

**STRATEGIC PLANNING
CITY OF GIBBON
MARCH 30, 2019**

INTRODUCTION: A Strategic Planning Session was held on Saturday, March 30, 2019 from 8:00 a.m. until 12:00 noon at the Gibbon Public Library. Participating were Mayor Deb VanMatre, Councilmen Kevin Hynes, Leon Stall, Derrick Clevenger and Jeff Burmood, City Administrator Chris Rector, City Clerk Pam Rasmussen and Wastewater Treatment Plant Manager Matt Smallcomb. The planning session was facilitated by Gerald L. Clausen, an experienced City Manager from Lincoln, Nebraska.

THINGS WE DO WELL:

- Provide a large offering of public services/amenities
 - Public facilities
 - Good utilities
 - Good parks
- Manage our finances well
 - 1% sales tax
- Embrace other cultures
- Good staff
- Caring and generous community
- Volunteer fire and ambulance attendants
- New businesses
- Good business support of community
- Geographical location
- Young families moving to town
- Population growth

OUR ADVANTAGES:

- Impassioned citizens
- Railroad
- Key location between Grand Island and Kearney
- New school
- New swimming pool
- Lower taxes than surrounding communities
- Clean community
- County law enforcement
- Low crime rate
- Connection to Kearney/Buffalo County efforts
- Utility expansion in progress
- Openness to new businesses

OUR OBSTACLES:

- Limited expansion of residential housing (buildable lots)
- Lack of funding
- Stormwater management
- Perception of our community by outsiders (stinky, etc.)
- Management by crisis attitude
 - Anti is vocal
 - Support is soft
- "Always been that way"
- Aesthetics along Highway 30
- Dependence upon city government "to do" things

PROJECTS (PROPOSED/DESIRED):

(Estimated/Approximate Costs)

- | | |
|---|---------------|
| • City Hall/Community Center/Fire Hall Improvements | \$2+ million |
| • Hike/Bike Trail | Unknown |
| • Downtown Improvement District | \$250,000 |
| • Highway 30 Aesthetic Improvements | \$200,000 |
| • Baseball Field (Legion) Improvements | \$350,000 |
| • Wastewater Improvements | \$600,000 |
| • Front Street Lift Station | \$150,000 |
| • Street Improvements | \$1.5 million |
| • Cemetery Fence/Directory | Unknown |

ACTION PLAN (PRIORITIZED):

- | | | |
|---|------------------------------|-------|
| • Year One (Fiscal 2020: 10-1-2019 to 9-30-2020) | Initial Action Date-Assigned | |
| ○ City Hall/Community Center/Fire Hall | July 2019 | Mayor |
| ○ Wastewater Improvements | In Process | Staff |
| ○ Cemetery Fence & Directory (if funding is available) | July 2019 | Staff |
| • Year Two-Four (Fiscal Years 2021-2024) | | |
| ○ Baseball Field Improvements | | |
| ○ Downtown Improvements | | |
| ○ Highway 30 Aesthetic Improvements | | |
| ○ Housing Lot Development/Enhancement | | |
| ○ The above shall be reviewed annually by the council for funding/inclusion | | |
| • Year Five and Beyond (Fiscal 2025 and thereafter) | | |
| ○ Hike/Bike Trail | | |
| ○ Street Improvements | | |

All parts of this proposed plan are subject to change by action of the council as they review the needs of the community. Projected costs and timelines are all estimates and subject to change. The plan is intended to be a "road map" for implementation of improvements in the community. Annual review is strongly suggested.

NON-PROJECT GOAL:

It is the desire of the council to engage in conversation and discussion leading to implementation of a vehicle replacement plan. A review of all vehicles, including mobile equipment, and the purpose of each, even if overlapping in department usage, current value and new replacement cost will be helpful. The city appears to not have purchased new vehicles (cost) for a long time. A vehicle replacement plan will establish goals for funding of replacements (new or used) and can be helpful in budget planning. It will not remedy all emergencies, but likely relieve some stress. Responsibility for this goal rests with the city administrator and an initial report is projected for June 1, 2019.

FACILITATOR COMMENTS:

It was my pleasure to lead the mayor, council and staff members in their first strategic planning session. One of the unstated goals of any planning session for elected boards is the opportunity to listen (hear) each other "think out loud" without the pressure to reach a final decision. It is a planning session and each can listen to the ideas of others and think about the matter. There is not urgency to "settle the matter". This is an opportunity to conclude: That isn't a bad idea, it's somewhat like my thinking, let's look into it, let's give it priority for investigation and possible action that leads to implementation.

Perhaps all of the items on the action plan will become a reality. That will be in the hands of the elected members, some current and some yet to be determined.

Review and update of the plan should be conducted not less than annually. Action steps with dates attached should be included in appropriate council agendas. "That which gets attention, gets done."

Thank you for the opportunity to help YOU develop a plan. It is YOUR plan. Visit it as often as need to follow your map to the future and success.

Gerald L. Clausen