

ITEM C

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
NOVEMBER 3, 2015 AGENDA**

Subject:	Type:	Submitted By:
STRATEGIC PLAN PROGRESS REPORT	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

SYNOPSIS

On February 4, 2014 the City Council adopted the updated strategic plan that was developed during the work session held by the Mayor and City Council on August 24, 2013. This is the fifth progress report since the adoption of the plan.

FISCAL IMPACT

N/A.

RECOMMENDATION

Receive/File.

BACKGROUND

On Saturday, August 24, 2013 the Mayor and City Council held a strategic planning work session. As a result, the collaborative effort with the management team produced the City's Strategic Plan for 2014-2016 which Council approved via Resolution No. 14-011.

City of La Vista

Strategic Plan 2015 - 2017

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 Vision 84 Strategic Implementation priorities	CD/Admin	FY 16	Held first work session in October.	Additional City Council Work Sessions	
	Pursue Phase 1 Land acquisition initiative	CD/Admin	FY 16			
	Develop design guidelines for buildings and public realm amenities	CD/PW	TBD		To be completed in conjunction with a master developer yet to be identified	
	Prepare an infrastructure/drainage master plan	CD/PW	TBD			
	Master Developer Selection	CD/Admin	FY15		Determine process for selection of Master Developer.	
	Update Market Study	CD/Admin	FY 15/16		TBD in conjunction with Master Developer Selection Process	
	Prepare financial/fiscal impact analysis for Phase 1	CD/Admin	Spring 2016			
	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 2015 - 2017

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
	Identify scope of public improvements, obtain required permits & utility coordination. Coordinate with state on ROW design and streetscape improvements.	PW	TBD	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	Joint CC/PC/PR meeting in late Sept., Neighborhood Choice Workshops at all elementary schools.		
	Monitor and Update Municipal Facilities Plan to ensure integration with implementation of Vision 84 and Civic Park Master Plan	CD/Admin /PW	Ongoing		Review the Municipal Facilities Plan for City Hall Campus and recommend changes as necessary.	
	Maintain record of actions/milestones related to redevelopment. 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 2015 - 2017

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	Announcement of MultiSports Complex Project; Costco is going through development process	Promote & provide information to those interested in the City's development opportunities.	
	Make determination on continued ICSC attendance	Admin/CD	FY 16	Attendance, exhibit and meetings at 2015 ICSC Recon.	Work with landowners to identify targets and develop meeting strategy and related booth updates.	
	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			
	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 Area Transit (MAT) for increased and better service routes; possible park & ride	CD/PW	immediate & ongoing		Continue to work with MAT as 84th St. development evolves	



City of La Vista

Strategic Plan 2015 - 2017

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	Development of community wide Strategic Plan.	CD/Admin	FY 15		Incorporated as part of the Comp Plan update	
	Comprehensive Plan Update Process underway	CD	FY 15	Joint CC/PC/PR meeting in late Sept., Neighborhood Choice Workshops at all elementary schools.		
b. Implementation of annexation plan	Review and update annexation plan annually	Finance/CD	ongoing		No annexations planned for FY 16.	
	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	Sarpy County has adopted ASIP.	Continue to work with Sarpy County/Cities	
	Incorporate infrastructure improvements as part of the CIP process	PW	ongoing			



City of La Vista

Strategic Plan 2015 - 2017

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	Several facility improvement projects were completed in FY 15.	Remaining facility projects to be completed in FY 16.	
	Ensure attractive neighborhoods by strengthening & enforcing building & environmental codes.	CD/PD/PW	Fall 2015		Recommended changes to building code to address issues related to vacant properties to Council in January.	
	Work to be more proactive in code enforcement	PD	ongoing	Citations issued to repeat offenders		
	Evaluate using a private vendor to complete property clean up and mowing	PW	Spring 2016		Develop 5 year report on property clean ups to determine needs.	
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	Monthly status reports being provided; inspections have resumed with assistance from PW staff.	Continue to monitor, compile information and prepare an annual status report; review ordinance for potential changes	
	Pursue enforcement actions	CD	ongoing	Enforcement actions are underway		
c. Continue developing strategy to address erosion & maintenance issues related to Thompson Creek	Begin construction of channel improvements	PW	FY15	Construction is underway.	Construction work scheduled for completion October of 2015.	
	Evaluate need for Neighborhood Revitalization Program	CD	FY 15		Recommendation as part of the Comp Plan update	
	Development of a planting plan for Thompson Creek	PW/CD	immediate & ongoing	Consultant hired.	Develop plan, prepare an estimate, and seek funding.	
	Improve watershed management	PW/CD	ongoing	2015 Bioblitz event and additional outreach efforts.		



City of La Vista

Strategic Plan 2015 - 2017

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	Neighborhood Choice Workshops in September.	Neighborhood Choice Online Survey for citizens in November	
	Continue to provide citizen education on City activities and performance	All	ongoing	Public Works Open House on June 6th, 2015.		
	Recommendation for citizens leadership academy program	Admin	FY 16		Research similar programs and provide recommendation	
	Recommendation for Mayor's youth leadership council	Admin/PD	FY 15	Mayor's Youth Leadership Program currently underway. First session held 10-20-15.	Monthly meetings	
	Provide funding for update of community marketing materials	Admin	ongoing			
	Develop community branding strategy	Admin	FY 16	Funding included in FY16 Budget	Establish timeline	
Identify opportunities for cooperative efforts with outside agencies	All	ongoing	Field usage interlocal with PLCS girls softball program, South Sarpy Sewer Interlocal Agreement and Hell Creek Interlocal with Omaha and NRD.		Interlocal with Papillion on salt storage and fuel island	



City of La Vista

Strategic Plan 2015 - 2017

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	All	ongoing	Concert at National Night Out in August 2015; Taste of La Vista in June.	Explore potential of continuing Taste of La Vista	
	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	La Vista Bio Blitz in October 2015.		
	Address the needs associated with the City's aging swimming pool facility.	All	ongoing		Continue to operate pool.	
b. Plan for recreation programs and services	Develop Recreation Program Master Plan to evaluate existing programs & establish direction for future planning and programming	Rec	FY 16	Recreation survey to gather input on current and future programs and facilities.		
	Research & recommend new programs or changes to existing programs	Rec/Library	ongoing	New Programs: Parent's Morning Out, Play...Create...Explore, Little Builders, Discover Great Stories, Punt, Pass & Kick, Super Hero Academy, Lego Water Challenge, Star Wars Party, Library Card Pool Party, Preschool Craft Program, Pumpkin Decorating, Little Chefs Cooking Classes		
	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities	Rec/Admin	ongoing		Continue evaluating new marketing tactics including developing new recreation program guide	Rebranded La Vista Daze to Salute to Summer Festival



City of La Vista

Strategic Plan 2015 - 2017

5. Improve and expand the City's quality of life amenities for residents and visitors <i>(continued)</i>						
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	Accessory improvement funding incorporated as a component of the FY 16 Parks Maintenance budget.	City Council Work Sessions to review Park Plans.	
	Prepare and present to M&C for adoption 1 & 5 Year Tree Plan <i>(in accordance with section 94.14 of the municipal code)</i>	Park Committee & Park & Rec Advisory Board	FY 16	Draft plan was submitted to Park & Rec. Advisory Board. Currently being finalized for presentation to Council.	Presentation of plan to Mayor and Council in December.	
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	ongoing	Continued promotion of the Rain Barrel Program. Incorporation of Rain Gardens and Bio Basins (City Hall, 73rd & Park View Blvd.)	Develop facility maintenance plan for public facilities associated with storm water management. Examine funding options such as storm water utility legislation.	
	Explore options to incorporate green building principles as city facilities are remodeled or new facilities are constructed	PW	ongoing		Explore possibility of zero waste or recycling programs for City facilities	Two new CNG Public Works Trucks have been received and are in operation.



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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	Meetings with Sarpy County regarding Sarpy Industrial Sewer; Southern Ridge Wastewater Study participation	Interlocal Cooperation Agreement - Sarpy Sewer Study.	
b. Adopt and lobby on behalf of a legislative agenda specific to the City	Continue joint lobbying efforts with UCSC	Admin	ongoing			
	Identify legislative issues of specific interest to La Vista and allocate resources for lobbying.	Admin	ongoing	Letter to Urban Affairs Committee - Interim study, pursue hearing on Economic Development Incentives	Continue to try and address the impact of State Economic Development incentives	



City of La Vista

Strategic Plan 2015 - 2017

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 17		Software implementation followed by updates to policies	
	Utilize technology to create more efficient financial processes	Finance/ Admin	FY 16	RFP to Council on Sept. 1, 2015.	Vendor selection in Jan. 2016	
	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 Long Range Fiscal 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	Upgrade to bond rating by Moody's Investors.	Consideration of workers compensation classification audit.	
	Investigate the potential of collaborating with other agencies on programs and services that have a significant fiscal impact	All	immediate & ongoing			Interlocal agreement with PLCS for improvement to softball field at City Park.

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Strategic Plan 2015 - 2017

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 contract for Fire Services	Monitor Contract	PD	ongoing			
	Integration with other City Departments		ongoing	Joint training with P.D. Partnership in other community events. New Fire Codes have been adopted	Quarterly reports at Council Meetings	
c. Provide for the transition of personnel into key City appointed positions through a succession plan	Fund and provide training opportunities	Admin	ongoing			
	Consider development of Leadership Training Program for Non-Supervisory Personnel	Admin	FY 16			
	Continue to explore options for involving mid-level managers in organizational initiatives and special projects	All	ongoing	Joint meeting with Comprehensive Plan consultants and Leadership Team in September.		
	Explore development of Supervisor Training program	All	TBD			
d. Monitor & refine Pay for Performance (PFP) appraisal system	Meetings with employee advisory group to review efficiency & effectiveness of process	HR/Admin	immediate & ongoing	Steering Committee meets weekly.	Presentation to Council in October. Staff training in early 2016.	
	Compensation Study	HR/Admin	FY 16		Establish timeline	
	Ensure ongoing two-way communication with employees regarding the program and proposed changes.	HR/Admin		CA has discussed conceptual changes with M&C. Meetings with Employee Groups currently underway.	Adoption of new performance appraisal policy by Council in Nov.	
	Develop process for 360° Performance Evaluation Process	HR/Admin	FY 16		Following changes to employee appraisal process, develop a program for 360 evaluations for Managers.	



City of La Vista

Strategic Plan 2015 - 2017

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	Provide opportunities for appropriate staff and officials to receive emergency preparedness training	EMT Committee	ongoing	PW/PD did meet & greet with Papillion Fire to familiarize the staff with each other	Tabletop exercise to prepare for long term event	
	Communicate Emergency Preparedness Plan to elected officials through periodic review	Police	FY 15		Review LEOP with elected officials at Council Meeting in Fall 2015	
	Update La Vista's LEOP to be more customized for La Vista	Police	Fall 2015			
f. Actively pursue funding opportunities for organizational strategic initiatives and projects consistent with departmental operations.	Pursue grant opportunities	All	immediate & ongoing	Environmental Trust Funds and PMRNRD grants have been secured, awaiting the status of securing NDEQ grant funds. NET grant has been secured for CNG vehicles.	Identify areas eligible for CDBG assistance.	
	Track and report on grant applications and grants received.	Finance/All	Annual	Tracking for year-end report	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	FY 16	Orientation manual completed and distributed to various B&C's		
	Provide training opportunities for B&C members	CC/B&C staff	FY 16			
	B&C review of pertinent sections of the Municipal Code	CC/B&C staff	FY 16	Begin after orientation program completed.	Recommendations for compliance and/or updates	
	Update B&C regarding Council's strategic priorities	Admin	Annually			

City of La Vista

Strategic Plan 2015 - 2017

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
h. Continue the process of developing a high performance work culture	Provide opportunities for appropriate staff training	Admin/HR	ongoing			
	Regular employee meetings with City Administrator	Admin	ongoing			
	Development of an Employee Orientation Program for new employees	Admin	FY 16			
	Implementation of Performance Measurement Program	All	FY 16	Transition to ICMA Insights platform is complete	Development of Year End Progress Report for Citizens	
	Refine monthly department operational reports	All	ongoing			
	Incorporation of Mission Statement, Guiding Principals & Leadership Philosophy into City work culture.	Managers/All	ongoing			Implementation into new performance evaluation process
	Ensure that citizen feedback is solicited and utilized in the evaluation and development of programs and services	Admin	FY 16		Funding for National Citizen Survey included in FY16 Budget.	Establish timeline for survey



City of La Vista

Strategic Plan 2015 - 2017

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	Council Chamber Technology upgrade completed in May 2015	Development of business continuity plan in 2017	
	Provide opportunities for ongoing & regular two-way communication to ensure that Managing Directors, Managers and staff are included in IT Strategic Plan implementation and updates	IT Committee	immediate & ongoing		Assesment of IT Committee structure, function and membership	
b. Develop a multi-year plan for financing technology improvements		IT Committee	ongoing			
c. Designate adequate resources to provide appropriate technology training for city staff		IT Committee	ongoing	Sub-committee formed for IT training (New Horizons training through Sarpy County)	Set up a process for departments to follow	