

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
FEBRUARY 4, 2014 AGENDA**

Subject:	Type:	Submitted By:
ADOPTION — STRATEGIC PLAN 2014 – 2016	◆ RESOLUTION ORDINANCE RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

A resolution has been prepared to adopt Strategic Plan 2014 - 2016.

FISCAL IMPACT

N/A.

RECOMMENDATION

Approval.

BACKGROUND

On Saturday, August 24, 2013 the Mayor and City Council held a work session with the City's management team to update the City's Strategic Plan. As a result, Strategic Plan 2014-2016 has been prepared and is attached for consideration.

The Council is being asked to adopt this plan with any additions or revisions deemed necessary. It is further understood that the identified goals and objectives may change as conditions warrant. Staff will provide regular updates at City Council meetings to keep the Mayor and Council informed on the progress being made.

RESOLUTION NO. _____

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF LA VISTA, NEBRASKA TO ADOPT STRATEGIC PLAN 2014 – 2016.

WHEREAS, the Mayor and City Council recognize the importance and value of having a deliberate planning process to help guide all facets of city government; and

WHEREAS, the Mayor and City Council believe that it is essential to set goals and review them periodically to ensure progress; and

WHEREAS, on Saturday, August 24, 2013 the Mayor and City Council held a work session to update the City's Strategic Plan in order to :

1. Ensure that the city's priorities are aligned with changing conditions and new opportunities.
2. Create shared commitments among council members and city staff concerning short-term and long-term endeavors.
3. Assess the city's present and future strengths, weaknesses, opportunities and threats; and

WHEREAS, the attached Strategic Plan 2014 – 2016 is developed as a collaborative effort between the Mayor and City Council and the City's management team and establishes the organizational priorities for a two year planning period.

NOW THEREFORE, BE IT RESOLVED that the Mayor and City Council of the City of La Vista, Nebraska, do hereby approve the Strategic Plan 2014 – 2016 as attached and presented at the February 4, 2014 City Council meeting.

PASSED AND APPROVED THIS 4TH DAY OF FEBRUARY, 2014.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Buethe, CMC
City Clerk

City of La Vista

Strategic Plan 2014 - 2016

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/PW	Spring 2015		Recommend process for development of design guidelines to include public participation component.	
	Prepare an infrastructure/drainage master plan	CD/PW	FY15			
	Master Developer Selection	CD/Admin	FY15		Determine process for selection of Master Developer.	
	1/2¢ Sales Tax Referendum	CD/Admin	FY14		Prepare materials for Council consideration of a Spring 2014 Ballot Question	
	Redevelopment Fund	CD/Admin	FY 15 Budget	Redevelopment fund has been established. No designated funding source at this time.	Determine necessity of creating Redevelopment Fund Tax Levy	
	Prepare financial/fiscal impact analysis for Phase 1	CD/Admin	FY 14			
	Identify actions and incentives to be provided by the City	CD/Admin	ongoing	Work has been completed to include TIF as a possible incentive in addition to other options.		

City of La Vista

Strategic Plan 2014 - 2016

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

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Design public improvements, obtain required permits & utility coordination. Coordinate with state on ROW design and streetscape improvements.	PW	FY 14	Request has been submitted to OPPD for transmission line burial on south end of golf course property. 84th Street signal coordination study now in progress	Meet with OPPD to determine extent of funding and construction schedule	
	Coordinate with Comp Plan update	CD/PW	ongoing		Prepare RFP	
	Ensure Municipal Facilities Plan update reflects and integrates with Vision 84	CD/Admin /PW	FY 14		Re-establish Municipal Facilities Committee to review and update the current plan	
	Keep public informed about issues and progress	CD/Admin	ongoing		Regular updates in quarterly newsletter and keep website current with relevant project information.	

City of La Vista

Strategic Plan 2014 - 2016

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

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
b. Develop & cultivate relationships with commercial/shopping center owners, developers, leasing agents and retailers	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	Ongoing effort to generate interest in Entertainment District.	Promote & provide information to those interested in the City's development opportunities.	
	Continued ICSC Participation & Exposure	Admin/CD	immediate & ongoing		ICSC 2014 Attendance and Exhibition & Meetings	
	Continue to market La Vista to targeted retailers, restaurants & corporations	Admin/CD	ongoing		Determine appropriateness of current marketing materials.	
	Work with property owners/tenants and/or their representatives to facilitate implementation of Vision 84	CD/Admin	ongoing	Letters sent out to Brentwood Crossing property owners announcing intent to acquire as part of the potential acquisition process	To be determined based on identified funding source.	
	Develop inventory of vacant commercial/retail properties and link to site that lists available properties	CD	ongoing		Make a determination on how this can be accomplished.	
c. Work to ensure adequate public transportation	Continue working with Metro for increased and better service routes; possible park & ride	CD/PW	immediate & ongoing	Multiple meetings with MAT regarding service in Sarpy County; rerouting of Express 93 is complete. Heartland Connection Regional Transit Vision is complete	Continue to work with Metro as 84th St. development evolves	



City of La Vista

Strategic Plan 2014 - 2016

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	FY 14	RFP being developed		
	Development of community wide Strategic Plan.	CD/Admin	FY 15		Incorporated as part of the Comp Plan update	
	Consultant selection	CD	FY 14		Issue RFP in accordance with approved schedule	
	Comprehensive Plan Update Process underway	CD	FY 15			
b. Implementation of annexation plan	Review and update annexation plan annually	Fin/CD	Feb/March 2014		Annual review & update of long range annexation plan	
	Determine capacity to provide services for areas to be considered for annexation	All	ongoing		Review as part of annual CIP and Long Range Financial Plan	
	Communicate annexation plan & property tax implications to residents and businesses	CD/Admin	TBD based on plan			
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	
	Investigate funding sources for Arterial Street Improvement Program and Railroad Transportation Safety District	PW	immediate & ongoing	Initial meetings with Sarpy County have taken place	Continue to work with Sarpy County/Cities	
	Incorporate infrastructure improvements as part of the CIP process	PW	ongoing	Funding included in FY14 for year(1) of the CIP	Begin CIP process for 2015-2019	

City of La Vista

Strategic Plan 2014 - 2016

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 and public facilities through CIP	Submit public facility improvements as part of the CIP process	PW/CIP Committee	ongoing		Begin CIP process for 2015-2019	
	Ensure attractive neighborhoods by strengthening & enforcing building & environmental 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			
	Evaluate using a private vendor to complete property clean up and mowing	PW	Spring 2014		Recommendations as part of the FY15 budget preparation process	
b. Monitor efficiency & effectiveness of rental housing inspection program	Prepare & present annual Rental Housing Inspection Program (RHIP) overview to Mayor & Council along with any recommended revisions to the code.	CD	ongoing			
	Pursue enforcement actions	CD	ongoing		Develop a strategy to pursue penalties	
c. Continue developing strategy to address erosion & maintenance issues related to Thompson Creek	Develop final plans for channel stabilization improvements and pursue additional funding options.	PW	immediate & ongoing	Partial funding obtained through Environmental Trust & NDEQ Grants.	Perform water quality monitoring; continue to secure future grants from these agencies and pursue additional funding sources	
	Begin seeking Corps permits and coordinate with utility companies	PW	immediate & ongoing		Anticipate beginning process in FY13	
	Begin construction of channel improvements	PW	FY15	Partial grant funding has been secured for construction work	Construction dependent on securing grant funding.	
	Evaluate need for Neighborhood Revitalization Program	CD	FY 15		Incorporate recommendation as part of the Comp Plan update	



City of La Vista

Strategic Plan 2014 - 2016

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 citizen-council engagement	Conduct town hall or neighborhood meetings in various venues	Admin	Ongoing	Mayfair new resident meeting	Significant opportunities as part of the Comp Plan update and Strategic Plan development	
	Continue to provide citizen education on City activities and performance	All	Ongoing		Strategic Plan Development to be recommended in conjunction with Comp Plan update	
	Recommendation for citizens leadership academy program	Admin	FY 15		Research similar programs and provide recommendation	
	Recommendation for Mayor's youth leadership council	Admin/ Library	FY 15		Research similar programs; Develop Pilot Program in conjunction with Library Teen Group Participants. Explore opportunities with the LVCF	
	Provide funding for update of community marketing materials	Admin	ongoing			
	Develop community branding strategy	Admin	FY 16		Utilize information obtained through citizen participation in Strategic Planning process	
	Identify opportunities for cooperative efforts with outside agencies	All	ongoing	Spread the Warmth Coat Drive		

City of La Vista

Strategic Plan 2014 - 2016

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 opportunities that bring residents together for celebration, leisure or civic engagement	Look for opportunities to initiate or improve ongoing events such as community movie nights & summer concerts	Concert & Movie Night Committee	Ongoing		Recommendations to be made by the Executive Committee	
	Identify & promote development of new cultural amenities in partnership with other community groups such as the LaVista Community Foundation, area Chambers of Commerce & local service groups.	All	ongoing			
	Address the needs associated with the City's aging swimming pool facility.	All	ongoing		Continue to operate pool until major expenditures warranted; consider alternatives	
b. Plan for recreation programs and services based on Programming Study	Develop Recreation Program Master Plan to evaluate existing programs & establish direction for future planning and programming	Rec	FY14	Funding included as part of FY14 Budget, and RFP, project scope and timeline development is underway.	Present RFP, project scope and timeline to Mayor and Council	
	Research & recommend new programs or changes to existing programs	Rec/Library	ongoing	2014 New Programs: Pancakes and pajamas, snow flake slurry, afternoon holiday movie, junk in your trunkcommunity center Lego club, rainbow craft day, remote control car racing, Box car races, sugar cone christmas tree decorations, drop-in pickle ball, spy camp, gross science camp, color camp, music and movement camp, gaming un-plugged camp, snack attack cooking camp		
	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities based on Programming Study.			Working with Community Relations Coordinator to improve marketing practices. Utilizing Constant Contacts, Facebook & Twitter	Develop new program guide	



City of La Vista

Strategic Plan 2014 - 2016

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
c. Maintain and enhance City's existing & future park areas & green spaces	Develop a plan for financing park amenities.	Park Committee	ongoing			
	Prepare and present to M&C for adoption 1 & 4 Year Tree Plan (<i>in accordance with section 94.14 of the municipal code</i>)	Park Committee & Park & Rec Advisory Board	FY 14	Funding included in parks budget for development and implementation of this plan.	Presentation of plan to Mayor and Council	
	Need to review & recommend security measures to combat vandalism.	PD/PW	ongoing			
d. 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	City Rain Barrel Program is in progress.	Develop facility maintenance plan for PW associated with storm water plan.	
	Explore options to incorporate green building principals as city facilities are remodeled or new facilities are constructed	Bldgs & Grounds	ongoing		Upgrade light fixtures throughout city hall and community center as current lights or ballasts need replacement.	

City of La Vista

Strategic Plan 2014 - 2016

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			
	Work with Sarpy County to resolve planning & sewer issues	PW	Ongoing	Interlocal regarding ETJ stormwater issues completed.		
b. Adopt and lobby on behalf of a legislative agenda specific to the City	Continue joint lobbying efforts with UCSC	Admin	Ongoing	LB 867 (Sales & Use Tax Info) advanced out of committee	Monitor legislation	
	Identify legislative issues of specific interest to La Vista and allocate resources for lobbying.	Admin	ongoing			



City of La Vista

Strategic Plan 2014 - 2016

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	Finance	FY 15			
	Utilize technology to create more efficient financial processes	Finance/ Admin	See CIP	Council authorized RFP for Consultant to assist in project.	Consultant selection	
	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	All	immediate & ongoing	Development of Financial Planning Model	Working on long range financial plan	
	Evaluation of City services that may need to be discontinued or contracted out	All	immediate & ongoing		Recommendations from Performance Measure Team	
	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		Recommendations from the Focus Group on sustainable solutions to the City's health insurance plan.	
	Investigate the potential of collaborating with other agencies on programs and services that have a significant fiscal impact	All	immediate & ongoing	Report received from Charlesworth Associates on potential of creating a workers comp pool with several other Nebraska cities.	Working with Papillion on the transition of the Fire Department. Working with three other cities to evaluate insurance options.	



City of La Vista

Strategic Plan 2014 - 2016

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. Manage the transition of the La Vista Volunteer Fire Department	Facility Improvements		Apr-14	Remodel of District I Fire will be complete on Feb. 15		
	Monitor Contract	PD	Ongoing			
	Integration with other City Departments		ongoing			
c. Provide for the transition of personnel into key City appointed positions through a succession plan	Fund and provide training opportunities	Admin	Ongoing			
	Development of Leadership Training Program for Non-Supervisory Personnel	Admin	FY 15			
	Continue to explore options for involving mid-level managers in organizational initiatives and special projects	All	ongoing		Work on follow up to National Employee Survey	
	Explore development of Supervisor Training program	All	Fall 2014			
d. Monitor & refine Pay for Performance (PFP) appraisal system	Meetings with employee advisory group to review efficiency & effectiveness of process	HR/Admin	immediate & ongoing	Changes to the rating scale were approved by Council in September 2011. Discussion of current program recently held with employees at all levels. Based on those discussions the decision was made to revise current performance evaluation instrument and discontinue use of Success Factors.	Advisory Group will begin work on developing a new performance evaluation instrument with a goal of implementing in the Fall of 2014	
	Ensure ongoing two-way communication with employees regarding the program and proposed changes.	HR/Admin				



City of La Vista

Strategic Plan 2014 - 2016

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
e. Maximize the City's emergency preparedness	Develop process for 360° Performance Evaluation Process	HR/Admin	FY 16	Was incorporated as part of the City Administrator's 2013 evaluation	Following changes to employee appraisal process, develop a program for Department Head 360 evaluations.	
	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 2nd tabletop drill & full scale disaster drill.		
	Communicate Emergency Preparedness Plan to elected officials through periodic review	Safety Committee	Spring 2014		Review LEOP with elected officials at an upcoming Council meeting	
f. Actively pursue funding opportunities for organizational strategic initiatives and projects consistent with departmental operations.	Update La Vista's LEOP to be more customized for La Vista	Safety Committee	Spring 2015			
	Pursue grant opportunities	All	immediate & ongoing	Environmental Trust Funds have been secured, awaiting the status of securing NDEQ grant funds.	Identify areas eligible for CDBG assistance.	
g. Identify opportunities for developing Boards & Commissions	Track and report on grant applications and grants received.	Fin/All	Annual		Continue to provide annual reports for M&C	
	Develop orientation program for new B&C members	City Clerk/B&C staff	FY 14	Draft of Orientation manual presented to City Administrator for review.	Complete orientation manual and process. Begin orientation process with new board and commission members.	
	Provide training opportunities for B&C members	CC/B&C staff	FY14	Funding requested as part of FY14 budget.		
	B&C review of pertinent sections of the Municipal Code	CC/B&C staff	FY14	Begin after orientation program completed.	Recommendations for compliance and/or updates	



City of La Vista

Strategic Plan 2014 - 2016

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
	Update B&C regarding Council's strategic priorities	Admin	Annual Fall			
h. Continue the process of developing a high performance work culture	Provide opportunities for appropriate staff training		ongoing	Funding for (1) MLM to attend LEAD included in FY14 Budget		
	Regular employee meetings with City Administrator	Admin	ongoing			
	Implementation of Performance Measurement Program	All	Immediate & Ongoing	3rd year of data collection has begun.	PM Group continues to meet discussing comparable Cities and reporting methods	
	Refine monthly department operational reports	All	ongoing		PW and B&G are in the process of refining their monthly reports.	
	Development of Mission Statement, Guiding Principals & Leadership Philosophy	DH/All	FY 14		Roll out of Mission Statement and Values in December of 2013	
	Ensure that citizen feedback is solicited and utilized in the evaluation and development of programs and services		2013	National Citizen Survey conducted February 2013, final report was received in March		



City of La Vista

Strategic Plan 2014 - 2016

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. Implement long-range technology plan and review regularly to ensure priorities remain accurate	Incorporate recommendations into CIP as finances allow.	IT/CIP Committees	Ongoing			
	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			
		IT Committee	Fall 2014	Forming a sub-committee to develop the plan		
b. Develop a multi-year plan for financing technology		IT Committee	Ongoing	Sub-committee formed for IT training (New Horizons training through Sarpy County)	Set up a process for departments to follow, need feedback from Department Heads	
c. Designate adequate resources to provide appropriate technology training for city staff		IT Committee				