



2010

Gretna Strategic Plan



July 20, 2010

Resolution #07-10(1)

Introduction

As comprehensive plan prepares a community for future growth and development, a community's strategic plan helps identify and prioritize the specific projects that will assist the city to reach its destination. These projects do not happen overnight, nor are they accomplished by one person. Careful planning and consideration should be given to each. The city should rely on staff, appointed officials, elected officials, city groups, and other organizations to help achieve these identified projects planned for the benefit of the entire community. The projects may include those necessary to maintain status quo, while others will be necessary or desired for continued community growth. The Gretna Strategic Plan will identify the top 15 projects or goals of the community and list individual concerns, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal.

On April 16th, 2010 the Gretna City Council and staff held a strategic planning workshop to discuss and prioritize various projects in and around Gretna. JEO Consulting Group, Inc. facilitated the day-long workshop which followed an agenda geared to inform, educate and build consensus of the group. The group reviewed the comprehensive plan and its adopted goals, objectives and policies. The current action plan within the comprehensive plan and current city issues were also examined to give a basis for the workshop. The goal of the strategic planning workshop was to establish consensus on the purpose and prioritization of the identified projects of the city so plans can be formulated and budgets prepared to achieve them. It was agreed that a formal plan of action is needed to keep Gretna moving in the right direction regardless of personnel changes. This plan should then be presented and explained to the Planning Commission and the Comprehensive Plan Steering Committee for ongoing consistency in future planning initiatives.

Based upon the workshop discussion, the top 12 projects identified were: Highway 370 Expansion, Infrastructure, Downtown Revitalization, Recreational Complex, Community Center, Outdoor Pool/Family Aquatics Center, Public Library, Public Works Building, City Hall, Future Police, Water Tower, and Economic Development Certification (EDCC Status). Three other projects mentioned included Annexation, Trail Development and an Industrial Park.

The next step in the prioritization process was to divide the 15 projects (with infrastructure improvements separated to the East and South) into short-term (1-3 years), mid-term (3-7 years) and long-term (7-10 years) project development timeframes. Those projects designated as short term include Highway 370 Widening, Infrastructure improvements to the East, Recreational Complex, Community Center, Water Tower, Economic Development Certified Community Status, and Annexation. Infrastructure development and improvements to the south, Outdoor Pool/Family Aquatics Center, and Trails were designated as mid-term projects, while the other identified projects including Downtown Revitalization, Public Library, City Hall, Industrial Park, Public Works, and Future Police Department fell in the long-term category.



The final step of the workshop prioritization process included a decision matrix assignment. Two judgments were necessary to complete the decision matrix: 1) the strategic issue's importance to the community and 2) how well Gretna is doing to address that issue. A ranking of Excellent indicates that the community is doing an excellent job at addressing that particular strategic issue, while a vital ranking illustrates that particular strategic issue's importance to the community.

The results of the Strategic Issues and Priority Setting Matrix exercise is summarized on the next page:



Strategic/Project Planning Workshop
Issue Matrix

Community
Performance

Excellent					A
Very Good				D, E, K, M	B
Average			C, G, I, J, L, N	F	
Below Average			H	O	
Poor					

Community
Importance

Of Little Importance Of Some Importance Important Very Important Vital

Project

<u>Code</u>	<u>Strategic Issue</u>
A	<u>Highway 370 Expansion</u>
B	<u>Infrastructure (Water & Sewer)</u>
C	<u>Downtown Revitalization</u>
D	<u>Recreational Complex</u>
E	<u>Community Center</u>
F	<u>Outdoor Pool/Family Aquatics Center</u>
G	<u>Public Library</u>
H	<u>Public Works Building</u>

Project

<u>Code</u>	<u>Strategic Issue</u>
I	<u>City Hall</u>
J	<u>Future Police</u>
K	<u>Water Tower</u>
L	<u>Econ Development Certified</u>
M	<u>Annexation</u>
N	<u>Trails Development</u>
O	<u>Industrial Park Development</u>



Special attention should be given to those projects that are very important and vital to the City of Gretna. Issues in which the City was given credit as doing a “very good job” with should be continued, while those ranking very important - but falling behind in performance - should be studied consistent with their overall importance to the community.

The only issue not consistent in the two exercises (term length and decision issue) was the EDCC Status. Although not identified as a “very important” project, it should be noted that specified projects could directly benefit from such status/designation, and performance of such issue by the city should be improved.

Based upon the Strategic Issues and Priority Setting Matrix and the identified timeframes, the Gretna Strategic Planning Group developed the following Community Action Plan to strengthen the Gretna community and improve the quality of life for the citizens of the City. This Plan will empower Gretna residents and businesses to look towards the future with confidence and resolve the identified issues. The Community Action Plan has identified 15 goals of the City of Gretna and list individual concerns/needs, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal.

Although the following goals are numbered, it is realized that such goals may take on different forms, be consolidated with other goals/projects or be re-prioritized based upon unforeseen issues or opportunities. In such cases, this strategic plan shall be re-examined and adopted to provide proper guidance. The city shall conduct an annual review of the adopted Gretna Strategic Plan.



Goal #1: Widening of Highway 370 to increase economic opportunities and growth, to lessen traffic congestion, and to increase traffic safety.

Concerns/Needs:

- Expand Highway from two lanes to 4 lanes
- Utilities are moved and Right-of-way obtained
- City classification will have impact on the funding Gretna will need to sponsor
- NDOR says Gretna's population is over 5000 and therefore can force city to claim that population
- Sales tax increase in Sarpy County is on the November ballot. A concern is where the money will go.

Objective #1: Determine the need for expanding Highway 370 to 4-6 lanes.

Action Step #1: Evaluate the existing road system and demands for expansion.

Action Step #2: Conduct traffic studies and counts to determine expansion needs.

Action Step #3: Evaluate traffic accidents and fatalities to determine expansion needs.

Timeline: 2010. Completed.

Objective #2: Design of Highway 370 Expansion to 4-6 lanes.

Action Step #1: Cooperate with Nebraska Department of Roads to develop plans for expansion and identify necessary public right-of-way.

Action Step #2: Develop preliminary design plans for expansion.

Action Step #3: Solicit political/public support for the widening of Highway 370.

Action Step #4: Hold an informational meeting on expansion plans.

Action Step #5: Acquire necessary rights-of-way and identify points of access for Highway 370 expansion.

Action Step #6: Prepare plans and specifications for the Highway 370 expansion project.

Action Step #7: Hold a public hearing to solicit public comment on the expansion designs.

Action Step #8: Make necessary revisions.

Action Step #9: Finalize plans and specifications.

Action Step #10: Programming of public funds for the construction of the project.

Timeline: 2010.



Objective #3: Implement construction of Highway 370 expansion from 2 lanes to 4-6 lanes.

Action Step #1: Continue ongoing political/public support for the widening of Highway 370.

Action Step #2: Conduct an environmental review process, as required by the project's public funding agencies.

Action Step #3: Secure necessary permits/approvals.

Action Step #4: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #6: Undertake construction related activities.

Action Step #7: Complete construction and project close-out.

Timeline: 2010-2012.

Responsible Group/Agency: City of Gretna, Gretna Planning Commission, Gretna residents, Gretna Area Economic Development, Gretna Chamber of Commerce, the Sarpy County Economic Development Corporation, Nebraska Department of Roads. Metropolitan Utilities District, Metropolitan Area Planning Agency, Sarpy County, Federal Highway Administration, Papio-Missouri Natural Resources District.

Potential Resources: Municipal Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Local Sales Tax, County-wide sales tax, Nebraska Surface Transportation Program, and Transportation Improvement Program.

Measurable Outputs: Nebraska Highway 370 has been identified by the Nebraska Department of Roads as needing to become at least 4-lanes separated or possibly a 6-lane highway from the City of Gretna to the I-80 interchange. Such widening of Highway 370 and related infrastructure will promote economic development to the City of Gretna and the surrounding area and increase the safety of pedestrian and vehicular users.



Goal #2: Construct new infrastructure (water and sewer) along the south and east highway corridors to foster economic development.

Concerns/Needs:

- Improvements to the South would be development driven.
- The Outlet Mall sewer system can only handle 150 more acres of development and could be used as an interim plant.
- A City Phase 1 interim plant located north of the Interstate and south of Capehart Road around 210th Street would handle 1,000 acres of development but more commercial than residential.
- Interim plant would cost about \$5 million.
- The Sarpy County study envisions a regional plant could handle 5,000 acres of development.
- Regional treatment plant at 192nd and Platteview Road could handle 5,000 acres.
- Development of infrastructure to the south would also involve construction of a new water tower.
- Sewer to the East (Phase 1) includes service out to 192nd Street.
- MUD water takes over to the East of 192nd Street because of the pressure zone.
- Extension of the Interceptor Sewer System would be development driven.

Objective #1: Evaluate the physical condition and capacity of the existing municipal infrastructure systems.

Action Step #1: Task the Gretna City Engineer with the responsibility of preparing a Preliminary Engineering Report for the municipal water and sewer systems.

Action Step #2: Identify any deficient condition that may exist and provide professional recommendations, viable alternatives and opinions of cost for long-term solutions to these problems.

Action Step #3: Present the Water and Sewer Preliminary Engineering Report to the residents of Gretna.

Action Step #4: Review existing water and sewer studies that have been prepared for the region, including recommendations, viable alternatives and opinions of cost for long-term regional solutions.

Action Step #5: Update City's Preliminary Engineering Report to incorporate regional studies and findings for a unified approach at addressing the long-term water and sewer needs of the region.

Timeline: 2010.

Objective #2: Establish municipal/regional infrastructure system priorities.

Action Step #1: Review the results of the revised Preliminary Engineering Report and the future land use plan for the City of Gretna and Sarpy County.



- Action Step #2:* Prioritize future public infrastructure improvements based upon cost-benefit ratio, environmental concerns, public safety and regional development patterns.
- Action Step #3:* Revisit the findings contained within the Gretna Preliminary Engineering Report to determine future capacity, alternatives and location of regional public infrastructure improvements.
- Action Step #4:* Incorporate priorities into the Gretna Capital Improvements Plan/Municipal Budget.

Timeline: Ongoing.

Objective #3: Determine the City's fiscal capacity for financing public infrastructure upgrades.

- Action Step #1:* Review user rate schedules for appropriateness and self-sufficiency.
- Action Step #2:* Meet with the City's fiscal agent to determine the debt capacity of the City.
- Action Step #3:* Identify local, state and federal resources for public system upgrades.
- Action Step #4:* Maximize project impact by leveraging local funds with outside resources.
- Action Step #5:* Secure appropriate financing to make long-term improvements to the public infrastructure system upgrades affordable to Gretna households.
- Action Step #6:* Develop a planned schedule of expenditures for public infrastructure improvements.

Timeline: Ongoing.

Objective #4: Undertake prioritized public infrastructure improvements.

- Action Step #1:* Authorize City Engineer to proceed with plans and specifications for long-term, prioritized public infrastructure improvements.
- Action Step #2:* Procurement of general contractor(s), as necessary.
- Action Step #3:* Construction-related activities.

Timeline: Ongoing.

Responsible Group/Agency: Gretna City Council; Gretna residents; Gretna Planning Commission; Gretna City Engineer; Nebraska Water and Wastewater Advisory Committee; Gretna Fiscal Agent.



Potential Resources: Conventional General Obligation Bonds, Revenue Bonds, Gretna Capital Improvement Fund; Gretna General Fund, Nebraska Drinking Water State Revolving Loan Fund and Community Development Block Grant (CDBG) funds.

Measurable Output: Most inhabitants of modern industrialized cities are unaware of the network of public utilities that exist beneath their feet. When mapped in their entirety, public utilities constitute a maze of underground piping and conduits, ending at individual buildings and residences.

Public utilities can directly influence a community's capacity for growth. When connections with piped water and a sewer line are required by municipal health codes, land development can take place only where the utilities exist close enough for these connections to be made. If utilities are being used at their maximum capacity, are outdated or are unavailable, land development must await the installation of new utility lines. Public utilities can therefore be employed to prevent growth, determine the direction of growth, or establish development density for various land uses.

In addition to growth management, public utilities serve another basic function. They support public health, safety, general welfare, aesthetic and environmental quality of life in the community. In this way, public utilities, such as municipal water and sewer systems (sewer the focus of this application) are necessities, rather than amenities.

Because most public utilities are located "out-of-sight," they are oftentimes taken for granted. The quality and functional capacity of these utility systems however, are often diminished over time. Simple aging of the utility can downgrade the physical condition of the system; and an increasing population base can exceed the design capacity of the utility. Therefore, quality and functional capacity of these utility systems are diminished over time.

The City of Gretna has remained committed to providing an environment which both encourages and promotes community and economic development efforts. A concentrated effort to maintaining premier amenities, living conditions, public school system and commerce, makes the City highly appealing to new residents and potential business prospects.

The City of Gretna sustains a myriad of public facilities, utilities and services; the basic system that supports public health, safety, general welfare, aesthetic and environmental quality of life. The integrity of the community would be diminished in the absence of such public infrastructure as water, streets, sewer, law enforcement, fire and electrical utilities.

The necessity of eventually extending, enhancing or replacing all public utilities within a community, remains a mammoth commitment and economic challenge for local governments. Most realize that a period of consistent policy, planning and action will be required to make progress towards addressing the public infrastructure needs of their community. In order for the City of Gretna to make an informed decision about its future public infrastructure system needs, it must first have a practical and usable, yet visionary, public infrastructure plan. Through a utility redevelopment plan, the City can achieve maximum public benefit, with limited local resources by upgrading, replacing and extending public utilities in a planned, comprehensive and systematic manner.

By applying a planned schedule of expenditures for capital improvements, the City can assure taxpayers that long-term expenditures can be averaged out so that major debt is not incurred all at once, and that maintenance, renewal and replacement requirements of public infrastructure are adequately addressed to protect the City's investment and maximize the useful life of facilities.



Goal #3: Construct a new Gretna Recreational Complex.

Concerns/Needs:

- 130-160 acres of land is needed
- Could include trails, sports fields, restrooms, amphitheater, multiple concession stands, Frisbee golf, trap or skeet shooting range.
- Should be considered a recreational complex and not a sports complex.
- Should be multi-generational.
- Need to examine the potential of the land around such complex.
- Water tower project could be tied into the project if located near Capehart Road.
- Existing bridge on Capehart Road may need to be rebuilt or an engineered culvert design.
- May have issues with kids safely trying to cross Highway 6/31 to get to possible site along Capehart Road.

Objective #1: To evaluate the recreational needs of Gretna families and residents.

Action Step #1: Task the Gretna Park Board with the responsibility of identifying the multi-generational recreational needs of Gretna residents.

Action Step #2: Outline programs/facilities that are currently offered in Gretna. Consider the programs/facilities overall strength and weakness.

Action Step #3: Consult the recreational goals and objectives found within the Gretna Comprehensive Plan.

Action Step #4: Survey the residents of Gretna to identify new programs/facilities demanded by local residents.

Timeline: 2010.

Objective #2: To develop a long-term Master Plan for the Recreational Complex.

Action Step #1: Hold a town hall meeting to discuss how residents plan to use the park.

Action Step #2: Coordinate efforts with the Gretna Public Schools to determine the future athletic facility needs of the District.

Action Step #3: Develop a list of park amenities that will encourage usage for civic, social and family, and general affairs.

Action Step #4: Identify potential sites – adequate in size, suitability and accessibility to a future Recreational Complex.

Action Step #5: Determine the availability of each potential site and the property-owners willingness to voluntarily sell the land.

Action Step #6: Identify public access and safety concerns of each identified site.

Action Step #7: Develop a schematic park design showing location of various amenities and their relationship to one another. Revise as necessary.



- Action Step #8:* Prepare opinion of cost for long-term recreational improvements.
- Action Step #9:* Execute a purchase option/agreement for the property most suitable for the future Recreational Complex.
- Action Step #10:* Hold a town hall meeting to discuss the proposed Recreational Complex Master Plan. Revise as necessary.
- Action Step #11:* Implement feasible/viable programs/facilities demanded by local residents in order of priority.
- Action Step #12:* Examine the local and regional economic impact of organized outdoor recreational activities.
- Action Step #13:* Develop and support multi-generational programs which encourage outdoor recreational activities for residents of all ages, and promote economic development through organized participatory events.

Timeline: 2010-2011.

Objective #3: To package the financial resources necessary to develop the Gretna Recreational Complex.

- Action Step #1:* Consider the most appropriate resource (human and financial) to purchase, operate and/or maintain prioritized programs/facilities.
- Action Step #2:* Meet with the City’s fiscal agent to determine the fiscal capacity of the community.
- Action Step #3:* Conduct local fund-raising activities.
- Action Step #4:* Identify and pursue public/private monies to offset the construction cost of the project.

Timeline: 2010-2012.

Objective #4: To construct the Gretna Recreational Complex.

- Action Step #1:* Consider the feasibility of implementing the Gretna Recreational Complex in Phases.
- Action Step #2:* Package the financial resources necessary to implement priority projects/amenities of the Gretna Recreational Complex.
- Action Step #3:* Conduct an environmental review process, as required by the project’s public funding agencies.
- Action Step #4:* Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.
- Action Step #5:* Develop plans and specifications for the future Gretna Recreational Complex, pursuant to the responses offered by regulatory agencies and the requirements of public funding.



- Action Step #6:* Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #7:* Secure necessary permits/approvals from public agencies.
- Action Step #8:* Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #9:* Construction related activities.
- Timeline:* 2012-2013 or beyond.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Public School System, Gretna Area Economic Development, Gretna Chamber of Commerce, Sarpy County Economic Development Corporation, Papio-Missouri Natural Resources District, Civic Organizations, Youth Sports Associations, local volunteers.

Potential Resources: Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Gretna sales tax, private donations, local volunteers; Community Development Assistance Act - Tax Credit Program, Land and Water Conservation Fund, Recreational Trails Program, Papio-Missouri Natural Resources District monies, and local fund raising events.

Measurable Outputs: It is clear that a high quality of life, in general, tops the list of attributes communities must strive for, in their efforts to both survive and prosper. The availability of quality housing, education and commerce must be in place to keep current residents from relocating, and to entice new families into a community. Parks and recreational amenities are no less important in satisfying a stable and growing rural population.

In an era where municipal budgets leave little room for non-essential services/facilities/programs, it is vital that local residents outline their recreational priorities to provide direct guidance to local decision-makers. These efforts will ensure that limited local resources are supporting only those programs/amenities that are demanded by residents.

Once constructed, the new Gretna Recreational Complex will restore a positive community atmosphere, provide recreational opportunities for area youth, and provide economic opportunities by having tournaments.



Goal #4: Construct a safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible Community Center to host small private functions and large scale civic/athletic events.

Concerns/Needs:

- Evaluation has already been given to the City Council for the needs of a community center.
- Need to hire a Recreational Director
- Important for teens to have a place to go and possibly free of charge.
- Consideration of a skate park.
- Consideration of an outdoor pool as a second phase.
- Senior Center could be considered as low to moderate income which may be grant funded.
- Need to make sure there is money for the operations cost.

Objective #1: Determine the physical and spatial needs of the new Community Center.

- Action Step #1:* Commission the Gretna Community Center Steering Committee to explore all options for the development of a future multipurpose community center.
- Action Step #2:* This committee will be responsible for identifying the future usage of the new multipurpose facility, including special demands and needs for physical amenities.
- Action Step #3:* Present the physical needs and expectations of the planned Community Center to the residents of Gretna and to the local decision-makers.

Timeline: 2010.

Objective #2: Design a structure which will accommodate the physical and spatial needs of the Gretna Community Center.

- Action Step #1:* Inventory vacant and structurally sound buildings/vacant lots within the community that meet the spatial requirements for such a facility.
- Action Step #2:* Procure the services of a licensed, professional architectural/engineering firm to assist in assessing all potential options for the new community center.
- Action Step #3:* Hold an informational meeting of local stakeholders (business community, school district, Gretna residents, Advisory Board) to solicit expectations for the new facility.
- Action Step #4:* Review with the Consultants the list of available vacant structures/lots that are suitable for the future multipurpose venue. Itemize the pros and cons of each site.



- Action Step #5:* Prepare professional schematics and cost estimates for the renovation of potential structures, or for the construction of a new facility, emphasizing energy-efficiency and accessibility.
- Action Step #6:* Present the draft results of the schematics/opinion of costs to the local stakeholders for their review and consideration. Incorporate any revisions into the final draft.
- Action Step #7:* Present the final design schematic/opinion of cost to the Gretna public for their review/consideration/comments.
- Action Step #8:* Revisit and modify design schematics/cost estimates, as necessary, to reflect the comments of local residents.
- Action Step #9:* Select the most cost-effective future location for the Gretna Community Center.
- Action Step #10:* Hold a town hall meeting to discuss and solicit public input on the Gretna Community Center, as proposed.
- Action Step #11:* Make necessary revision.

Timeline: 2011.

Objective #3: Determine the long-term ownership and operational structure of the new Gretna Community Center.

- Action Step #1:* Based upon the programming of the Gretna Community Center facility, hold a meeting of local stakeholders and the City of Gretna to determine the most appropriate entity to eventually own and operate the new facility, once constructed.
- Action Step #2:* Identify the organizational/operational structure for the future facility and use.
- Action Step #3:* Identify financial means for the ongoing operation/maintenance of the Gretna Community Center.

Timeline: 2011 - 2012.

Objective #4: Identify potential resources (both human and financial) for the construction of the new Gretna Community Center.

- Action Step #1:* Meet with the Fiscal Agent for the City of Gretna to determine the long-term debt capacity of the community.
- Action Step #2:* Identify local, regional, state, federal and in-kind resources for construction of the future Gretna Community Center.
- Action Step #3:* Commence fund-raising efforts to solicit public and private contributions for the construction of the new Gretna Community Center



Action Step #4: Achieve maximum project impact by leveraging local funds with "outside" resources.

Action Step #5: Package all financial resources for the construction of the new venue.

Timeline: 2012 - 2013

Objective #5: Construction of the new Community Center.

Action Step #1: Conduct an environmental review process, as required by the project's public funding agencies.

Action Step #2: Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.

Action Step #3: Develop plans and specifications for the future Gretna Community Center, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).

Action Step #4: Submit plans and specifications to the public agencies (as appropriate) for their review/approval.

Action Step #5: Secure necessary permits/approvals from public agencies.

Action Step #6: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #7: Construction related activities.

Timeline: 2013 or beyond.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Public School System, Gretna Park Board, Gretna Area Economic Development, Gretna Business Community, Gretna Senior Citizens, Gretna Youth Center and the Sarpy County Economic Development Corporation.

Potential Resources: Community Development Block Grant (CDBG), Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Gretna Sales Tax, private donations, local volunteers, local fund raising events, local monies, private donations, private foundations, USDA Rural Development Community Facility Loan Program, Community Development Assistance Act, and fee for usage.



Measurable Outputs: Community self-esteem can be greatly enhanced if an effort is made to reach all residents and involve them in constructing the community's long-term agenda. It is in the absence of this community effort that future generations have, too often, disenfranchised themselves from their community because their needs/demands were not considered.

Once constructed, the new Gretna Community Center will restore a positive community atmosphere and offer Gretna residents a safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible facility to host small private functions and large scale civic/athletic events. No longer will organizers of larger events be forced to seek facility accommodations in neighboring communities for local events. Equipped with appropriate amenities (kitchen, handicap-accessible restrooms, conference rooms, etc.) and scale-appropriate spatial accommodations, the new facility will be a perfect location for meetings and social gatherings of all sizes.



Goal #5: Construct new water tower south of Gretna to enhance the City's water storage capacity to support future growth and development.

Concerns/Needs:

- Water Tower south of Gretna would hold 750,000 gallons. Service to the south would include another well.
- Service area for this water tower would be south of Flying J to Pflugg Road.
- Cost for water tower would be around \$5 million.

Objective #1: To evaluate the physical capacity of the existing municipal water storage system and determine the need/cost-effectiveness of constructing a new municipal water storage facility to support future growth/annexation.

- Action Step #1:* Engage the services of the Gretna City Engineer to evaluate the capacity of the existing municipal water storage system.
- Action Step #2:* Consult the Gretna Comprehensive Plan to determine future growth/annexation areas of the City.
- Action Step #3:* Inventory existing infrastructure systems in these growth/annexation areas.
- Action Step #4:* Review any regional water studies that may have been prepared for these growth/annexation areas.
- Action Step #5:* Establish population projections and development potential of these growth/annexation areas to estimate the future water storage needs.
- Action Step #6:* Calculate the necessary water storage needs of the area.
- Action Step #7:* Provide recommendations and opinions of cost for long-term water storage improvements.
- Action Step #8:* Review potential sites for future water storage facilities, based upon a series of engineering criteria.

Timeline: 2010. Completed.

Objective #2: Determine the City's fiscal capacity for financing water system upgrades.

- Action Step #1:* Meet with the City's fiscal agent to determine the debt capacity of the City.
- Action Step #2:* Identify local, state and federal resources for water system upgrades.
- Action Step #3:* Maximize project impact by leveraging local funds with outside resources.
- Action Step #4:* Incorporate priorities into the Gretna Capital Improvements Plan/Municipal Budget.
- Action Step #5:* Adjust water user rates to make the water system financially self-supportive.



Action Step #6: Secure appropriate financing to make long-term improvements to the municipal water system at a rate that is affordable to the water customers of Gretna.

Timeline: 2010-2011.

Objective #3: Secure plans, specifications and opinion of cost for long-term water storage improvements.

Action Step #1: Enter into a professional services agreement with the Gretna City Engineer to prepare plans and specification for water storage facility, pursuant to the projected water needs of growth/annexation areas.

Action Step #2: Conduct necessary engineering services to prepare plans and specifications.

Timeline: 2011-2012.

Objective #4: Construction of long-term water system enhancements.

Action Step #1: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #2: Undertake construction related activities.

Action Step #3: Conduct semi-annual water user rate studies to ensure self-sufficient operation of the municipal water system.

Timeline: 2012-2013.

Responsible Group/Agency: Gretna City Council, Gretna Planning Commission, Gretna City Engineer, Gretna Area Economic Development, Sarpy County, Sarpy County Economic Development Corporation.

Potential Resources: Gretna Water Fund, Increased Water Usage Fee, Nebraska Drinking Water State Revolving Loan Fund, Municipal Revenue Bonds, General Obligation Bonds.

Measurable Outputs: The necessity of eventually extending, enhancing or upgrading the municipal water system, remains a mammoth commitment and economic challenge for most communities, particularly high growth areas like Gretna, Nebraska. However, the City can achieve maximum public benefit, with limited local resources, by making said improvements in a planned, comprehensive and systematic manner.



Goal #6: Consider annexation of adjacent land and existing subdivisions.

Concerns/Needs:

- Cannot annex down Highway 370 until it is widened.
- Highway 370 should be fully developed before it is annexed.

Objective #1: To consider adjacent land and existing subdivisions within the City's Extraterritorial Jurisdiction to be legally annexed into the corporate limits.

Action Step #1: Identify potential land and existing subdivisions to be legally annexed, as indicated in the Comprehensive Plan and other studies.

Action Step #2: Conduct appropriate studies on specified sites to determine feasibility, cost-benefit and legality of the annexation.

Action Step #3: Hold a public hearing of the Gretna Planning Commission and City Council to solicit public input on the annexation.

Action Step #4: Approval of annexation ordinance.

Timeline: Ongoing.

Responsible Group/Agency: City of Gretna, Gretna Planning Commission, Fiscal Agent, Gretna residents, Gretna Public School System, Gretna Area Economic Development, Property-Owners, Sarpy County and the Sarpy County Economic Development Corporation.

Potential Resources: City funds.



Measurable Outputs: As the city grows in size it must look for opportunities to extend its borders to continue to provide a high quality of life for its residents. To do this, the State of Nebraska has established a process for communities to expand their municipal boundary into areas that are contiguous to the community, provided such actions are justified. However, this power should be used when development becomes urban rather than rural in nature. In addition, State Statutes restrict annexation to land that is within 500 feet from the corporate limits of the municipal boundary. There are three ways annexation can be pursued. These include:

Property owners can request annexation.

The municipality can annex any contiguous or adjacent tracts, lots, or streets/roads that are urban or suburban in nature.

At the time land is platted adjacent to Gretna's Corporate Limits it could be annexed at the time of approval of the final plat with a pre-annexation agreement.

In the case of the first method, the property owner must submit a plat prepared by a licensed surveyor. The plat must be approved by the city engineer and filed with the clerk along with a written request signed by all owners of record for the proposed annexation properties. Annexations must be approved by both the Planning Commission and City Council.

To adopt an annexation ordinance, a majority of affirmative votes are required by the governing body at each reading of the ordinance. Then the certified map is filed with the County Assessor, County Clerk, and Register of Deeds along with a certified copy of the ordinance. The city then has one year to adopt a plan for the extension of services to the annexed area.

Within Gretna's extraterritorial jurisdiction and the identified growth areas of the city there are currently 30 Sanitary Improvement Districts (SIDs). Of the 30 districts there are a number of these located along the city's current corporate limits which will likely be the first ones considered for annexation in the future. A large number of the remaining SID's are located between US Highway 6/31 and 168th Street along Harrison Street and a grouping along Nebraska Highway 370 and Interstate 80.

Gretna's annexation policy for the SID's should be to include an SID once it becomes adjacent and contiguous to the corporate limits and the debt load of the SID is such that it can be absorbed into the city's debt structure with minimal impact on the taxpayers of the community. Future annexation policies for subdivisions not developed as SID's, should be to annex these properties into the corporate limits as soon as they meet the State Statutes of adjacent and contiguous as well as urban and suburban in character.

The City of Gretna has identified several areas or SIDs adjacent to the corporate boundaries as potential areas of annexation. Such areas or SIDs include Chestnut Ridge, Lincoln Place, Willow Park, Standing Stone, Copper Ridge, Sarpy Heights, Forest Run, Southgate Estates, Enclave, Covington Heights, Lyman Highlands, Westridge Farms, and Crystal Creek. The Planning Commission shall review these areas and others annually to consider future growth and annexation.



Goal #7: Construct an outdoor pool/family aquatic center.

Concerns/Needs:

- Cost would be approximately \$2.5 million.
- Pool/center could be combined with the new Community Center.

Objective #1: Determine the physical and spatial needs of the new outdoor pool/family aquatic center.

Action Step #1: Commission a Gretna Swimming Pool Steering Committee to explore all options for the development of a future outdoor pool/family aquatic center.

Action Step #2: Inventory and analyze similar outdoor pool facilities within the region to determine amenities, admission fees, operations issues, maintenance costs/problems, area for improvement, etc.

Action Step #3: Identify the future usage of the new facility, including special demands and needs for physical amenities.

Action Step #4: Present the physical needs and expectations of the planned outdoor pool/family aquatic center to the residents of Gretna and to the local decision-makers.

Timeline: 2011.

Objective #2: Design an outdoor pool/family aquatic center which will accommodate the physical and spatial needs of the Gretna.

Action Step #1: Procure the services of a licensed professional architectural/engineering consultant to prepare a programming plan for the new outdoor pool/family aquatic center.

Action Step #2: Develop a program plan.

Action Step #3: Prepare preliminary site design and opinion of cost.

Action Step #4: Calculate the land needs requirement for the new outdoor pool/family aquatic center.

Action Step #5: Identify possible locations for the new facility.

Action Step #6: Consider the feasibility and cost-effectiveness of consolidating the Gretna Community Center with the outdoor pool/family aquatic center.

Action Step #7: Hold an informational meeting to present the draft results of the site design/opinion of costs to the local stakeholders. Incorporate any revisions into the final draft.

Action Step #8: Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2011 -2012.



Objective #3: Determine the long-term ownership and operational structure of the new outdoor pool/family aquatic center.

Action Step #1: Based upon the programming of the Gretna outdoor pool/family aquatic center, hold a meeting of local stakeholders and the City of Gretna to determine the most appropriate entity to eventually own and operate the new facility, once constructed.

Action Step #2: Identify the organizational/operational structure for the future facility.

Action Step #3: Identify financial means for the ongoing operation/maintenance of the Gretna outdoor pool/family aquatic center.

Timeline: 2012.

Objective #4: Identify potential resources (both human and financial) for the construction of the new Gretna outdoor pool/family aquatic center.

Action Step #1: Meet with the Fiscal Agent for the City of Gretna to determine the long-term debt capacity of the community/responsible entity.

Action Step #2: Identify local, regional, state, federal and in-kind resources for construction of the future Gretna outdoor pool/family aquatic center.

Action Step #3: Commence fund-raising efforts to solicit public and private contributions for the construction of the new Gretna outdoor pool/family aquatic center

Action Step #4: Achieve maximum project impact by leveraging local funds with "outside" resources.

Action Step #5: Package all financial resources for the construction of the new venue.

Timeline: 2013-2015.

Objective #5: Construction of the new outdoor pool/family aquatic center.

Action Step #1: Conduct an environmental review process, as required by the project's public funding agencies.

Action Step #2: Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.



- Action Step #3:* Develop plans and specifications for the future Gretna outdoor pool/family aquatic center, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).
- Action Step #4:* Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #5:* Secure necessary permits/approvals from public agencies.
- Action Step #6:* Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #7:* Construction related activities.
- Timeline:* 2016-2017.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Area Economic Development, Gretna Swimming Pool Steering Committee, Gretna Chamber of Commerce, Gretna Public Schools, and the Sarpy County Economic Development Corporation.

Potential Resources: Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Gretna Area Economic Development, Sales Tax,, Land and Water Conservation Fund, pool admission fees, private donations, local volunteers, Community Development Assistance Act - Tax Credit Program, and local fund raising events.

Measurable Outputs: Once constructed, the new pool/aquatic center will restore a positive community atmosphere and offer Gretna residents a safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible facility to recreate.



Goal #8: Develop an Industrial Park.

Concerns/Needs:

- Not enough space identified on the zoning map for industrial.
- Inquires have been made on land ready to go such as shovel ready sites with water/sewer and electricity and rail service sites.
- Locations to the south of Gretna are zoned for light industrial.
- Infrastructure is a concern.

Objective #1: To examine internal influences that may impact future economic development efforts in Gretna.

- Action Step #1:* Examine the strengths and barriers to local economic development.
- Action Step #2:* Evaluate the characteristics of the local economy. Consider the economic composition of the City of Gretna to determine its susceptibility to business cycles, comparative advantages, potential value-added business prospects, and other economic factors that will lead to community sustainability.
- Action Step #3:* Consider the capacity of existing public infrastructure/utilities to support future economic development.
- Action Step #4:* Consider the capacity of public safety to support further economic development (e.g., fire protection, law enforcement).
- Action Step #5:* Consider the opportunities and threats associated with economic leakages.
- Action Step #6:* Consider the availability of housing within the community.
- Action Step #7:* Consider the availability of labor in and around the community.

Timeline: 2010-2011.

Objective #2: To evaluate exogenous influences that may impact future economic development efforts in Gretna.

- Action Step #1:* Contact the Nebraska Department of Roads and inquire about plans to develop the Highways 6, 31 and 370. Investigate actual routing plans for the expansion, construction phases and timing.
- Action Step #2:* Monitor Public Informational Meetings sponsored by the Nebraska Department of Roads to provide input on the routing plan.
- Action Step #3:* Evaluate the overall impact (opportunities and threats) of this routing decision.



Action Step #4: Research and evaluate how The Internet has forever changed the way in which Americans (and the world) engage in commerce. Consider how this change can positively impact economic development efforts.

Timeline: 2011-2013.

Objective #3: To consider the feasibility of constructing a new industrial park

Action Step #1: Inventory available business space within the community.

Action Step #2: Based upon internal and exogenous influences, consider the long-term economic potential of Gretna.

Action Step #3: Qualify the types of future business prospects suitable for the Gretna area (i.e., economic clusters, value-added businesses).

Action Step #4: Contact leaders of similar sized communities who have recently developed a commercial/light industrial park to determine their organizational structures, siting recommendations, suggested infrastructure amenities, current development status and regrets (i.e., larger lots, better highway access, etc.).

Action Step #5: Consider the amount of land required for developing such a light industrial park.

Action Step #6: Review the City's Land Use Plan/Zoning Ordinance to ensure adequate/appropriate space for business expansion/recruitment.

Action Step #7: Inventory and contact property-owners as to the availability of the land for such development.

Action Step #8: Procure the services of a professional engineering firm to assist with layout design and cost estimates for extending appropriate public infrastructure (e.g., roads, electrical, water, sewer, natural gas, communication infrastructure) to the park.

Timeline: 2014.

Objective #4: To investigate public/private financing options that is available for light industrial park development.

Action Step #1: Contact Sarpy County Economic Development Corporation about developing a private, for-profit industrial development corporation. Investigate local interest in capitalizing an initial pool of monies - via the sale of private stock - the proceeds to be used to engender local economic development initiatives.

Action Step #2: Consider local resources available for the development of commercial/light industrial parks.



- Action Step #3:* Consider state and federal resources available for light industrial parks.
- Action Step #4:* Identify partners for economic development, including technical, educational and job training assistance partners.
- Action Step #5:* Utilize the Gretna Area Economic Development Corporation for establishing clear public policy as it relates to dedicating resources for economic development activities.
- Action Step #6:* Establish economic development goals, objectives, action steps and timelines.

Timeline: 2015.

Objective #5: To develop an appropriate-sized industrial park that is equipped with marketable amenities.

- Action Step #1:* Capitalize the necessary resources (both public and private) to purchase an adequate-sized tract of land.
- Action Step #2:* Package the necessary resources to extend public infrastructure to the commercial/light industrial park.
- Action Step #3:* Work with Sarpy County Economic Development Corporation and/or other economic development service providers in marketing the site to future business prospects.

Timeline: 2016-2020.

Responsibly Groups/Agencies: Gretna City Council, Gretna Planning Commission, Gretna business-owners, Gretna residents, Nebraska Department of Economic Development (NDED), Nebraska Department of Roads, U.S. Department of Commerce - Economic Development Administration, Metropolitan Utilities District, Black Hills Energy, Sarpy County, Sarpy County Economic Development Corporation and private investors.

Potential Resources: Local Funds, Private Funds, Tax Increment Financing, Sales Tax, Community Development Block Grant (CDBG), Economic Development Administration Programs, Municipal Bonds and Special Assessment Districts.



Measurable Outputs: Community and government leaders across the country have, for the past 15 to 20 years come to the realization that they not only can, but must initiate programs to enhance their local economies. Governments have sometimes provided enormous subsidies to try to entice large businesses to build manufacturing plants within their communities; while others have started small loan funds to encourage "micro-enterprise" businesses or created "incubators" that provide office space and services to a variety of small businesses. Results of these rural economic development efforts have been decidedly mixed.

Due to its geographic proximity, the City of Gretna is poised for continued growth well into the 21st Century. Recent demographic trends reflect an "in-migration" of persons to communities (and suburbs) in and around metropolitan area. Emigrants are seeking refuge in smaller urbanized areas, to distance themselves from (real or perceived) urban crime, social problems and human congestion; while remaining within reasonable commuting distance for economic opportunities found in urban areas.

This proximity is potentially beneficial to the City of Gretna. Potentially beneficial because the City lacks adequate commercial/light industrial space (20-40 acres of land with supporting public infrastructure) to lure prospective business concerns to the community. Not only will this development fuel economic growth, create more jobs, more income, more wealth and a larger tax base for the community, it may help reduce some of the negative effects associated with a commuter population base (i.e., economic leakages, civic involvement, etc.).

Furthermore, a Bypass has been discussed around the west and south side of Gretna. The Bypass could greatly improve the economic viability of the community, particularly if the City could develop a commercial/industrial park along the new route.

The City of Gretna however, lacks supporting public infrastructure along the proposed Bypass route to lure prospective business concerns to the community. Not only will the extension of public infrastructure to the Bypass fuel economic growth, create more jobs, more income, more wealth and a larger tax base for the community, it may help reduce some of the negative effects associated with a commuter population base (i.e., economic leakages, civic involvement, etc.).

To enhance connectivity of local resources - and to provide flexibility in financing for economic development initiatives - the City of Gretna should facilitate the creation of a for-profit industrial development corporation. Corporate stocks could be sold to local stakeholders to capitalize the initial pool of monies. This allows investors to participate in the corporation based upon their means and risk acceptance. Proceeds from the sale of any corporate asset(s) should be reinvested into the community to spearhead other economic development projects.



Goal #9: Improve the appearance and physical condition of the downtown area.

Concerns/Needs:

- Project would cost around \$1.7 million.
- Several issues include water, sewer, ADA compliance, parking.
- Use green space from alleys to street for more parking.
- Age of buildings are a concern and store fronts are need updates.
- Need to fill in vacant buildings.
- Need to have events downtown or a reason to draw people to the downtown area.
- Retail stores need highway exposure so possibly not a good fit for downtown.
- Need to do a study on elimination of blighting criteria
- Community Development Block Grant will require a 25% match if EDCC certified and 50% if not.

Objective #1: Evaluate the current physical condition of the Gretna Original Downtown Area/District.

Action Step #1: Establish a Downtown Association and Selection Committee to coordinate the downtown revitalization project.

Action Step #2: Procure the services of a professional engineering firm to inspect the physical condition and capacity of the downtown area, including, but not limited to, streets, sidewalks, lighting, landscaping, grade changes, parking, surface drainage and underground utilities.

Action Step #3: Identify downtown deficiencies and provide general opinion of cost for ameliorating physical and aesthetically deficiencies.

Timeline: 2010. Complete.

Objective #2: Foster cooperation and communication among downtown business-owners to develop a long-term strategy for Downtown Redevelopment efforts.

Action Step #1: Hold a town hall meeting to review the results of the Gretna Downtown Condition Report.

Action Step #2: Meet with business-owners to evaluate the future needs of the downtown area, including parking, public infrastructure, patron and delivery access, landscaping and street lighting.

Action Step #3: Prepare a Redevelopment Plan for the Downtown Area.

Action Step #4: Hold a working conference to discuss the recommendations contained within the Downtown Redevelopment Plan. Revise the plan as necessary to ensure that it reflects the needs, thoughts and desires of local residents and downtown business-owners.



Action Step #5: Develop cost estimates for long-term capital improvements set forth in the Redevelopment Plan.

Timeline: 2010-2011.

Objective #3: Determine the City's and business owner's fiscal capacity for long-term capital improvements within the downtown area.

Action Step #1: Meet with the City's fiscal agent.

Action Step #2: Identify local, regional, state and federal resources for downtown improvements.

Action Step #3: Maximize the impact by leveraging local monies with "outside" resources.

Action Step #4: Consider business-owner's willingness/capacity for sidewalk/street paving districts.

Action Step #5: Package all necessary financial resources.

Timeline: 2011-2015.

Objective #4: Secure plans and specifications for long-term downtown improvements.

Action Step #1: Enter into a service agreement with the City Engineer to prepare plans and specifications for the Downtown Redevelopment Project.

Action Step #2: Conduct necessary engineering services to prepare plans and specifications.

Action Step #3: Hold a town hall meeting to solicit public input on the plans and specifications.

Action Step #4: Make necessary revisions and submit the plans and specifications to the Gretna City Council for final approval.

Timeline: 2016.

Objective #5: Construction of Gretna's Original Downtown Area/District Improvements.

Action Step #1: Bid phase to include advertising, letting and contract award to the lowest, responsible/responsive bidder.

Action Step #2: Construction related activities.

Timeline: 2017-2018.



Responsible Group/Agency: Gretna City Council, Gretna Planning Commission, Gretna Downtown business-owners, Gretna residents, and Gretna’s Downtown Association.

Potential Resources: Local funds, Community Development Block Grant (CDBG) Program, Community Enhancement Program (CEP), Tax Increment Financing, private assessments, private monies, Business Improvement District, private foundations, Community Development Assistance Act, sale tax.

Measurable Outputs: The Gretna Original Downtown Area/District is a visitor destination and location of commerce for local residents. Although the center of civic life, the downtown area is in a state of disrepair. Broken streets, cracked sidewalk, inefficient parking, damaged public utilities and inadequate street lighting are commonplace within the downtown area.

The City of Gretna should consider a wide array of outside resources to improve the appearance and physical condition of the downtown area. Special assessments, local monies, private grants, and a long-term will provide adequate financing to undertake the Main Street Re-Development Project.

As a part of this project, the City of Gretna should remove and replace inadequate sidewalks, streets, storm drains, street lights, water and sewer mains/service lines, and landscaping materials. Public infrastructure improvements should be long-term, aesthetically-pleasing, appropriate in terms of sizing and capacity, and low maintenance.

If properly implemented, these improvements will make the Gretna Original Downtown Area/District a safe and attractive place for residents and business-owners to patronize, consume and invest.



Goal #10: Construct a new, safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible, technologically advanced Public Library.

Concerns/Needs:

- Library needs to do a fundraiser.
- Wants six acres of land and 30,000 square feet for the new facility (currently has 4,000 square feet).
- Larger facility brings more staffing issues.
- Futurist people say libraries won't exist in 20 years.
- Current facility is not big enough for the kids enrolled in the summer programs and therefore needs to use the City Hall Basement.

Objective #1: Determine the physical, spatial, educational and technological needs of the new Public Library.

- Action Step #1:* Charge the Library Foundation with inventorying and analyzing similar Public Libraries within the region to determine services/programs offered, event hosting, spatial layout, technological amenities, operations issues, maintenance costs/problems, area for improvement, etc.
- Action Step #2:* Charge the Gretna Public Library Building Steering Committee with exploring all options for the development of a new Public Library and issuing a Request for Qualifications for Architectural Services.
- Action Step #3:* Examine the Library amenities/services/programs offered by the Gretna Public School to avoid unnecessary duplication of amenities/services/programs.
- Action Step #4:* Identify the future usage of the new facility, including special demands and needs for physical amenities.
- Action Step #5:* Present the needs and expectations of the planned Public Library to the residents of Gretna and to the local decision-makers.

Timeline: 2010. Complete.

Objective #2: Design a Public Library which will accommodate the physical, spatial, educational and technological needs of the Gretna.

- Action Step #1:* Engage the services of a licensed professional architectural/engineering consultant to prepare a programming plan for the new Public Library.
- Action Step #2:* Develop a program plan.
- Action Step #3:* Prepare preliminary site design and opinion of cost.
- Action Step #4:* Calculate the land needs requirement for the new Public Library.
- Action Step #5:* Identify possible locations for the new facility.



- Action Step #6:* Consider the feasibility and cost-effectiveness of incorporating the Public Library into the Gretna Community Center.
- Action Step #7:* Hold an informational meeting to present the draft results of the site design/opinion of costs to the local stakeholders. Incorporate any revisions into the final draft.
- Action Step #8:* Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2010 – 2012.

Objective #3: Determine the long-term ownership and operational structure of the new Public Library.

- Action Step #1:* Based upon the programming of the Gretna Public Library, hold a meeting of local stakeholders and the City of Gretna to determine the most appropriate entity to eventually own and operate the new facility, once constructed.
- Action Step #2:* Consider Gretna Public Library Foundation’s ability/capacity/willingness to govern the long-term operation/fundraising efforts of the Library.
- Action Step #3:* Determine the organizational/operational structure for the future facility.
- Action Step #4:* Identify financial means for the ongoing operation/maintenance of the Gretna Public Library.

Timeline: 2012.

Objective #4: Identify potential resources (both human and financial) for the construction of the new Gretna Public Library.

- Action Step #1:* Meet with the Fiscal Agent for the City of Gretna to determine the long-term debt capacity of the community/responsible entity.
- Action Step #2:* Identify local, regional, state, federal and in-kind resources for construction of the future Gretna Public Library.
- Action Step #3:* Commence fund-raising efforts to solicit public and private contributions for the construction of the new Gretna Public Library.
- Action Step #4:* Achieve maximum project impact by leveraging local funds with "outside" resources.
- Action Step #5:* Package all financial resources for the construction of the new venue.

Timeline: 2013-2015.



Objective #5: Construction of the new Public Library.

- Action Step #1:** Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #2:** Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.
- Action Step #3:** Develop plans and specifications for the future Gretna Public Library, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).
- Action Step #4:** Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #5:** Secure necessary permits/approvals from public agencies.
- Action Step #6:** Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #7:** Construction related activities.

Timeline: 2016-2017.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Area Economic Development, Gretna Public Library Building Committee, Gretna Library Board, Friends of the Library Committee, Gretna Chamber of Commerce, Gretna Public Schools, Gretna Public Library Foundation.

Potential Resources: Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Sales Tax, USDA Rural Development Community Facility Loan Program, private donations, local volunteers, Community Development Assistance Act - Tax Credit Program, and local fund raising events.

Measurable Outputs: A new Public Library is more than a repository of books and computers--it is an essential part of the community. As a tax supported, free public library, its purpose is to serve the diverse informational, educational, cultural and recreational needs and interests of all the residents of Gretna. The Gretna Public Library strives to maintain excellent service by:

- Providing a wide variety of resources that reflect the City's interests and needs.
- Promoting literacy, lifelong learning and intellectual freedom.
- Providing the technological infrastructure necessary to support quality library services.
- Fostering interaction among diverse groups by serving as a focal point for library and community activities.



The current library opened in 1992 at 736 South Street. The library occupies 4,000 sq. ft. on a single level in its own building. The library is open daily for a total of 50 hours each week. The library provides service to the residents of Gretna and by contract to nonresident borrowers from rural Sarpy County and residents with cards from other Nebraska libraries. The library staff includes seven employees.

At the end of the 2008 Fiscal year, the library's collections included 21,885 books, 7,730 E-books, 1,632 media items, 100 periodical subscriptions and 900 downloadable audio books. The library has four public access microcomputers and one public access catalog computer station. Digital services include a web site, on-line catalog access, internet access, general application software such as word processing, and a number of on-line databases/resources.

The Gretna Public Library provides a number of services directed toward special populations and interests. Children's services include story and learning programs with 5,709 participants in 173 programs in FY 2008. Teens are offered a unique collection of reading targeted to their interests. A large print collection is supported for those with limited vision.

The Gretna Public Library is operated and supported by three separate groups that all work together to provide the community with the best possible facilities and services. There is a seven member Library Board of Trustees that governs the operation of the Library. The Gretna Public Library Foundation provides long term planning and financial support to the library and it governed by its own Board. Lastly, the Friends of the Library raise money on an ongoing basis to purchase items not covered by the library's budget.

The City of Gretna should work with the local stakeholders to identify future plans for the new Gretna Public Library. An expansion of the existing Public Library at its current site location would likely be cost-prohibitive due technology upgrades and the removal of architectural barriers associated the Americans with Disabilities Act (ADA). The layout of the existing Public Library is not accommodating for large-scale programs or events.

A new facility should be equipped with state-of-the-art technological amenities and provide adequate space for current needs and ample room for continued expansion of the Library's collection and services. Local stakeholders should give strong consideration to the feasibility and cost-effectiveness of incorporating the new Public Library into the Gretna Community Center and the long-term governance of the facility.



Goal #11 Construct a new, safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible, technologically advanced City Hall.

Concerns/Needs:

- Consolidate with the Community Center in an “H” form.
- Billing would be centralized.
- New building vs. remodeling of existing building vs. addition of existing building should be examined.

Objective #1: Determine the physical, spatial and technological needs of the new City Hall.

Action Step #1: Commission a Steering Committee to explore all options for the development of a new City Hall.

Action Step #2: Inventory and analyze similar City Halls within the region to determine the spatial layout, technological amenities, operations issue, maintenance costs/problems, and area for improvement, etc.

Action Step #3: Identify the future usage of the new facility, including special demands and needs for physical amenities. This may involve a Facilities Master Plan completed by the city to determine the needs of all public buildings including city hall, fire, utility, library, community center and police station.

Action Step #4: Present the needs and expectations of the planned City Hall.

Timeline: 2011.

Objective #2: Design a new City Hall which will accommodate the physical, spatial, and technological needs of the Gretna.

Action Step #1: Procure the services of a licensed professional architectural/engineering consultant to prepare a programming plan for the new City Hall.

Action Step #2: Develop a program plan.

Action Step #3: Prepare preliminary site design and opinion of cost.

Action Step #4: Calculate the land needs requirement for the new City Hall.

Action Step #5: Identify possible locations for the new facility.

Action Step #6: Consider the feasibility and cost-effectiveness of incorporating the Gretna City Hall into the proposed Gretna Community Center.

Action Step #7: Consider the feasibility and cost-effectiveness of remodeling and expanding the current City Hall to meet the calculated demands.

Action Step #8: Hold an informational meeting to present the draft results of the site design/opinion of costs to the local stakeholders. Incorporate any revisions into the final draft.



Action Step #9: Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2011 -2012.

Objective #3: Identify potential resources (both human and financial) for the construction of the new Gretna City Hall.

Action Step #1: Meet with the Fiscal Agent for the City of Gretna to determine the long term debt capacity of the City.

Action Step #2: Identify local, regional, state, federal and in-kind resources for construction of the future Gretna City Hall.

Action Step #3: Commence fund-raising efforts to solicit public and private contributions for the construction of the new Gretna City Hall.

Action Step #4: Achieve maximum project impact by leveraging local funds with "outside" resources.

Action Step #5: Package all financial resources for the construction of the new venue.

Timeline: 2013-2015.

Objective #5: Construction of the new City Hall.

Action Step #1: Conduct an environmental review process, as required by the project's public funding agencies.

Action Step #2: Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.

Action Step #3: Develop plans and specifications for the future Gretna City Hall, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).

Action Step #4: Submit plans and specifications to the public agencies (as appropriate) for their review/approval.

Action Step #5: Secure necessary permits/approvals from public agencies.

Action Step #6: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.

Action Step #7: Construction related activities.

Timeline: 2016-2017.



Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Area Economic Development, Gretna Chamber of Commerce, Gretna Planning Commission.

Potential Resources: Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Sales Tax, private donations, local volunteers, and local fund raising events.

Measurable Outputs: Gretna City Hall is located at 204 N. McKenna Avenue and was constructed in 1939. Offices located at City Hall include the Mayor's Office, City Clerk/Treasurer, Deputy Clerk, Building Inspector/Zoning Administrator, Building and Zoning Department, Sarpy County Sheriff's satellite office and the Utility Department.

City Hall also houses the Gretna Council Chambers and a large community room with a kitchen and restrooms. The Council Chambers are used by various elected and appointed bodies for regular meetings and special events. The community room can be rented for a fee to different organizations and groups.

City Hall is currently serving the needs of the community, but as the city continues to grow so, too, will its administrative needs. Consequently, the city should consider the construction of a new facility or the remodel and expansion of their existing building to meet the City's physical, spatial and technological needs of the community. Either of these two options will assure the residents of Gretna that their City Hall is safe, aesthetically-pleasing, energy-efficient and technologically advanced, strengthening the civic presence within the community.

The new City Hall will provide an opportunity to create a space that distinguishes Gretna from the surrounding communities: a public gathering space that reinforces community identity, cultural richness, and the sense of civic pride.



Goal #12: Provide for law enforcement services within the City of Gretna and develop a new police station.

Concerns/Needs:

- Currently contract with Sarpy County for \$300,000 per year.
- No specific officer designated for the Gretna area.
- Theory is that if you are a smaller community with a police department, the officer comes to your community for training and then leaves to go to a better and bigger police department.
- The cost estimate six years ago to start a police department was \$6.5 million..

Objective #1: To consider public support for increased law enforcement presence.

Action Step #1: Survey local residents as to the law enforcement needs of the community.

Action Step #2: Tabulate and present survey results at a Town Hall Meeting.

Action Step#3: Identify and prioritize areas of concern.

Action Step #4: Determine whether increased law enforcement presence would be effective in addressing these areas of concern.

Timeline: 2015.

Objective #2: To determine the most cost-effective solution to the law enforcement needs of the community.

Action Step #1: Consider the cost associated with hiring a full-time police staff.

Action Step #2: Contact the Sarpy County Sheriff to determine their capacity and cost for increased law enforcement presence within the community.

Action Step #3: Examine the financial capacity of the City of Gretna to provide increase law enforcement presence.

Action Step #4: Identify potential “outside” resources to help offset the cost of additional law enforcement presence.

Timeline: 2016.



Objective #3: To provide increase law enforcement services within the community.

Action Step #1: Implement the most cost-effective law enforcement alternative (additional patrol hours by the Sarpy County Sheriff, or hire a part time police officer).

Action Step #2: Establish a Neighborhood Watch Program within the City of Gretna, to more efficaciously identify and report suspicious behavior.

Timeline: Ongoing.

Objective #4: Determine the goals and physical and spatial needs of the new police station if new department is organized.

Action Step #1: Commission City Staff and council to explore all options for the development of a future police department. This committee will also be responsible for raising the necessary resources to implement the preferred option, once a community consensus has been determined. This may involve a Facilities Master Plan completed by the city to determine the needs of all public buildings including city hall, fire, utility, library, community center and police station.

Action Step #2: Hold a Town Hall Meeting to assess the physical needs and local expectations of the planned Gretna Police Station.

Action Step #3: Consider the future usage of the new multipurpose facility to assess its special demands and need for physical amenities.

Action Step #4: Inventory vacant and structurally sound buildings/vacant lots within the community that meet the spatial requirements for such a facility.

Timeline: 2016-2017.

Objective #5: Design a structure which will accommodate the physical and spatial needs of the Gretna Police Station.

Action Step #1: Procure the services of a licensed, professional architectural/engineering firm to assist in assessing all potential options for the new police station.

Action Step #2: Hold an informational meeting to relay local expectations for the new facility.

Action Step #3: Review with the Consultants the list of available vacant structures/lots that are suitable for the future police station. Itemize the pros and cons of each site.

Action Step #4: Prepare professional schematics and cost estimates for the renovation of potential structures, or for the construction of a new facility, emphasizing energy-efficiency and accessibility.



- Action Step #5:* Present the draft results of the schematics/cost estimates for review and consideration. Incorporate any revisions into the final draft.
- Action Step #6:* Present the design schematic/cost estimates to the residents of Gretna and the Gretna City Council for their review/consideration/comments.
- Action Step #7:* Revisit and modify design schematics/cost estimates, as necessary, to reflect the comments of local residents and the council.
- Action Step #8:* Select the most cost-effective future location for the Gretna Police Station.

Timeline: 2018.

Objective #6: Determine the long-term debt capacity of the City of Gretna and conduct an asset map of local residents to identify potential resources (both human and financial) for the construction of the new Gretna Police Station.

- Action Step #1:* Meet with the Fiscal Agent for the City of Gretna to determine the long-term debt capacity of the community.
- Action Step #2:* Identify local, regional, state, federal and in-kind resources for construction of the future Gretna Police Station.
- Action Step #3:* Commence fund-raising efforts to solicit public/private contributions for the construction of the new Gretna Police Station.
- Action Step #4:* Maximum project impact by leveraging local funds with "outside" resources.
- Action Step #5:* Package all financial resources for the construction of the new venue.

Timeline: 2018-2019

Objective #7: Construction of the new Police Station.

- Action Step #1:* Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #2:* Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.
- Action Step #3:* Develop plans and specifications for the future Gretna Police Station, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources.
- Action Step #4:* Submit plans and specifications to the public funding agencies for their review/approval.
- Action Step #5:* Secure necessary permits/approvals.



- Action Step #6:* Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #7:* Undertake construction related activities.
- Action Step #8:* Complete construction and project close-out.
- Timeline:* 2018-2020

Responsible Groups/Agencies: Residents of Gretna, Gretna City Council and Sarpy County Sheriff.

Potential Resources: Gretna Capital Improvement Fund, Gretna General Fund, Community Development Assistance Act (CDAA), Community-Oriented Policing Service (COPS) program, private donations, local volunteers, and local fund raising events.

Measurable Outputs: Nebraska State Statute (§19.3801) authorizes any city of the first or second class, or any village, under the provisions of the Interlocal Cooperation Act, to enter into an agreement/contract with the county board of its county for police services to be provided by the county sheriff, provided, the county board shall enter into such a contract when requested by a village to do so. Whenever any such contract has been entered into, the sheriff shall, in addition to his other powers and duties, have all the powers and duties of peace officers within and for the city or village so contracting.

Many Nebraska cities and villages have elected to implement the provisions of the Interlocal Cooperation Act to contract with the elected county sheriff to provide highly trained law enforcement services within their jurisdiction. The requisites competencies of criminal investigation, coupled with the cost of ongoing training, equipment and competitive wage, makes hiring a local police staff cost-prohibitive.

A measure of a community's health, strength, or capacity is its ability to identify a problem and organize itself to solve the problem. Residents of Gretna must decide whether or not the community has a local law enforcement problem, and, whether the activity it wants to curtail (animal control, drugs, vandalism, criminal behavior, etc.) justifies the cost of hiring a local police officer, or adding patrol hours to the contract with the Sarpy County Sheriff's Department.

One response to the concern about crime/deviant behavior is to develop a prevention program, such as neighborhood watch. It has been found that similar factors motivate both rural and urban citizens to participate in crime prevention programs, and that the interpersonal bonds and patterns of social interaction in rural areas are positive factors that can facilitate the development of rural crime prevention programs. National studies have found that among citizens one of the most important factors related to fear of crime was the extent to which they viewed their neighbors as trustworthy and watchful against crime.



Goal #13: Achieve Economic Development Certified Community Status.

Concerns/Needs:

- Takes about one year to complete.
- Might be possible to hire an intern but training would be time consuming.
- Could outsource parts of the process while the city works on certain parts to finish the certification process faster.
- Finishing this process would greatly benefit the City of Gretna with grants.

Objective #1: Identify capacities, stimulate focused planning and deliberately structure web sites for the City of Gretna.

Action Step #1: Designate or establish a local economic development organization and form a prospect handling team.

Action Step #2: Identify community targets or markets, as specified in the Economic Development Certified Community Application Guidelines.

Action Step #3: Identify known infrastructure requirements for the City's targeted development, including public facilities/utilities/services, communication options, housing, child/adult care and the city's plan to remedy any deficiencies.

Action Step #4: Identify local or regional financing and incentive options to support economic development.

Action Step #5: Update the City's LocationOne Information System (LOIS) and Nebraska Economic Development Information (NEDI) site to identify all available/controlled sites/existing buildings/site development needs. This information should be in completed in sufficient detail as satisfy the Economic Development Certified Community requirements.

Timeline: 2010-2011.

Objective #2: Submit an application to the Nebraska Department of Economic Development for Economic Development Certification status.

Action Step #1: Prepare and submit an application to the Nebraska Department of Economic Development, consistent with the Economic Development Certified Community application guidelines.

Action Step #2: Revise as necessary.

Timeline: 2011.



Objective #3: Achieve Economic Development Certification status.

- Action Step #1:** Receive Economic Development Certified Community Status.
- Action Step #2:** Monitor the Economic Development Certification Community Program to ensure compliance with changing requirements of the program.
- Action Step #3:** Recertify every five years.
- Timeline:** 2011. Ongoing.

Responsibly Groups/Agencies: Gretna City Council, Gretna Planning Commission, Gretna business-owners, Gretna residents, Gretna Area Economic Development Corporation, Local Prospect Handling Team, Nebraska Department of Economic Development (NDED), Nebraska Department of Roads, Metropolitan Utilities District, Black Hills Energy, Sarpy County, Sarpy County Economic Development Corporation.

Potential Resources: Local funds, local volunteers, utility service providers, Metropolitan Area Planning Agency.

Measurable Outputs: The Nebraska Diplomats Economic Development Certified Community program for Nebraska communities is administered by the Department of Economic Development.

In the extremely competitive field of economic development, those with the highest degree of readiness are most likely to succeed. The purpose for this program is to accommodate new business prospect inquiries and support expansions. By going through the application process, communities will have the opportunity to learn what the relevant needs for various projects are and how to strategically plan to address those needs.

The City of Gretna should observe the requirements of the Economic Development Certified Community program while pursuing the designation. These requirements include:

- Designation or establishment of a local economic development organization and formation of a prospect handling team
- Completion of a comprehensive community assessment and community profile and development of a strategic plan to address deficiencies
- Updated and consistent web presence through local site, LOIS and NEDI
- Establishment of an active business retention and expansion program
- Community identified targets/markets showing stakeholder participation
- Identification of, at a minimum, one available industrial / commercial site OR one available building
- Infrastructure capacity to meet needs of identified target or plan with budget and timelines showing how needs could be met
- Local financing and incentive assistance



Furthermore, the City of Gretna should also consider the ongoing cost/requirements of Economic Development Certified Community recertification. Every five years, communities with EDCC designation must submit a recertification application that includes the following:

- An updated community profile
- A long-range strategic plan
- Annual economic development work plan
- A long-range funding plan
- An economic development evaluation

Clearly, this program is not realistic for all communities, but the processes to help identify capacities, stimulate focused planning and deliberately structure web sites are invaluable for all communities, particularly the City of Gretna.



Goal #14: Develop more trails in Gretna and connect them to other local and regional trails and parks.

Concerns/Needs:

- A trails plan has been developed and adopted as part of the Gretna Comprehensive Plan.

Objective #1: Determine the need for trails in Gretna and the surrounding area.

Action Step #1: Evaluate the existing trail system and demands for development.

Action Step #2: Review the adopted Parks and Trails Plan for the City of Gretna.

Timeline: 2010 - 2011.

Objective #2: Incorporate trails into new land developments.

Action Step #1: Work with developers to assure trails and parks are programmed into their development as indicated in the Comprehensive Plan.

Action Step #2: Require certain amount of land to be dedicated for parks and trails or a fee in lieu of through the administration of the City's Subdivision Regulations and Subdivision Agreements.

Action Step #3: Solicit political/public support for trail development.

Action Step #4: Hold an informational meeting on trail plans.

Action Step #5: Dedicate necessary rights-of-way or easements for trails.

Action Step #6: Prepare plans and specifications for trail project.

Action Step #7: Hold a public hearing to solicit public comment on the designs.

Action Step #8: Make necessary revisions.

Action Step #9: Finalize plans and specifications.

Action Step #10: Programming of private and/or public funds for the construction of the project.

Timeline: Ongoing.

Objective #3: Design of public trails in Gretna and surrounding area.

Action Step #1: Develop preliminary design plans for new or expanded trails.

Action Step #2: Solicit political/public support for trail development.

Action Step #3: Hold an informational meeting on trail plans.

Action Step #4: Acquire necessary rights-of-way or easements for trails.

Action Step #5: Prepare plans and specifications for trail project.

Action Step #6: Hold a public hearing to solicit public comment on the designs.

Action Step #7: Make necessary revisions.



Action Step #8: Finalize plans and specifications.
Action Step #9: Programming of public funds for the construction of the project.

Timeline: 2012-2013.

Objective #4: Implement construction of trails.

Action Step #1: Continue ongoing political/public support for the trail development.
Action Step #2: Conduct an environmental review process, as required by the project's public funding agencies.
Action Step #3: Secure necessary permits/approvals.
Action Step #4: Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
Action Step #5: Undertake construction related activities.
Action Step #6: Complete construction and project close-out.

Timeline: 2013-2015.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Public School System, Papio-Missouri NRD, Gretna Area Economic Development, Gretna Chamber of Commerce, Papio-Missouri Natural Resources District and the Sarpy County Economic Development Corporation.

Potential Resources: Gretna Capital Improvement Fund, Gretna General Fund, Papio-Missouri Natural Resources District monies, Federal Transportation Funds, developers, park dedication land/fees, private donations, local volunteers, and local fund raising events.

Measurable Outputs: Trails can serve all types of people, with many different interests and capabilities – seniors, children, families, people with disabilities, and visitors to the area. Indeed, in the future, new user groups and requirements are likely to emerge.

The City of Gretna seeks to increase the overall mobility and wellness of its citizenry by providing an integrated, non-motorized network of bicycle and pedestrian facilities throughout the community, connecting every subdivision and neighborhood to the downtown, recreational complex, city parks and other Gretna amenities and to the regional trails and parks. The City can achieve maximum public benefit, with limited local resources by constructing trail facilities in a planned, phased and coordinated manner. Following the Gretna Parks and Trails Master Plan (completed in 2009) is a vital first step towards achieving this community goal.

The Gretna Parks and Trails Master Plan will serve as a long-range guide to Gretna residents, trail users, property owners, governmental agencies, developers and decision makers about the location of trails throughout the community. The Plan documents and analyzes existing and preferred trail locations and recreational service areas which will inevitably improve connectivity between where people live and where they learn, work, recreate and relax.



Goal #15: Construct new Public Works Building.

Concerns/Needs:

- Public Works currently uses two buildings at separate locations.
- Needs a centralized structure.
- Needs an office space.
- Need to consider locations that would be able to house the sand trucks along with all the other equipment.
- New or more equipment will be needed as the City continues to grow.
- If a recreational center is built, there will be a need for storage at the center for the grounds maintenance.
- Street repairs are contracted out which means that right now not much equipment is needed.
- No study has been done to determine the needs of the Public Works Department.
- Currently, sports groups are taking over the maintenance of the sports fields.
- There are concerns regarding the concept plan for the “City Campus” which shows an at-grade crossing over the railroad tracks.

Objective #1: Determine the physical, spatial and technological needs of the new Public Works building.

- Action Step #1:* Commission a Steering Committee to explore all options for the development of a new Public Works building.
- Action Step #2:* Inventory and analyze similar Public Works buildings within the region to determine the spatial layout, technological amenities, operations issue, maintenance costs/problems, and area for improvement, etc.
- Action Step #3:* Identify the future usage of the new facility, including special demands and needs for physical amenities. This may involve a Facilities Master Plan completed by the city to determine the needs of all public buildings including city hall, fire, utility, library, community center and police station.
- Action Step #4:* Present the needs and expectations of the planned Public Works building.
- Timeline:* 2011.

Objective #2: Design a new Public Works building which will accommodate the physical, spatial, and technological needs of the Gretna.

- Action Step #1:* Procure the services of a licensed professional architectural/engineering consultant to prepare a programming plan for the new Public Works building.
- Action Step #2:* Develop a program plan.
- Action Step #3:* Prepare preliminary site design and opinion of cost.



- Action Step #4:* Calculate the land needs requirement for the new Public Works building.
- Action Step #5:* Identify possible locations for the new facility.
- Action Step #6:* Hold an informational meeting to present the draft results of the site design/opinion of costs to the local stakeholders. Incorporate any revisions into the final draft.
- Action Step #7:* Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2011 -2012.

Objective #3: Identify potential resources (both human and financial) for the construction of the new Gretna Public Works building.

- Action Step #1:* Meet with the Fiscal Agent for the City of Gretna to determine the long-term debt capacity of the City.
- Action Step #2:* Identify local, regional, state, federal and in-kind resources for construction of the future Gretna Public Works building.
- Action Step #3:* Commence fund-raising efforts to solicit public and private contributions for the construction of the new Gretna Public Works building.
- Action Step #4:* Achieve maximum project impact by leveraging local funds with "outside" resources.
- Action Step #5:* Package all financial resources for the construction of the new venue.

Timeline: 2013-2015.



Objective #4: Construction of the new Public Works building.

- Action Step #1:** Conduct an environmental review process, as required by the project's public funding agencies.
- Action Step #2:** Enter into a professional services contract with a professional architectural/engineering firm to develop plans and specifications for the project, as well as for construction observation/management services.
- Action Step #3:** Develop plans and specifications for the future Gretna Public Works building, pursuant to the responses offered by regulatory agencies and the requirements of public funding sources (International Energy Conservation Code, Americans with Disability, Historic Preservation, etc.).
- Action Step #4:** Submit plans and specifications to the public agencies (as appropriate) for their review/approval.
- Action Step #5:** Secure necessary permits/approvals from public agencies.
- Action Step #6:** Bid phase to include advertising, letting and contract award to lowest responsible/responsive bidder.
- Action Step #7:** Construction related activities.

Timeline: 2016-2017.

Responsible Group/Agency: City of Gretna, Gretna residents, Gretna Area Economic Development, Gretna Chamber of Commerce, Gretna Planning Commission.

Potential Resources: Conventional General Obligation Bonds, Gretna Capital Improvement Fund, Gretna General Fund, Sales Tax, private donations, local volunteers, and local fund raising events.

Measurable Outputs: The City of Gretna's Public Works Department provides many of the basic services that affect the daily lives of all who live, work and play in Gretna. The Department's key responsibilities include, but are not limited to: street and sewer maintenance, street cleaning, drainage facilities, City building and equipment maintenance, snow removal, dust control and care of municipal properties.

Three Municipal Maintenance Buildings are located at various sites throughout the community which house the equipment, supplies and personnel of the Gretna Public Works Department. The main building is located just north of City Hall on McKenna Avenue.

The City of Gretna is considering the construction of a centralized Public Works Maintenance Facility located north of Highway 370 on City-owned property. The new facility should be designed in a manner sufficient to meet the current and future operational needs of the Department including covered space for materials, equipment, maintenance facilities and office space.

