

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
JUNE 5, 2012 AGENDA**

Subject:	Type:	Submitted By:
DISCUSSION — STRATEGIC PLAN 2012 – 2014	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

A draft of Strategic Plan 2012 – 2014 has been prepared based on discussion at the March 20, 2012 City Council work session.

FISCAL IMPACT

N/A.

RECOMMENDATION

Review and discuss any questions or potential revisions.

BACKGROUND

On Tuesday, March 20, 2012 the Mayor and City Council held a work session during their regularly scheduled meeting to discuss the Strategic Plan. As a result, a draft of Strategic Plan 2012-2014 has been prepared and is attached for discussion.

The Council is being asked to provide feedback and offer any additions or revisions deemed necessary. Staff will bring back at a subsequent meeting for final adoption.

City of La Vista

Strategic Plan 2012 - 2014

1. Pursue revitalization of the 84th Street corridor & other economic development opportunities

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Vision 84 Implementation	Develop design guidelines for buildings and public realm amenities	CD/Admin/ PW	Spring 2013	Staff has been compiling and reviewing research material and examples.	Recommend process for development of design guidelines to include public participation component.	
	Prepare park program & master plan	CD/Admin/ PW/Rec	FY 12	Conceptual plans presented to public; workshop held to review with City Council; Consultant prepared final concept, cost estimates & phasing plan.	Joint workshop of Park & Rec Advisory Board, Planning Commission & City Council	
	Prepare an infrastructure/drainage master plan	CD/Admin/ PW	FY13			
	Pursue 84th Street Relinquishment	PW	ongoing	The City understands status of 84th Street relinquishment & associated complications	Determine necessity, rationale, logistics for pursuing or not	
	Prepare financial/fiscal impact analysis for Phase 1	CD/Admin	FY13			
	Refine initial phase(s) based on financial analysis results and prepare pro forma	CD/Admin	FY13			
	Identify actions and incentives to be provided by the City Explore scope and feasibility of development consultant/manager. Design public improvements & obtain required permits & utility coordination	CD/Admin CD/Admin PW	immediate & ongoing FY 13 FY13/14	Draft of redevelopment under review. Made specific contacts & held related meetings at ICSC to vet Master Developer concept Reviewing Summer Drive access as it pertains to a possible swimming pool project	Planning Commission public hearing Make recommendation regarding engaging Master Developer	

Color Code:
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 Pink: New/Addition
 Blue: FY13 Budget related



City of La Vista

Strategic Plan 2012 - 2014

1. Pursue revitalization of the 84 th Street corridor & other economic development opportunities (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Coordinate with Comp Plan update & 84th Street signal coordination study now in progress	PW	FY13	MAPA has RFP out for systems engineering study	Anticipate federal funding for signal coordination in FY13	
	Integrate Vision 84 with Municipal Facilities Plan	CD/Admin/PW	Ongoing	Leo A. Daly has finalized a campus plan for City Hall area and connection to 84th St.	Ensure integration with Vision 84 & Civic Center Master Plan; Council update at future meeting	
	Coordinate with neighboring cities	CD/PW/Admin	Ongoing	This will be an ongoing effort		
	Keep public informed about issues and progress	CD/Admin	Ongoing	Mailings, press releases & social media related to park planning & Vision 84 implementation processes		
	Involve property owners in Vision 84 as stakeholders	CD/Admin	ongoing	Property owners have been invited to participate in each Vision 84 related activity	Ongoing efforts will be made to keep property owners informed on Vision 84 progress	
b. Pursue actions to encourage property owners with vacant space to lease or sell property to viable businesses	Work with property owners and/or their representatives to facilitate implementation of Vision 84	CD/Admin	ongoing	CVS under construction	Continue to meet with property owner/representatives	
	In addition to pursuing 84th Street redevelopment opportunities, continue to seek out opportunities to ensure successful build out of Southport and other areas of the city.	Admin/CD	immediate & ongoing	Announcement of Southport West Outlets & Live; Council approval of Terms Sheet; working on subdivision agreement	Finalizing cost projections & economic impact analysis; negotiation of subdivision agreement	
	Continued ICSC Participation & Exposure	Admin/CD	immediate & ongoing	Recent ICSC attendance & exhibition; several meetings & contacts identified	CA to serve as IA/NE Public Sector Alliance Co-Chair	
c. Develop & cultivate relationships with commercial/shopping center owners, developers, leasing agents and retailers						

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Strategic Plan 2012 - 2014

1. Pursue revitalization of the 84 th Street corridor & other economic development opportunities (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Continue to market La Vista to targeted retailers, restaurants & corporations	Admin/CD	ongoing, FY12/13	Updated marketing materials to reflect new census data		
	Develop inventory of vacant commercial/retail properties and link to site that lists available properties	CD	Spring 2013		Recommend funding in FY13 budget to develop commercial & industrial site inventory analysis	
d. Work to ensure adequate public transportation	Continue working with Metro Area Transit (MAT) for increased and better service routes; possible park & ride	CD/PW	immediate & ongoing	Multiple meetings with MAT regarding service in Sarpy County; Planner member of Heartland Connection Regional Transit Vision steering committee		
2. Provide for planned, fiscally responsible expansion of the city's boundaries						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Comprehensive Plan Update	Prepare schedule, scope of work & RFP for Comprehensive Plan update	CD	Spring 2013		Develop timeline; recommend funding in FY14 budget	
	Development of community wide Strategic Plan.	CD/Admin	TBD		Incorporate as part of the Comp Plan update & FY14 budget recommendation	
	Consultant selection	CD	Summer 2013		Issue RFP in accordance with schedule	
b. Implementation of annexation plan	Review and update annexation plan annually Assume responsibility for providing services in newly annexed areas.	Fin/CD	Feb/March 2013	Updated annexation plan presented to Council 3/20/12.		Ongoing annually
		All			Council review of annexation package for 2013/14.	

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City of La Vista

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2. Provide for planned, fiscally responsible expansion of the city's boundaries (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Consider extending the City's ETJ	CD/Admin	Summer 2011	Extended ETJ to include commercial areas west of 144th Street.		Completed Spring 2012
c. Ensure budget & CIP provide for infrastructure improvements necessary to serve areas targeted in annexation plan	Evaluate infrastructure in areas contemplated for annexation	PW	ongoing		Reviewed annually as part of CIP/Budget process and 1 & 6 Year Road Plan	
	Incorporate infrastructure improvements as part of the CIP process	PW	ongoing	Work on 2013-2017 CIP is underway		
d. Communicate annexation plan & property tax implications to residents and businesses located in new growth areas	Letters to property owners, Quarterly Newsletter, Website, Social Media & Public Meetings	CD/Admin	TBD based on plan	Updated annexation plan adopted by Council 3/20/12.	Prepare article for CityWise	
e. Work with neighboring cities to protect the integrity of each city's boundaries and ETJs	Pursue this discussion through the United Cities format	Admin	ongoing	Currently working with City of Papillion on boundary issues associated with 96th Street/Portal Road/107th Street		



City of La Vista

Strategic Plan 2012 - 2014

3. Maintain Quality of Older Residential Neighborhoods						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Provide for essential maintenance & priority improvements in neighborhood public facilities through CIP	Submit public facility improvements as part of the CIP process	PW/CIP Committee	ongoing	Work on the 2013-2017 CIP is underway; presentation & adoption of 1 & 6 Year Road Plan	Consider annual budget item for sewer repairs	
b. Ensure attractive neighborhoods by strengthening & enforcing building & environmental codes	Review and propose improvements to municipal codes	CD/PD/PW	ongoing	A comprehensive report regarding the City's property maintenance codes and ordinances has been prepared	Internal review and discussion of report	
	Work to be more proactive in code enforcement	PD	Ongoing	Code Enforcement position is working flexible shift; currently evaluating need for additional staff to handle ETJ (FY14 budget)		
	Evaluate using a private vendor to complete property clean up and mowing	PW	Spring 2013		Recommendations as part of the FY14 budget	
c. Monitor efficiency & effectiveness of rental housing inspection program	Prepare & present annual RHIP overview to Mayor & Council along with any recommended revisions to the code.	CD	ongoing		Council update June 2012	
	Pursue enforcement actions	CD	TBD		Pursue penalties pending outcome of litigation.	

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3. Maintain Quality of Older Residential Neighborhoods						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Preliminary work on plans for channel stabilization improvements in order to pursue funding options.	PW	immediate & ongoing		Funding included in FY12 CIP for planning/study of channel stabilization improvements; engineering & construction in FY14 if awarded grant	
	Begin seeking Corps permits and coordinate with utility companies	PW	immediate & ongoing		Anticipate beginning process in FY13	
	Begin construction of channel improvements	PW	FY14		Construction dependent on securing grant funding.	
e. Evaluate need for Neighborhood Revitalization Program	Research the need for and the City's role in a Neighborhood Revitalization Program	CD	2014		Incorporate recommendation as part of the Comp Plan update	
4. Enhance La Vista's identity and raise awareness of the city's many qualities						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Increase communications with La Vista residents and other key audiences	Investigate the feasibility of providing live and/or archived web casts of City Council meetings	Admin	Fall 2011	Currently working on plan & cost estimate to improve AV in Council Chambers. Cost estimate for web casts will be solicited as well.	Recommendation as part of FY13 budget	
	Investigate social media for city broadcast	Admin	Summer 2012	Draft policy is in review process.	Anticipate policy recommendation in summer 2012	

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Strategic Plan 2012 - 2014

4. Enhance La Vista's identity and raise awareness of the city's many qualities (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
b. Increase citizen-council engagement	Conduct town hall or neighborhood meetings in various venues	Admin	Ongoing	Open House for Applewood Creek Project 12-6-11 & Police Community Meeting 12-1-11. Civic Park Community Meeting 1-31-12		
	Continue to provide citizen education on City activities and performance	All	Ongoing	2012 Citizen Police Academy held in early 2012; Police presentation at Leadership Sarpy	Strategic Plan Development being recommended in conjunction with Comp Plan update is a significant public participation opportunity	
	Recommendation for citizens leadership academy program	Admin	Spring 2013		Research similar programs with recommendation in FY14 budget	
	Recommendation for Mayor's youth leadership council	Admin	TBD		Research similar programs with recommendation in a future budget	
	Provide funding for update of community marketing materials	Admin	ongoing	Updated marketing materials based on new Census data		
c. Develop and aggressively market La Vista through strategic partnerships	Develop community branding strategy	Admin	FY14/15		Utilize information obtained through Strategic Planning process	
	Identify opportunities for cooperative efforts with outside agencies	All	ongoing	The LVCF helps fund a portion of the advertising budget for the City's special annual activities;	Worked w/Papillion Park & Rec to cooperatively host 2012 Urban Adventure	

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5. Improve and expand the City's quality of life amenities for residents and visitors						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Create new opportunities that bring residents together for celebration, leisure or civic engagement	Look for opportunities to initiate ongoing events such as community movie nights & summer concerts	Concert & Movie Night Committee	Ongoing		(3) Movie nights scheduled for 2012 (in conjunction w/concerts)	
	La Vista Daze	All	Ongoing	The City successfully ran La Vista Daze for the 3rd year	Debriefing & feedback solicitation	
	Winter Holiday Decorations & Festivities		Ongoing	Internal team organized; marketing discussions; brainstorming possible future events and holiday decoration planning.	Recommendation for 84th St. holiday decoration replacement part of FY13 budget.	
	Identify & promote development of new cultural amenities in partnership with other community groups such as the La Vista Community Foundation, area Chambers of Commerce & local service groups.	All	ongoing	Internal committee to identify potential new event (2013?); IDEAL Legacy Project at library completed		
b. Address the needs associated with the City's aging swimming pool facility	Make decision regarding future of the swimming pool	M&C/Rec/PW /Admin	ongoing	Initiative on May 2012 did not pass.	Continue to operate pool until major expenditures warranted; consider alternatives	
c. Identify options for creation of public green space with the property owner of the sod farm and develop a plan	Develop master park plan.	CD/Rec/PW	Fall 2012		Make recommendation regarding impact of Vision 84 & Civic Park plans as they relate to City's original needs associated with sod farm	

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Strategic Plan 2012 - 2014

5. Improve and expand the City's quality of life amenities for residents and visitors (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
d. Expand recreation programs and services for all age groups	Develop Recreation Program Master Plan to evaluate existing programs & establish direction for future planning and programming	Rec	FY13	Working to develop an evaluation tool for programs and services	Recommendation as part of FY13 budget	
	Research & recommend new programs or changes to existing programs	Rec	ongoing	New programs include: Family Holiday Movie Night, Youth Valentine Cookie Decorating, Preschool Easter Egg Decorating, May Day Preschool Craft, Summer Day, Family Fun Night, 6 Summer Youth Craft Classes, Picasso Art Camp, Basic Drawing & Design, Basic Painting & Design, CHA3-Kenpo Karate, Creation Station Youth & Senior Ceramics Classes Escapes "Bubbles, Games & Dreamsicles", Summer Escapes "Squirt Guns, Water Balloons & Games", Bike Fun & Safety		
e. Maintain and enhance City's existing & future park areas & green spaces	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities	Rec/Admin	ongoing	Working with Community Relations Coordinator to improve marketing practices. Utilize Constant Contacts	Develop new program guide / Utilize social media	
	Develop a plan for financing park amenities and incorporate into the CIP	Park Committee	FY13	Cost estimates have been prepared to develop a plan which will ultimately be incorporated with the CIP	Hold work session with Council to discuss financing options	
	Prepare and present to M&C for adoption 1 & 4 Year Tree Plan (in accordance with section 94.14 of the municipal code)	Park Committee & Park & Rec Advisory Board	Fall 2012	Park Division & Rec. Dept. working to develop 1 & 4 year Tree Plan	Develop plan to present to Park & Recreation Advisory Board and City Council for approval	

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Strategic Plan 2012 - 2014

5. Improve and expand the City's quality of life amenities for residents and visitors (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Need to review & recommend security measures to combat vandalism.	PD/PW		A proposal has been submitted for consideration for the 2012-2016 CIP by the IT Committee and the PBG Director		
f. Develop & begin implementation of a "green plan" that identifies the City's role, through its facilities and programs, in contributing to a sustainable community	Continued involvement with the Papillion Creek Watershed Partnership	PW / Bldg & Grounds	ongoing	Sewer Foreman attending partnership meetings	Develop facility maintenance plan for PW, requirement of storm water plan.	
	Explore options to incorporate green building principals as city facilities are remodeled or new facilities are constructed	Bldgs & Grounds	ongoing	Completion of energy audit for City Hall/Community Center ; lighting rehab to PW building switched to LED		
6. Pursue action that enables the City to be more proactive on legislative issues & other areas of common interest						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Participate in UCSC to promote shared interests of La Vista and its partner communities	Continue regular meetings of the Mayors of Sarpy County communities	Admin	Ongoing			
	Shared Services Study Completion & Implementation	Admin/Fin/ PD/Fire	2012/13	Shared Services study underway; sub-committee meetings	Completion of data collection in Fall 2012; exploration of alternatives	
	Work with Sarpy County to resolve planning & sewer issues	PW	Ongoing	Interlocal regarding ETJ stormwater issues completed.		

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Strategic Plan 2012 - 2014

6. Pursue action that enables the City to be more proactive on legislative issues & other areas of common interest

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
b. Adopt and lobby on behalf of a legislative agenda specific to the City	Continue joint lobbying efforts with UCSC	Admin	Ongoing	Legislative agenda adopted annually	During the interim UCSC will be working to implement sales tax information legislation and to develop 2013 legislative agenda	
	Identify legislative issues of specific interest to La Vista and allocate resources for lobbying.	Admin	ongoing		Funding recommended in FY13 budget for additional lobbying services	
c. Redistrict City Council Wards	Work with MAPA to develop options for redistricting the City's Council wards.	Admin	Nov-11	Completed ward maps adopted by City Council	Public education.	Completed
	Communication of boundary changes to public.	Admin	ongoing thru Nov 2012 election		Press releases, CityWide articles & maps, social media	



City of La Vista

Strategic Plan 2012 - 2014

7. Adopt and implement standards of excellence for the administration of City services.

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. Ensure that the City is fiscally responsible while trying to meet the needs of a growing community	Diversify current & future fiscal resources to meet rising demands, while effectively controlling costs	all	immediate & ongoing			
	Update financial policies	Fin	FY 12 & 13			
	Utilize technology to create more efficient financial processes	Fin/Adm		Included in IT Technology Plan adopted by Council	Financial software to be included in CIP	
	Identify future revenue and funding requirements necessary to implement Capital Improvements Program (CIP), Master Facilities Plan (MFP) & annual capital purchases; develop options for meeting those requirements	Admin/CIP Committee/ Department Heads	immediate & ongoing	Internal meeting with bond counsel & fiscal agents to review and discuss financing options	Hold work session with Council to discuss financing options	
	Evaluation of City services that may need to be discontinued or contracted out	all	immediate & ongoing	Performance Measure statistics for FY11 submitted; complete results available late June	Recommendations as part of FY13 budget	
	Monitor, review and propose changes to city programs that have a significant financial impact such as contractual services, insurance and employee benefits	Admin/HR	immediate & ongoing		Employee Focus Group will continue to meet in 2012 to discuss potential future changes to benefits to minimize increases	
	Investigate the potential of collaborating with other agencies on programs and services that have a significant fiscal impact	Admin/HR	immediate & ongoing		Collaboration with other municipalities for property, casualty, worker's comp insurance audit.	

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City of La Vista

Strategic Plan 2012 - 2014

7. Adopt and implement standards of excellence for the administration of City services. (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
b. Maintain City's Volunteer Fire Department	Monitor current operational procedures in comparison to NFPA Standards	Fire	immediate & ongoing	Most recent data shows LVFD at (61%) of NFPA 1720 response times ≤ 9 minutes	Implement additional leadership training & educate department staff in city government relations-on going	
	Make recommendations for changes to bring Department into compliance with NFPA 1720 Standards for volunteer departments.	Fire	immediate & ongoing			
	Design and incorporate a firefighter residence program that will provide for manning at the D-2 fire station during the most vulnerable times of day.	Fire	FY 11	Residency program is currently on hold as Fire/EMS officers are exploring other options	Program recommendation for Council review and approval and determination of program interest prior to authorization to proceed with construction	
c. Provide for the transition of personnel into key City appointed positions through a succession plan	Begin preliminary planning work for District 1 Fire Station	Admn/FD/PB&G	Ongoing		Project placed in pending CIP projects	
	Fund and provide training opportunities	Admin	Ongoing		Recommendations as part of FY13 budget	
	Review and make recommendation regarding the City's policies for funding for employee educational assistance	HR	Spring 2013		Will discuss with employee focus group.	
	Continue regular meetings between mid-level supervisors and City Administrator	Admin	ongoing	Continue training & meeting opportunities.		

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Strategic Plan 2012 - 2014

7. Adopt and implement standards of excellence for the administration of City services. (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Continue to explore options for involving mid-level managers in organizational initiatives and special projects	All	ongoing	MLM involvement with Performance Measurements & service on PM team; MLM's preparing FY13 budgets related to respective service areas		
	Explore development of Supervisor Training program Consider establishing a City Hall internship for an up and coming supervisor	All	Spring 2013			
		Admin			Difficult to do at this time as a result of staffing issues. Will keep it on the list for future opportunities.	
d. Monitor & refine Pay for Performance (PFP) appraisal system	Meetings with employee advisory group to review efficiency & effectiveness of process	HR/ACA	Ongoing	changes to the rating scale were approved by Council in September	Group will continue to monitor , meet and discuss the PFP system	
	Ensure ongoing two-way communication with employees regarding the program and possible changes.	HR				
	Develop process for 360° Performance Evaluation Process	HR/ACA	Jan-13			
	Monitor and review trends in compensation programs such as variable pay, PFP, merit pay, etc. and make recommendations for any changes.	HR/ACA			Will review as part of the 2013 budget process	
e. Update the City's Emergency Preparedness Plan	Provide opportunities for appropriate staff and officials to receive emergency preparedness training	EMT Committee	Ongoing	In process of getting all employees certified at minimum level NIMS 700; Completed tabletop drill	Planning 2nd table top drill followed by full-scale disaster drill.	

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City of La Vista

Strategic Plan 2012 - 2014

7. Adopt and implement standards of excellence for the administration of City services. (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
f. Actively pursue funding opportunities for organizational strategic initiatives and projects consistent with departmental operations.	Communicate Emergency Preparedness Plan to elected officials through periodic review	Safety Committee	Ongoing	M & C attended A table-top exercise for elected officials and key City staff was held	Anticipate reviewing LEOP with elected officials at an upcoming Council meeting	
	Pursue grant opportunities	All	immediate & ongoing	Working to secure grant funding for Fire Training Officer & Police Officer positions; Bldgs & Grounds utilizing grant for tree plantings around city facilities; Hwy Safety grant submitted for Police car	When available, utilize 2010 US Census information to identify areas eligible for CDBG assistance; propose intern attend CDBG training	
	Track and report on grant applications and grants received.	Fin/All	Annual		Continue to provide annual reports for M&C	
g. Identify opportunities for developing Boards & Commissions	Develop orientation program for new B&C members	City Clerk/B&C staff	Fall 2012	Funding approved as part of FY12 budget		
	Provide training opportunities for B&C members	CC/B&C staff		Funding approved as part of FY12 budget		
	B&C review of pertinent sections of the Municipal Code	CC/B&C staff	FY13		Recommendations for compliance and/or updates	
h. Begin the process of developing a high performance work culture	Update B&C regarding Council's strategic priorities	Admin	Annual Fall			
	Provide opportunities for appropriate staff training		ongoing	3-Day In-house HPO training for DH/MLM August 2011; Leadership in Changing Times webinars for all employees; MLM's continue to attend LEAD		

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Strategic Plan 2012 - 2014

7. Adopt and implement standards of excellence for the administration of City services. (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)
	Implementation of Performance Measurement Program	All		ICMA-CPM Training held January 2012; Data collection January-March 2012; complete results due late June 2012	Anticipate first results in June 2012; budget recommendations for FY13 to include ongoing ICMA-CPM participation & National Citizen Survey
	Refine monthly department operational reports	All	ongoing		PW is in the process of developing monthly reports.
	Development of Mission Statement, Guiding Principals & Leadership Philosophy	DH/All	Summer 2013	Organizational values survey data compiled;	Currently working on draft Mission Statement & Guiding Principals to send out to employees and elected officials for feedback
	Ensure that citizen feedback is solicited and utilized in the evaluation and development of programs and services		2013		National Citizen Survey will be recommended as part of FY13 budget

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Strategic Plan 2012 - 2014

8. Insure efficient, effective investment in technology to enhance service delivery.

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
a. <u>Implement</u> long-range technology plan	Incorporation into CIP	IT Committee	Ongoing		Annual and long-range consideration with other capital projects	
	Provide opportunities for ongoing & regular two-way communication to ensure that Department Heads and staff are included in IT Strategic Plan implementation and updates	IT Committee	immediate & ongoing			
b. Develop a multi-year plan for financing technology improvements		IT Committee	Fall 2012	Forming a sub-committee to develop the plan		
c. Designate adequate resources to provide appropriate technology training for city staff		IT Committee	Ongoing	Sub-committee formed for IT training	Set up a process for departments to follow	