



City of Grand Island

Tuesday, July 21, 2009

Study Session

Item -2

Review of Final Draft Result Maps

Staff Contact: Jeff Pederson

Council Agenda Memo

From: Jeff Pederson, City Administrator

Meeting: July 21, 2009

Subject: Review of Final Draft Result Maps

Item #'s: 2

Presenter(s): Jeff Pederson, City Administrator

Background

A City Council Special Study Session Retreat was held June 1 and 2 to initiate the process of Achieving Fiscal Health & Wellness with specific emphasis on the Prioritization process.

International City/County Manager Association Consultants Chris Fabian and Jon Johnson facilitated a strategic retreat through a mapping exercise that identified six major result areas for Grand Island City Government. The exercise defined overall strategic results, set by City Council, utilizing idea cards to suggest specific objectives as well as define results for staff direction.

Discussion

Draft Goal Maps with defined results are presented for Council discussion. The completion of mapping exercise is a major step necessary for staff to gain council guidance for the budget process and overall service delivery.

The discussion before Council should concentrate on the language defining the Results and Sub-Results to solidify Council's strategic goals. The idea cards are not part of the adopted Result Maps, but will continue to be referenced for specificity when necessary.

The goals, results and outcomes set direction for City management to develop and undertake specific strategies, initiatives and projects in support of these broad, high-level objectives.

Integration of prioritization in the budget process includes:

- Council approval of Result Maps
- Council valuation of Results
- Program Scoring
- Peer Review
- Program Ranking
- Decision making on priority funding through the budget process

Prioritization offers council and staff an evaluation tool for services provided. It also gives a greater understanding of services in the context of the cause-and-effect relationship on the organizations strategic goals. Furthermore, the process articulates to the organization and the public how services are valued, how priorities are invested, and how the city divests itself of lower-priority services.

Recommendation

City Administration recommends that the Council discuss the draft result maps for needed changes necessary for adoption on the July 28 agenda.



Result Maps

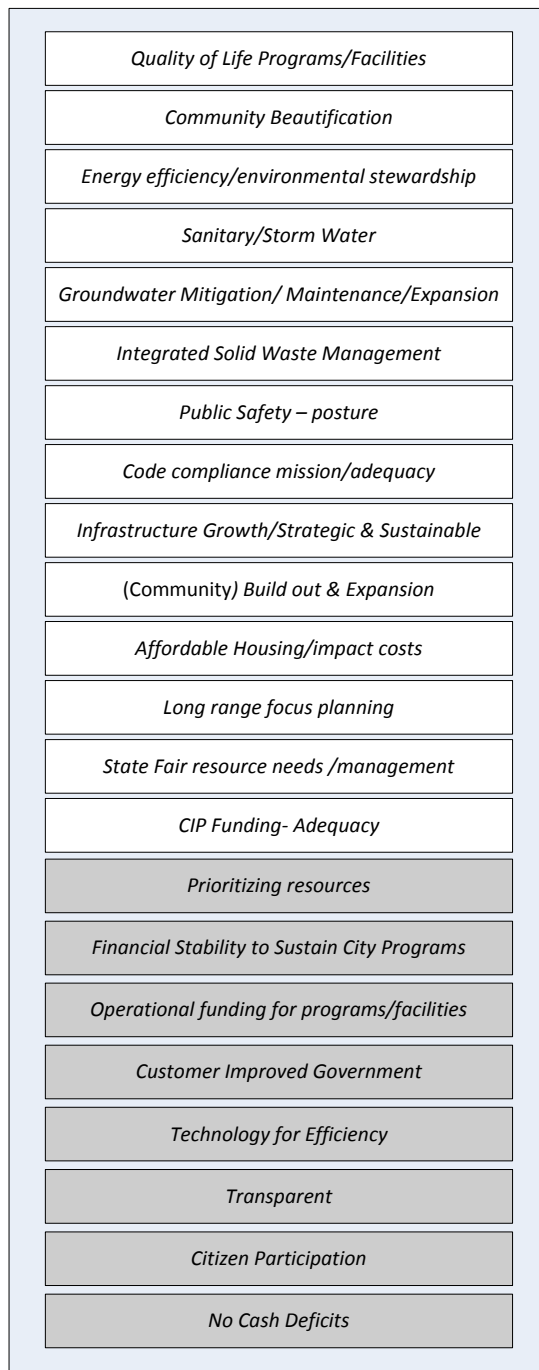
City of Grand Island, Nebraska

Summary of Council Retreat

June 1st and 2nd 2009

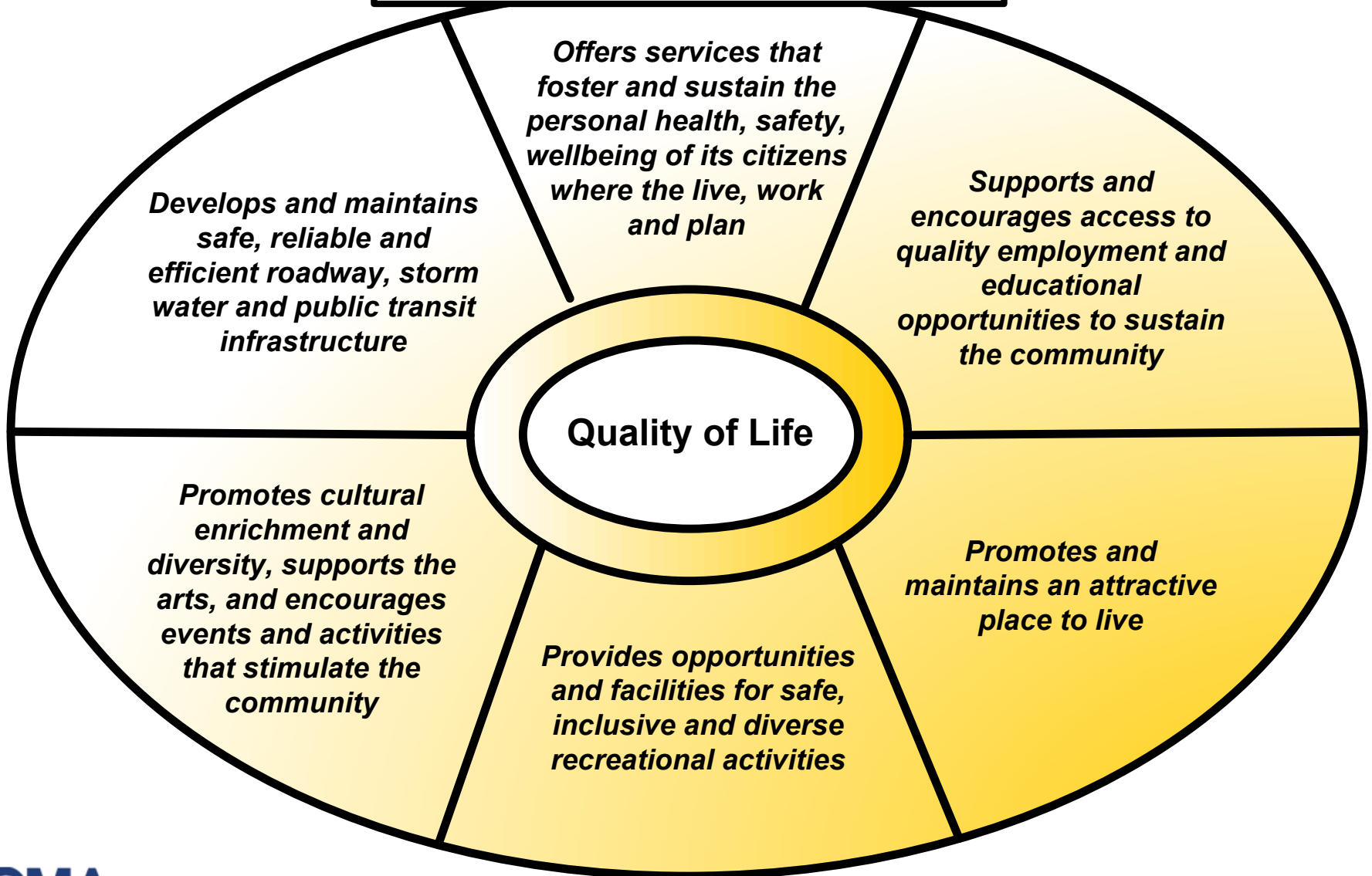
Community Results

City of Grand Island's Goals



Community Results











Enhances its identity as a regional trade center and encourages tourism opportunities

Develops, expands and revitalizes a business community that recruits, retains and regenerates a skilled, quality workforce

**Strategic,
Sustainable and
Maintained
Development**

Encourages sustainable and affordable development supported by "first class" city services and infrastructure

Promotes well-regulated, strategically planned and future - focused development

Leverages regional and community partnerships

Governance and Quality Management Results





Result: Stewardship of the Environment

Manages and mitigates factors that impact environmental quality and sustainability

Encourages energy conservation and efficiency through education, incentives and the provision of alternative solutions

Controls and abates threats to the environment caused by nature

Promotes and regulates a clean, orderly and ecological balanced community

Provides for the renewal of the environment through recycling and reuse

RESULTS & SUB-RESULTS

Chemical & Hazardous Materials	Air & Water Pollution	Conservation Education	Alternative Energy	Threats from the Environment	Regulated Development	Trash and Clutter	Waste Disposal and Recycling
Response to Hazardous Materials Releases	Stop Pollution from Swift	Promote Cranes and Wildlife Conservation	Encourages Use of Alternative Energy	Insect Control	Require Green Space for all New Subdivisions	Clean Parks, Highways	Adequate storm water run-off management
Strong Regulation for Haz Mat Storage	Stop Polluting the Outfall Ditch	Promotes Energy and Water Conservation	Decrease Wait Time at Train (to encourage it's use)	Control of Stray Cats and Dogs	Take Care of Our Trees	Sweep Streets	Dry Basements
Safe Transport of Chemicals / Fertilizer	Swift - Be a Better Citizen	Public Education - Efficient Utilities	Improve Technology to Decrease Need for Paper	Abate Bird Nuisance	Zoning - Buffer Zones	Regulate Alleys (weeds, junk)	Maintain drainage
Encourage Less Use of Harmful Chemicals	Monitor Groundwater at Landfill	Incentives for Efficient Use of Utilities	Bike Lanes on the Streets	Control Mosquitoes	Plant Trees	Eliminate Smoking	Control water problems
	Adequately Treat Sewage	Safe Environment	Fuel Efficient Vehicles	Deal with Algae on Lakes	Green Areas vs. Cement	No Dumping Trash in Ditch	Incentives for Recycling
	Protects Groundwater		Use of Wind Energy		Promote Beautification	Discourage Bagging of Grass	Minimize Waste Material Going to Landfill
	Clean Lakes		Solar Powered Golf Carts		Rain Gardens	Enforce Litter Laws	Reuse of Buildings
	RDX Plume		Promote "Green" Living		Plans for Development with Ecological Focus	"Adopt a Park" - Litter Pick up	
	Eliminate Open Burning		Encourage "Green" Technology		Regulates Construction to Stop Silt Runoff	"Adopt a Street" - Litter Pick up	
	Monitor Air Quality		Research Converting Trash to Energy		Preserves and Enhances Parks and Promotes Recreation	Pride in Neighborhood	
	Hold Swift Accountable		Promote Energy Efficiency		Increase Density of Housing	Reduce Visual Clutter	
	Control Noxious Odor / Fumes		Audit City Buildings for Energy Use		Planning for Industrial Expansion		
	Clean Air Emissions		Geo-thermal Heating / Cooling in Facilities		Attract Clean Industries		
	Clean Low-Sulfur Coal		Invest in Power Alternatives for Coal				
	Limit Number of Septic Systems		Utility Usage Besides Coal				
	Meet WWTP Discharge Permit Limit		Use of CFL Bulbs				
	Sub D Landfill Expansion / Compliance		Alternative Forms of Transportation				
	Compliance with EPA, State / Fed. Regs		"GO GREEN" Movement City-wide				
	Storm Sewers and Drainage						
	Reduce Sewer Back-ups						
	Future Water Supply is Safe						
	Limit Private Drinking Water Wells						
	Protect Overall Animal and Plant Health						

RETREAT EXERCISE

Result: Safe Community

RESULTS & SUB-RESULTS

Encourages a community that feels safe, accepting and connected

Proactively prepares, promptly alerts and swiftly responds to emergencies

Safeguards the physical and environmental health of the community

Facilitates and enhances safe transportation and mobility options

Protects its citizens, proactively prevents crime and enforces the law

RETREAT EXERCISE

Safe Parks

Culture of Preparedness

Restaurant Inspections

Safe Pedestrian Crossings

Reduce "Eyesore" Properties

Good Place for Kids

Civil Defense

Safe Drinking Water

Organized Traffic Flow

Fight Crime

People Feel Secure in their Neighborhoods

Sirens Work

Prevent Harm to Citizens

Accident Reduction

Drug Control

Cultural Tolerance

Disaster Recovery

Strong Public Health

Traffic Signal Network

Arrest Drug Dealers

Connected in Community

Confidence in Emergency Response

Adequate Sanitary Sewer System

Smooth, Quality Streets

Citizens Have Confidence in Police and Justice System

"Good" Neighborhood

Swift Emergency Response

Dry Basements - Groundwater

Snow and Ice Removal

Criminal Prosecution

Neighborhood Watch

EMS

Safe Building Construction Methods

Signage - traffic control

Control Gang Violence

Pedestrians Safe from Fear

Timely Response to Emergency

Reasonable Speed Limits

Protection from Fire

Cultural Acceptance

Well-trained Emergency Responders

Adequate Street Lighting

Reduce Crime

Safe Schools

Adequate Staffing

Ease Traffic Congestion

Enforce the Law

Reduce Eyesore Properties

Reliable Emergency Response Vehicles

Public Sidewalks

Proactive Law Enforcement

Traffic Moves Well and Safely

Reduce Rioting and Fighting in Community

Eliminate Graffiti

Police Protection

Animal Control

Result: Quality of Life

Offers services that foster and sustain the personal health, safety, and wellbeing of its citizens where they live, work and play

Promotes and maintains an attractive place to live

Provides opportunities and facilities for safe, inclusive and diverse recreational activities

Promotes cultural enrichment and diversity, supports the arts, and encourages events and activities that stimulate the community

Develops and maintains safe, reliable and efficient roadway, stormwater and public transit infrastructure

Supports and encourages access to quality employment and educational opportunities to sustain the community

RESULTS & SUB-RESULTS

Health & Welfare of Citizens	Affordable Housing	Personal Safety	Environmental Quality	Beautification & Cleanliness	Recreation & Parks	Cultural Enrichment	Transportation & Infrastructure	Groundwater & Storm Water	Job Opportunities	Educational Opportunities
Help Senior Citizens	Safe rental properties	Comfortable place to live & raise family	Provide a protected environment	Mow right-of-way	Adequate recreational opportunities & activities	Sustainable activities	Traffic flow - railroad crossings - methods to get to work	Adequate storm water run off management	High paying jobs	Supports education opportunities
Physical Wellness	Quality housing	Neighborly	Access to healthy environments	Well-tended neighborhoods (mow the grass)	Clean, safe recreational parks	Inclusive of new populations	Transportation for seniors and disabled	Dry Basements	Assist in providing increased employment opportunities	Provides education & entertaining books, other materials and electronic resources
Proactive Health department	Affordable Housing (more)	Able to walk the streets without fear	Safe drinking water	Flags on light poles	Hiking & biking trail system (connecting)	Shopping & Restaurants	Requires wide streets	Maintain drainage	Low unemployment	Higher high school graduation rates
No one homeless	Focus on lower & lower/middle income housing	Safe neighborhoods	Community clean from odors, litter	Clean downtown	Family recreational opportunities	Strong downtown - business/entertainment	Public Transportation	Control water problems	Jobs that support families	Instills love of learning & reading
Health Support		Safe Place to live	Ground water mitigation	Handles eye-sore properties	Opportunities for physical activity	Successful public events & entertainment	Invest in infrastructure		Adequate job opportunities	School/community partnerships
Mental wellness		Safe & updated facilities	Clean air & water (quality)	Allows 2 free trips to the dump	Inclusive recreational programming	Cultural awareness & acceptance	Well-maintained & reliable infrastructure		Expand economic base	Sound education system
Strong community programs (United Way; Senior Center)			No train noise	Clean & orderly	More things for young people to do (events, sports)	Provides cultural opportunities for all ages	Safe sidewalks & roads for travel		Jobs that equal cost of living	
No one hungry				Clean, card for underpasses & walkways	Diversity of recreational opportunities	Cultural opportunities & activities - theater, music, art galleries, ballet	Builds ADA compliant sidewalks			
				Beautified	Community recreational facilities	Youth activities & programs	Quality infrastructure			
				Property appearance codes	Adequate parks & green space	Youth Center				
					Amenities - parks, & cultural opportunities	Supports the arts				
					Recreating for many tastes & interest	Public Art				
					Well-maintained parks	Cultural enriching events				
					Expand hiking & biking system	Regular events at the Heartland Event Center				
					Safe recreational facilities					
					Safe and adequate trail system					

RETREAT EXERCISE

Result: Strategic, Sustainable and Maintained Development

RESULTS & SUB-RESULTS

RETREAT EXERCISE

Develops, expands and revitalizes a business community that recruits, retains, and regenerates a skilled, quality workforce

Encourages sustainable and affordable development supported by first-class city services and infrastructure

Promotes well-regulated, strategically planned and future-focused development

Leverages regional and community partnerships

Enhances its identity as a regional trade center and encourages tourism opportunities

Develop & Retain Business	Affordable Development	Financially Sustainable Development	Infrastructure to Support Growth	City Services to Accommodate Growth	Regulation & Planning	Partnerships	Tourism
Economic Development	Ability to maintain projects in down economic times	Leverage CDBG funds	Infrastructure equals growth & expansion	Fire Stations	Directly orderly adjacent growth patterns	Cooperation/partnerships with many interest groups	Vibrant Downtown
Actively assist with Business Recruiting and Retention - keep industry	Watch utility rates	Manage the penny's and the dollars will fall into place	Adequate infrastructure development - don't over or under build	Have an ISO rating of 2	Assure completion of multi-phase projects	Involve & engage community partners	Remain constant as retail hub
Grow exiting business	Make sure we are charging "non-citizens" for use of city utilities at a higher rate than citizens	Only do projects that are financially sound and sustainable	Develop infrastructure (sewer/water) to edges of town to can be ready to install upon annexation	City Service Growth = Economic Growth	Provides a favorable building environment	Build partnerships with schools, county, state/federal govts.	Air Travel connections - more flights
Create industry friendly environment (ordinances, taxation, incentives)	No increase in taxes so people can afford retail and recreational spending	Fully fund projects - no half-way measures	Infrastructure needs to keep a little ahead - GI grows while other towns are stagnant or shrinking	Expansion of City workforce adequate to maintain new infrastructure and service demands	Control alcohol outlet density	Partner with Hastings, Kearney and other surrounding communities to develop regional growth plan	Better, dependable air service
Study ways to provide incentives to new business	Maintain competitive pricing of services	Manage TIF program	Include digital connections in core upgrades (fiber)	No project brought forward without a complete business plan including FTE & operating costs to support	Plan instead of react	Regional Cooperation	State Fair Lottery match funding
Create Jobs (Quality Jobs)	Development of costs to pay for percentage of increased city service costs	Watch overlapping debt with other entities	Adequate Wastewater Treatment Plant capacity	Analysis of efficiencies to improve processes without adding or always replacement staff	Uniform Building Codes	Support EDC (Economic Development Corp??) and hold accountable	State Fair Sustainability
Attract high-paying jobs	Affordable Housing (new)		Maintain infrastructure capacity to meet unplanned needs		Manage conditional use permits with consistency		Get the State Fair
Education & training for needed knowledge/skill sets for area business	Affordable building lots for housing and business		Maintain sewer lines		Has reasonable development standards		
Develop programs to increase skill level of factory-level workers	Affordable utilities		Plan ahead for necessary infrastructure		Strategic growth planning - linked to the world/community in which we live		
Develop ways to keep young people in G.I.			Promote flood protection projects		Establish a Capital Improvement Plan		
Continue development of base level manufacturing/production jobs			Good street network		Continued growth of medical services		
Development along South Locust St. to I-80					Planning		
Complete development along 281 to I-80					Provides updated long-range Comprehensive Plan		
Encourage revitalization of older areas					Build for the future not just the present		
Turn old munitions plant to industrial development					Long-range planning		
					Develop strategic plan to manage ground water		

