most costs for equipment are static, regardless of the option.
- Majority of construction/renovation costs are likely similar, regardless of option
- Architectural drawings & price estimates will help guide future plans.