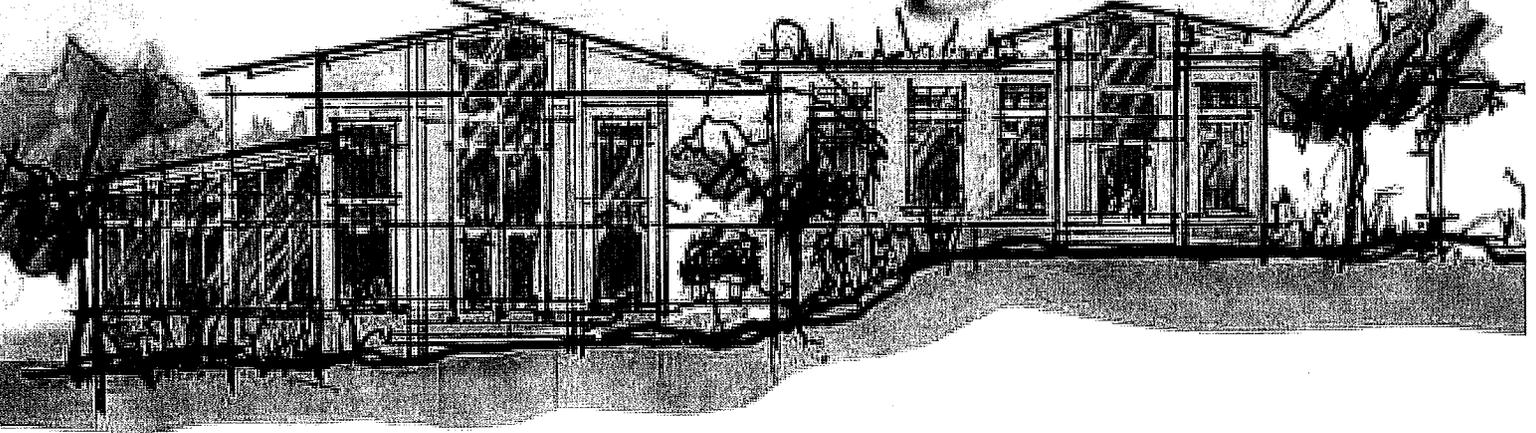


Hickman

Strategic Plan



Adopted October 25, 2011 • Resolution No. 2011-12
JEO Project No. R101223.00

Introduction

As a 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 ultimate 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, community 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 Hickman Strategic Plan will identify 15 projects within the community and expand upon the top six that were selected during the strategic planning workshop. The top six projects or goals of the community will include a list of individual concerns, objectives, actions, timelines, responsible groups/agencies, potential resources, and measurable outputs for each goal.

The Hickman Strategic Planning Process began with City staff identifying a number of potential projects within and around the City of Hickman. These projects, along with a brief description, were then discussed with a number of stakeholder groups, including the Hickman Community Foundation, Norris School District, etc. to verify the inclusion of specific projects, issues or goals. A community scorecard was created to seek the input of Hickman residents. The Hickman City Council approved the Community Scorecard at their July 26, 2011 Council meeting and they were subsequently mailed out to the residents of Hickman on July 29th with their monthly utility bills. The scorecard was also made available online and at City Hall.

The Community Scorecards were collected by the city for the next two weeks and the results tallied. The purpose of the scorecard was to 1) generate awareness of the many projects that the City of Hickman has on their plate and are in need of prioritization; 2) identify any other project that might be needed in Hickman; and 3) to begin the project prioritization process. The results of the scorecard, project descriptions, other projects that were identified, and comments are included in the following pages.

On August 25, 2011 members of the Hickman City Council, City staff, and concerned members of the community held a strategic planning workshop to discuss and prioritize various projects in and around Hickman. There were 23 stakeholders participating in the workshop. JEO Consulting Group, Inc. facilitated the workshop which followed an agenda geared to inform, educate and build consensus of the group. The group reviewed the results of the Community Scorecard and discussed additional identified projects. The goal of the strategic planning workshop was to establish consensus on civic betterment initiatives so the city could formulate strategies and target local resources (both human and financial) to accomplish the goals. Another goal was to compare the workshop prioritization with the results of the scorecard. It was agreed that a formal plan of action is needed to keep Hickman moving forward and to provide efficiency in its resources, regardless of personnel changes. This plan will be reviewed and referenced for ongoing consistency in future planning initiatives.

Hickman, Nebraska - 2011 Strategic Plan Community Scorecard - Results

	Don't Know	Least Important	Somewhat Important	Important	More Important	Most Important	Average
Multi-Use Community Facility	4	18	5	19	20	39	3.56
81 Community Center/Reception Hall							
49 Indoor Basketball Court							
48 Reading Centre							
48 City/County Offices							
43 Wellness Center							
41 FEMA Storm Shelter							
Aquatic Center Facility/ Swimming Pool	2	27	8	15	14	54	3.51
63 Year Round Facility							
34 Seasonal Facility							
68th Street Widening Project	6	29	18	22	19	24	2.92
Hickman Regional Trail to Homestead Trail	4	32	28	25	12	16	2.58
Four-Plex Baseball/Softball, Soccer, Skatepark, Pet Park Complex	2	32	31	20	20	11	2.54
Hickman Regional Trail to Norris Schools Complex	5	42	25	22	6	14	2.31
Hickman Regional Trail to Wagontrain and Stagecoach Lakes	3	45	23	31	10	9	2.28
North 68th Street Expansion and Annexation Study	16	37	27	17	12	6	2.22
Regional Wellness Center at Norris Campus	9	47	17	26	9	9	2.22
Multi-Use Festival Area and Drive-In Theater	6	59	16	19	8	5	1.92
Nine-hole Golf Course	8	53	25	19	7	3	1.90
Hickman Road - 68th Street Service Road	17	51	23	12	5	6	1.89
Round-a-bout at 68th Street and Hickman Road	11	63	15	11	10	5	1.84

Project Descriptions

68th Street Widening: As growth occurs should 68th Street be widening through Hickman and/or through it's one mile zoning jurisdiction.

Four-Plex Baseball/Softball, Soccer, Skatepark, Pet Park Complex: As amenities and possible economic development for Hickman, should the community develop a complex with various facilities? A specific location has not been identified.

Hickman Regional Trail to Homestead Trail: Should a trail be planned and developed to connect the Hickman trail system to the Homestead Trail and how important is it?

Hickman Regional Trail to Norris Schools Complex: Should a trail be planned and developed connecting the city to the Norris Schools Complex and provide an alternative mode of transportation? How important is such a pedestrian connection?

Hickman Regional Trail to Wagontrain and Stagecoach Lakes: How important is a trail connection from Hickman to the two State Parks?

Hickman Road – 68th Street Service Road: Is a service road needed along 68th Street to access the commercial and industrial developments and how important is it?

Multi-Use Festival Area and Drive-In Theater: The City recently adopted a park master plan that incorporated a multi-use festival area and drive-in theater. It is anticipated such facility would provide economic development for the community. How important is it? A specific location has not been identified.

Nine-Hole Golf Course: Is a 3-par nine-hole golf course needed in Hickman. If so, how important is it to the community? Is a bigger one needed? A specific location has not been identified.

North 68th Street Expansion and Annexation Study: How important is the expansion of 68th Street north and annexation of property? Should the City consider an annexation study for such areas?

Regional Wellness Centre at Norris Campus: Should the City work with the Norris School District to locate and construct a wellness centre at Norris Campus to serve the community and school district? Such facility may include exercise rooms, weights, etc.

Round-a-bout at 68th Street and Hickman Road: How is the traffic at 68th Street and Hickman Road? Should a round-a-bout be developed at the intersection to help control and direct traffic?

Aquatic Center Facility/Swimming Pool: How important is a swimming pool or aquatic center for Hickman? Should such a facility be a year-round facility or seasonal?

Multi-Use Community Facility: How important is a multi-use facility to Hickman? Should such a facility include a reading centre, community center/reception hall, city/county offices, FEMA storm shelter, indoor basketball courts, and/or wellness center?

Other: Are there any other projects needed in Hickman? What are they and how important are they?

Other Identified Projects

	Least Important	Somewhat Important	Important	More Important	Most Important
Our Continuous Pedestrian Sidewalk Along 68th Street and Hickman Road	-	-	-	2	1
Dog Park/Pet Park	1	-	-	1	-
Large Children's Play Area	-	-	-	1	-
Newer Library (larger)	-	-	-	1	-
Senior Citizen Center	-	-	-	-	1
Help with Elderly Yard Clean-Up, Junk, etc. (small fee, if necessary)	-	-	-	-	2
Safe Way to Walk Downtown	-	-	-	-	1
Stop Light at 68th & Hickman Road	-	-	1	-	4
More Sidewalks	-	-	-	1	-
Expand Playground Facility or Indoor Play Facility	-	-	-	-	1
Working Drinking Fountain at Park Trail in Hickman	-	-	1	-	-
Pediatric Center	-	-	1	-	-
Steakhouse/Restaurants/Pizza Delivery	-	-	1	-	4
More Teens and Pre-Teens Game Room at Park	-	-	-	-	1
Spray Park (if pool is too expensive)	-	-	-	-	2
Activities Director for Summer Kids Program	-	-	-	-	1
Reading Center	-	-	-	-	1
Community Center	-	-	-	-	1
Protect the Downtown from Floods (build dike)	-	-	-	-	1
Quiet Crossing (zone) at All Train Crossings	-	-	-	-	1

Other Identified Projects

	Least Important	Somewhat Important	Important	More Important	Most Important
Baseball/Softball Program Support	-	-	-	-	1
City Needs More to do for Kids	-	-	-	-	1
Cleaning Up of Salt Creek Limb Debris Around Park	-	-	1	-	-
Install Playground Equipment for Old Town Park	-	-	1	-	-
Resurface Village View Drive	-	-	-	-	1
Resurface 5th Street from 68th to Village View	-	-	-	-	1
Traffic Light (blinking light) at 82nd & Hickman Road	-	-	1	-	-
Speed Control from 68th Street to Wagontrain	-	-	1	-	-
Rodeo Grounds	-	-	1	-	-
Horse Arena	-	-	1	-	-
Goat Farm	-	-	1	-	-
Completion of 82nd Street Pavement	-	-	-	-	1
Turn Lanes on 68th Street and Hickman Road	-	-	-	-	1
New Equipment for Main Playground	-	-	-	-	1
Sidewalk/Trail from Prairieview Street to Downtown	-	-	-	-	1

Comments

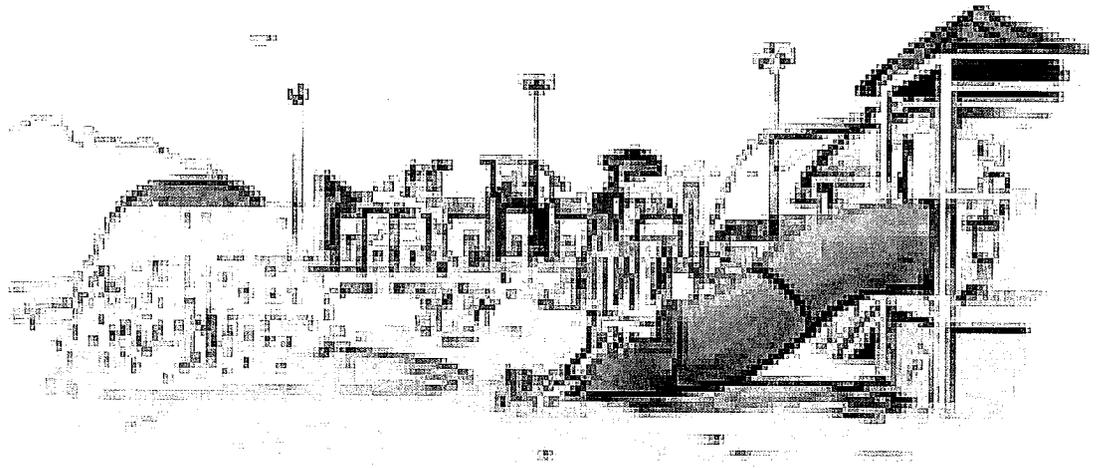
- Aquatic Center needs to be at Norris Campus and to be a year-round facility.
- The new Sports Complex and City Pool would be a great addition to the Community!
- Bring more businesses to Hickman.
- We bought our house here because we like the 'small town' charm. It would be hard to find a crew like Bob's in a bigger city.
- Why do we rent out our fields to Lincoln teams when our kids have a hard time practicing?
- Combine the Wellness Center and Aquatic Center and Multi-Use Community Facility.

Based upon the workshop discussion, the top six (6) projects identified were:

- Multi-Use Community Facility
- Aquatic Center Facility / Swimming Pool
- Public Infrastructure
- Four-Plex Ball Field/Soccer/Skate Park/Pet Park
- Trail in Town
- North 68th Street Widening Project

Also mentioned as projects/issues and incorporated into the prioritization process were:

- Hickman Trail to Wagontrain/Stagecoach Lakes
- Regional Wellness Center at Norris Campus
- Nine-hole Golf Course
- Round-a-bout at 68th Street and Hickman Road
- Hickman Regional Trail to Homestead Trail
- Hickman Trail to Norris School Complex
- North 68th Street Expansion/Annexation
- Multi-use Festival and Drive-in Theater
- Hickman Road – North 68th Street Service Road



AQUATIC CENTER

The next 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 Hickman 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 result of the Strategic Issues and Priority Setting Matrix exercise is summarized in the figure below:

Strategic/Project Planning Workshop Decision Matrix

Community Performance

Excellent					
Very Good					
Average				N	
Below Average			CE	AB	
Poor	DFG IKM	HJL			
	Of Little Importance	Of Some Importance	Important	Very Important	Vital
	Community Importance				

- | Project Code | Strategic Issue |
|--------------|--|
| A. | <u>Multi-Use Community Facility</u> |
| C. | <u>North 66th Street Widening Project</u> |
| E. | <u>Four Plex Ballfield/Soccer/Skatepark/Pet Park</u> |
| G. | <u>Hickman Trail to Wagontrain/Stagecoach Lakes</u> |
| I. | <u>Regional Wellness Center at Norris Campus</u> |
| K. | <u>Mine-Hole Golf Course</u> |
| M. | <u>Round-a-bout at 66th Street & Hickman Road</u> |
| O. | <u>_____</u> |

- | Project Code | Strategic Issue |
|--------------|--|
| B. | <u>Aquatic Center Facility/Swimming Pool</u> |
| D. | <u>Hickman Regional Trail to Homestead Trail</u> |
| F. | <u>Hickman Trail to Norris School Complex</u> |
| H. | <u>North 66th Street Expansion/Annexation</u> |
| J. | <u>Multi-Use Festival and Drive-Inn Theater</u> |
| L. | <u>Hickman Road - N. 66th Street Service Road</u> |
| N. | <u>Infrastructure</u> |
| P. | <u>_____</u> |

Special attention should be given to those projects that are very important or vital to the City of Hickman. 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.

Based upon the Strategic Issues and Priority Setting Matrix and the identified timeframes, the Hickman Strategic Planning Group developed the following Community Action Plan to strengthen the Hickman community and improve the quality of life for the citizens of the City. This Plan will empower Hickman residents and businesses to look towards the future with confidence and resolve and boldly commit to undertaking the identified issues.

The final step in the prioritization process was to divide the strategic issues into short-term (defined as 1-3 years), mid-term (defined as 4-6 years), long-term (defined as 7-10+ years) and ongoing project development timeframes. The timeframe for priority projects include:

Short-Term

- Multi-Use Community Facility
- Aquatic Center Facility / Swimming Pool
- Trail in Town
- Infrastructure

Mid-Term

- North 68th Street Widening Project
- Four-Plex Ball Field/Soccer/Skate Park/Pet Park

Long-Term

- Hickman Regional Trail to Homestead Trail
- Hickman Trail to Norris School Complex
- Hickman Trail to Wagon Train/Stagecoach Lake
- North 68th Street Expansion/Annexation
- Regional Wellness Center at Norris Campus
- Multi-Use Festival and Drive-Inn Theater
- Nine-Hole Golf Course
- Hickman Road – N. 68th Street Service road
- Round-a-bout at 68th & Hickman Road

Ongoing

- Public Infrastructure
- Trails in Town

The nine (9) strategic issues considered “of some importance” or “of little importance” were placed in the long-term project development timeframe. Committee members felt that in an era of tight municipal budgets, limited local resources should be dedicated toward specific projects which will assist the city in reaching its destination as it grows into a modern municipality. These nonessential services/amenities should be reconsidered when the City updates its Strategic Plan in the future, or as funding permits.

For this reason, the Hickman Community Action Plan has focused in on the top six (6) priority goals of the City. The plan lists 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. At a minimum, the city should conduct an annual review of the adopted Hickman Strategic Plan to assure all goals, objectives and actions are kept current.

Goal #1: *Construct a safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible Multi-Use Community Center to host private functions and civic events.*

Concerns/Needs

- Size will ultimately depend on the facility's amenities.
- Currently there are no facilities in Hickman able to host larger events.
- Need an activity center, or a traditional Community Center for social and civic events.
- Location of the building is a question but city does have land available in the downtown area.
- Parking with such a facility is a question.
- A multi-use facility could house the Hickman "reading centre", and city/county offices. Needs to be ADA compliance.
- Community pride.

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

- Action Step #1: Form a Hickman 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: Inventory community centers recently built in the region. Visit with local officials to determine their likes, dislikes and regrets with their new facility.
- Action Step #4: Present the physical needs and expectations of the planned Community Center to the residents of Hickman and to the local decision-makers.
- Timeline: 2012.

Objective #2: Design a structure which will accommodate the physical and spatial needs of the Hickman 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, Hickman residents) 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. Consider the pros and cons of each site, including access, parking, utilities, traffic and price.
- Action Step #5: Prepare professional schematics and opinion of costs for renovating 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 Hickman public for their review/consideration/comments. Revisit and modify design schematics/cost estimates, as necessary, to reflect the comments of local residents.

Action Step #8: Select the most cost-effective future location for the Hickman Community Center.

Action Step #9: Hold a town hall meeting to discuss and solicit public input on the Hickman Community Center, as proposed.

Timeline: 2012 – 2013.

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

Action Step #1: Based upon the programming of the Hickman Community Center facility, hold a meeting of local stakeholders and the City of Hickman 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 Hickman Community Center.

Timeline: 2013.

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

Action Step #1: Meet with the Fiscal Agent for the City of Hickman 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 Hickman Community Center.

Action Step #3: Commence fundraising efforts to solicit public and private contributions for the construction of the new Hickman 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: 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 Hickman 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: 2014.

Responsible Groups/Agencies

Hickman City Council, residents, Norris Public School System, Hickman Business Association and senior citizens.

Potential Resources

General Obligation Bonds, Hickman General Fund, Local Option Sales Tax, private donations, local volunteers, local fundraising events, local monies, private foundations, USDA Rural Development Community Facility Loan Program, Community Development Assistance Act, Local Civic, Cultural and Convention Center Financing Fund (LB789), Keno funds, and fee for usage.

Measurable Outputs

A community center is a public location where members of a community may gather for group activities, social support, public information, recreational activities, and other purposes. It's more than a building, however. It's a community focal point that offers unmatched value in personal enrichment and community connection through life-long-learning, leisure activities, special community events, outreach activities and facility rentals.

The City of Hickman is considering the construction of a new multipurpose Community Center to replace the existing facility which lacks modern conveniences (such as divided rooms and advanced technology) to be useful for parties, conferences, anniversaries, reunions, community events or social gatherings. The facility also has outdated energy components (furnace, lighting and windows) making it costly to operate. Furthermore, the existing building is not ADA compliant, making it difficult to maneuver, particularly for people with mobility limitations.

High priority items identified and discussed at great length throughout the planning process was a desire to construct a new, Multipurpose facility that would:

- provide a safe, accessible community space for activities and programs that meet community needs;
- strengthen and unite the community by bringing together its diverse elements;
- raise consciousness through public education, art, music, culture, craft, communication, civic discourse and debate;
- enrich personal leisure by providing space for an indoor fitness center, and basketball courts;
- foster the entrepreneurial spirit by offering low-cost office space for start-up businesses and;
- advance the full inclusion of all persons in the community.

Due to the complexity of funding, siting and spatial layout of a new community center, an Architectural Program Plan is one of the most important investments a city can make. The Plan will serve as a basis for the future development of the facility, including: public input and expectations, spatial analysis, supporting amenities, spatial requirements, site layout, floor plan layout, facility design, opinion of costs and projected operating costs.

A Community Center Steering Committee comprised of younger families, seniors, youth, public school administrators, business-owners and civic organizations should be organized to select a professional consultant to lead the planning process, make critical recommendations about the facility, review projected operating costs and revenues, and investigate viable funding options that would offset the cost of construction of the center. The committee should conduct public meetings and town hall sessions to disseminate information and garner public support for the project.

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

Goal #2: Construct an outdoor aquatic center/swimming pool.

Concerns/Needs

- Hickman is bigger than some communities that have swimming pools.
- There are a lot of children in the community that would benefit.
- Closest swimming lessons are through the YMCA in Lincoln or other communities.
- Closest pools or swimming is YMCA, Star City Shores, and Wagon Train Lake. Need to have pool within biking distance.
- Indoor pool vs. outdoor pool. What is the cost?
- Norris Schools co-op with Beatrice.
- Norris swimming pool is not a high priority now based on enrollment.
- Public vs. Privately-owned.

Objective #1: Determine the physical and spatial needs of the new aquatic center.

- Action Step #1: Commission a Hickman Aquatic Foundation to explore all options for the development of a future aquatic center.
- Action Step #2: Gather information about the existing Hickman swimming pool, including attendance records, financial information, amenities, and programs offered.
- Action Step #3: Solicit public input on the future usage of the new swimming pool, including special demands and needs for physical amenities.
- Action Step #4: Inventory and analyze similar aquatic facilities within the region to determine amenities, admission fees, operations issues, maintenance costs/problems, area for improvement, etc.
- Action Step #5: Present the physical needs and expectations of the planned aquatic facility to the residents of Hickman and to the local decision-makers.
- Action Step #6: Solicit public input/support on amenities for a new aquatic facility.

Timeline: 2012.

Objective #2: Design an aquatic facility which will accommodate the physical and spatial needs of the Hickman.

- Action Step #1: Procure the services of a licensed professional architectural/engineering consultant to prepare a programming plan for the new aquatic facility.
- Action Step #2: Develop a program plan for the new aquatic facility venue.
- Action Step #3: Prepare preliminary site design and opinion of cost.
- Action Step #4: Calculate the land needs requirement for the new aquatic facility venue.
- Action Step #5: Identify possible sites for the new facility.
- Action Step #6: Consider the feasibility and cost-effectiveness of constructing an indoor or outdoor facility, or building in phases.
- Action Step #7: Hold an informational meeting with local stakeholders to present the draft results of the site design/opinion of costs. Incorporate any revisions into the final draft.
- Action Step #8: Prepare and approve the final site design schematic/opinion of cost.

Timeline: 2013.

Objective #3: Determine the long-term ownership and operational structure for the new aquatic facility.

Action Step #1: Based upon the programming of the Hickman aquatic facility, hold a meeting of local stakeholders and the City of Hickman 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 Hickman aquatic facility.

Timeline: 2013.

Objective #4: Identify potential resources (both human and financial) for the construction of the new Hickman aquatic facility.

Action Step #1: Meet with the Fiscal Agent for the City of Hickman 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 Hickman aquatic facility.

Action Step #3: Commence fund-raising efforts to solicit public and private contributions for the construction of the new Hickman aquatic facility. Consider donations for various aquatic facility amenities (slide, etc.).

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: 2013-2014.

Objective #5: Construction of the new aquatic facility.

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 Hickman aquatic facility, 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: 2014-2015.

Responsible Groups/Agencies

Hickman City Council, residents, businesses, Hickman Community Foundation, Norris Public School System, and Aquatic Center Steering Committee.

Potential Resources

Conventional General Obligation Bonds, Hickman General Fund, Local Option Sales Tax, Land and Water Conservation Fund, admission fees, rental fees, private donations, local volunteers, Community Development Assistance Act, Joint Purchase Program, Lease Purchase Program, and local fund raising events.

Measurable Outputs

Any public infrastructure improvement project is an investment into the community's future. Not only do these investments improve the quality of life for local residents, they are representative of the community's overall confidence and viability. It is for that reason that the public investments into non-essential amenities (such as recreation) reveal the values, underpinnings and optimism of the community and serves as a positive measure of civic health and vitality.

Aquatic facilities appeal to community members of all ages. They often provide the peace of mind for parents of children, as well as a fun summer activity for the kids themselves. While the lifeguards protect the children swimming in the pool, mom and dad can enjoy spending some quality time in the sun or jumping off the diving board for some fun of their own. Often times, public aquatic facilities will also offer services such as swimming lessons and swim teams for those interested.

Many communities find it a challenge to agree on the need for a new or upgraded aquatic facility, as they represent a significant investment of public resources. While the initial costs may be high, the payoff, in terms of recreation, value to growing families and community pride can be of almost immeasurable value.

Public support is essential to organize the community, gather input, review design and funding options, and make recommendations. An aquatic facility committee is ideal for organizing public support. The committee should represent the diversity of the community to ensure input from younger families, older and/or disabled patrons, local business-owners and city officials. The committee will review the facility's design and funding options, and make critical recommendations. The committee should conduct public meetings so that community members can make an informed decision on this aquatic facility.

Modern aquatic facilities offer a variety of features and amenities that make the aquatic facility an attractive and fun place to be. These features may include:

- Water slides, water play structures and wading pool
- Shade structures that offer protection from the sun.
- Zero depth entry. This beach-like entry provides easy entrance to the pool for toddlers and individuals with disabilities, and is included in almost every aquatic facility today.
- Concession areas. These can provide additional revenues and add to the enjoyment of the experience, but come with an additional expense.
- Bathhouses.
- Additional features supporting swimming competitions/lessons can be incorporated.

As mentioned previously, aquatic facilities are expensive to build and maintain, therefore an appropriate budget is important. Budget considerations include, but are not limited to, the willingness of the community to fund the project, bonding capacity, staffing requirements,

operation and maintenance expenses, revenue generation, and sales and property tax generation. The overall budget will affect the size and location of the facility. When forecasting the operating costs and revenue sources for an aquatic facility, the community should consider:

Operating costs

Salaries
Chemical
Utility bills (Electrical/Gas/Water)
Insurance
Annual repairs and maintenance
Concession supplies

Potential revenues

Admission fees
Swimming lessons
Concessions
Special event rental fees
Interlocal Agreement with Local Public School

Furthermore, when selecting the site for the new aquatic facility the committee should pay careful attention to the site's accessibility, traffic, utilities, parking, proximity to other recreation facilities and price.

Finally, selecting a well-experienced consultant is crucial to the long-term sustainability of the new aquatic facility. The firm should have experience with the type and size of aquatic facility project that the community is interested in, and be well-versed in renovation of existing facilities and the construction of new ones. This experience is necessary for the consultant to evaluate fully the community's current situation and future needs. The consultant should have an experienced project manager, as well as a licensed Professional Engineer and support staff to design and oversee construction of the aquatic facility project. The committee should investigate the operating costs of aquatic facilities that the consultant has previously designed and constructed.

In addition to designing the aquatic facility, the consulting firm should provide services during the bidding, construction and post-construction phases. The consultant should also be readily available to address any issues that may arise during the facility's warranty period.

Once constructed, the new aquatic facility will restore a positive community atmosphere and offer existing and future Hickman residents a safe, aesthetically-pleasing, scale-appropriate, energy-efficient, fully accessible facility to recreate.

Goal #3: *Improve all public infrastructure systems within the City of Hickman.*

Concerns/Needs

- Have had wastewater treatment facility improvements. Mains are in good shape.
- Water tower capacity is at 750,000 gallons during the day.
- Wells are in good shape. Wells are located 2.5 miles outside of town.
- Water mains date back to 1936.
- Electrical is underground dating back to 1968-1970s.
- Issues with Railroad vs. utilities.
- Need to look at quiet zones.

Objective #1: Evaluate the physical condition and capacity of the existing public infrastructure system within the City of Hickman.

- Action Step #1: Task the Hickman City Engineer with the responsibility of preparing a Community Assessment Report.
- Action Step #2: Identify any deficient condition that may exist and provide professional recommendations/cost estimates for long-term solutions to these problems.
- Action Step #3: Present the Community Assessment Report to the residents of Hickman.
- Timeline: 2012-2013.

Objective #2: Establish public infrastructure priorities.

- Action Step #1: Review the results of the Community Assessment Report and the future land use plan for the City of Hickman.
- Action Step #2: Prioritize public infrastructure improvement based upon cost-benefit ratio, environmental concerns, public safety and future development patterns.
- Action Step #3: Incorporate priorities into the Hickman Capital Improvements Plan.
- Timeline: 2013-2014.

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 Hickman households.
- Timeline: Ongoing.

Objective #4: Undertake prioritized capital improvements.

- Action Step #1: Authorize City Engineer to proceed with plans and specifications for long-term capital improvements.
- Action Step #2: Procurement of general contractor(s).
- Action Step #3: Construction-related activities.
- Timeline: Ongoing.

Responsible Group/Agency

Hickman City Council; residents; Planning Commission; City Engineer; Private Investors.

Potential Resources

General Obligation Bonds; Revenue Bonds; Special Assessments; Hickman Capital Improvement Fund; Hickman General Fund; U.S.D.A Rural Development Programs; Local Option Sales Tax; user rates; local volunteers; Community Development Assistance Act; State Revolving Loan Fund; private foundations; and local fund raising events.

Measurable Output

The City of Hickman 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 Hickman 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 electrical utilities, water, streets, sewer, law enforcement, and fire.

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 Hickman to make an informed decision about its future public infrastructure system needs, it must first have a practical and usable, yet visionary, public utility redevelopment 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 #4: Construct Sports Complex in Hickman consisting of four-plex ball fields, soccer, skate park and pet park.

Concerns/Needs

- Opportunity to provide more fields for local youth and bring in teams.
- Will provide economic development and jobs for area youth.
- Location and cost is a question. Is land available?
- Need facility that is more safe, ie. from railroad and flood prone areas.
- Liability for skate parks is a question.

Objective #1: Evaluate the baseball/softball needs of Hickman.

- Action Step #1: Establish a Hickman Ball Field Committee, comprised of parents, coaches and players.
- Action Step #2: Outline organized programs/facilities that are currently offered in Hickman.
- Action Step #3: Consider the usage of the Hickman ball fields. Take note of any scheduling conflicts that may be present.
- Action Step #4: List positive attributes of the existing ball fields.
- Action Step #5: List deficiencies within the existing ball fields.
- Action Step #6: Review and update ball field maintenance procedures.

Timeline: 2012.

Objective #2: Establish a cooperative relationship among local businesses, students, City Council, community organizations and Hickman families and residents to evaluate and implement long-term, cost-effectiveness of programs/facilities demanded by baseball/softball enthusiasts.

- Action Step #1: Solicit public input on new programs/facilities demanded by local residents.
- Action Step #2: Outline and prioritize the programs/facilities demanded by local residents.
- Action Step #3: Analyze the long-term feasibility and viability of providing said programs/facilities.

Timeline: 2012.

Objective #3: Develop a long-term Master Plan for the Hickman Sports Complex Park.

- Action Step #1: Procure the services of a professional planning consultant to develop a long-term Master Plan for the ball fields.
- Action Step #2: Hold a town hall meeting to discuss how residents plan to use the ball fields.
- Action Step #3: Develop a list of ball field amenities that will encourage usage for practices, organized leagues, tournaments.
- Action Step #4: Prioritize improvements in terms of necessity.
- Action Step #5: Develop a phased ball field plan showing location of various amenities and their relationship to one another. Revise as necessary.
- Action Step #6: Prepare cost opinions for phased ball field improvements.

Timeline: 2013.

Objective #4: Package the financial resources necessary to improve the Hickman ball fields, consistent with the Master Plan.

- Action Step #1: Consider the most appropriate resource (human and financial) to undertake the ball field improvement project.
- Action Step #2: Conduct local fund-raising activities.
- Action Step #3: Pursue public/private monies to offset the construction cost of the project.

Timeline: 2013-2014.

Objective #5: Construct the phased ball field improvements.

- Action Step #1: Implement feasible/viable programs/facilities demanded by local residents
- Action Step #2: Develop and support baseball/softball programs which encourage activities where parents can be participants with their children.

Timeline: Ongoing.

Responsible Groups/Agencies

Hickman City Council, Hickman Park Board, Hickman residents, Hickman Community Foundation, Norris Public School System, Hickman American Legion, civic organizations, summer recreation ball organizations, and local businesses.

Potential Resources

General Obligation Bonds, local monies, private donations, Local Option Sales Tax, private foundations, volunteer efforts, fee for use, concession stand proceeds, Community Development Assistance Act, and Land and Water Conservation Program.

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.

The City should hire a professional planning firm to assist in soliciting public input on needs of the Hickman ball fields, maintenance requirements and cost opinions. This professional consultation will ensure that the outdoor recreational interests of today's generations are met, so that the park will provide long-term service to the community.

Goal #5: *Widening of 68th Street to increase economic opportunities and growth, to lessen traffic congestion, and to increase traffic safety.*

Concerns/Needs

- City will likely complete when County begins project due to cost, however County just removed from budget.
- City will have cost of project in corporate limits.
- Need shoulder with turning lanes.
- Safety is a current issue on 68th Street.
- No cost study has been done.
- A round-a-bout on 68th Street may clear up some traffic problems but will be difficult for farming community and truck traffic.
- Cemetery may be an issue in the expansion of 68th Street.

Objective #1: Determine the need for expanding 68th Street with shoulders and sidewalks/trails.

- 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: 2012.

Objective #2: Design of 68th Street Expansion with shoulders and sidewalks/trails.

- 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 68th Street.
Action Step #4: Hold an informational meeting on expansion plans.
Action Step #5: Acquire necessary rights-of-way and identify points of access for 68th Street expansion.
Action Step #6: Prepare plans and specifications for the 68th Street 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: 2012.

Objective #3: Implement construction of 68th Street expansion from current two lanes to two lanes with shoulders and sidewalks/trails.

- Action Step #1: Continue ongoing political/public support for the widening of 68th Street.
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: 2012 to Ongoing.

Responsible Group/Agency

City of Hickman, Hickman Planning Commission, residents, Hickman Chamber of Commerce, Lancaster County, Nebraska Department of Roads, Federal Highway Administration, Lower Platte South Natural Resources District.

Potential Resources

General Obligation Bonds, Hickman Capital Improvement Fund, Hickman General Fund, Local Option Sales Tax, County-wide sales tax, Nebraska Surface Transportation Program, and Transportation Improvement Program.

Measurable Outputs

68th Street has been identified by the County and City as needing to be improved from the City of Hickman to the Saltilo Road. Planned improvements will include expansion from two lanes to two lanes with shoulders and sidewalks/trails. Such widening of 68th Street and related infrastructure will promote economic development to the City of Hickman and the surrounding area and increase the safety of pedestrian and vehicular users.

Goal #6: *Develop trails in town and connect them to other local and regional trails and parks.*

Concerns/Needs

- A trails plan has been developed and adopted.
- No sidewalks along Hickman Road.
- Connectivity of pedestrian ways and downtown area.
- Important because of safety.

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

- Action Step #1: Evaluate the existing trail system and demands for development.
- Action Step #2: Review the city's Trail Plan and Comprehensive Plan to identify future trail connections.
- Action Step #3: Review current sidewalk plan to determine which pedestrian ways should be widened to trail standards.

Timeline: 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. Make necessary revisions.
- Action Step #8: Finalize plans and specifications.
- Action Step #9: Programming of private and/or public funds for the construction of the project.

Timeline: Ongoing.

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

- Action Step #1: Develop preliminary design plans for a new or expanded trails system.
- Action Step #2: Solicit political and 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: Ongoing.

Responsible Group/Agency

Hickman City Council, residents, Norris Public School System, Hickman Business Association, Lower Platte South Natural Resources District, Nebraska Game and Parks Commission, Nebraska Department of Roads, and Lancaster County.

Potential Resources

Local Fund, Lower Platte South Natural Resources District monies, Recreational Trails Program, Transportation Enhancement Program, 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 in the future.

The City of Hickman 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 Hickman 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. A vital first step towards achieving this community goal is to follow the City's Trails Plan.

The Hickman Trails Master Plan will serve as a long-range guide to Hickman 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.

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