

**CITY OF LA VISTA  
MAYOR AND CITY COUNCIL REPORT  
JUNE 3, 2008 AGENDA**

<b>Subject:</b>	<b>Type:</b>	<b>Submitted By:</b>
ADOPTION — STRATEGIC PLAN	◆ RESOLUTION ORDINANCE RECEIVE/FILE	BRENDA S. GUNN CITY ADMINISTRATOR

**SYNOPSIS**

A resolution has been prepared to adopt the strategic plan that was developed during the annual strategic planning work session held by the Mayor and City Council on March 8, 2008.

**FISCAL IMPACT**

N/A.

**RECOMMENDATION**

Approval.

**BACKGROUND**

On Saturday, March 8, 2008 the Mayor and City Council held their annual strategic planning work session. As a result, the collaborative effort with the management team produced the City's Strategic Plan for 2008-2010, a draft of which is attached for your review. Staff has also identified action steps, timetables and responsible parties. 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 continue to provide quarterly 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 THE STRATEGIC PLAN FOR 2008-2010 AS ATTACHED.

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, the Mayor and City Council held their annual strategic planning work session on Saturday, March 8, 2008 to:

1. Align the city's priorities 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 for 2008-2010 was 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 for 2008-2010 as attached and presented at the June 3, 2008 City Council meeting.

PASSED AND APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2008.

CITY OF LA VISTA

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Douglas Kindig, Mayor

ATTEST:

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Pamela A. Buethe, CMC  
City Clerk



## **City of La Vista, Nebraska Strategic Plan for 2008-2010**

As a part of the annual strategic planning work session the Mayor and City Council developed and has adopted this strategic plan to position the city government to meet La Vista's future needs.

## 1. Pursue revitalization of the 84<sup>th</sup> Street corridor

**Key objectives:**

- a. Educate the community that revitalization of the 84<sup>th</sup> Street corridor is twofold which includes dealing with the loss of businesses and vacant storefronts as well as potential redevelopment of the corridor

**Responsible Parties:** Administration

**Action Steps:**

- Utilize press releases, quarterly *CityWise* newsletter, website to inform the public about issues and progress related to 84<sup>th</sup> Street.

**Timeline:** Immediate & ongoing

- b. Seek professional services to bring new ideas to the table and offer advice on next steps in plan development

**Responsible Parties:** Administration & Community Development

**Action Steps:**

- Identify and secure funding for project
- Develop project scope & proposed timeline
- Prepare RFQ/RFP documents
- Select consultants

**Timeline:** Begin process immediately in anticipation of having consultant on board in Fall 2008

- c. Engage stakeholders in exploring options and contributing to a long-term vision for the corridor

**Responsible Parties:** Mayor, Council, Administration & Community Development

**Action Steps:**

- Consider appointing an 84<sup>th</sup> Street Vision Steering Committee
- Identify stakeholders & encourage active participation in the visioning process
- Identify community resources
- Pursue discussions with the cities of Papillion and Ralston about inter-local cooperation in corridor redevelopment.

**Timeline:** Fall 2008 & ongoing

**d. Seek consensus on a long-term corridor vision that includes a “city centre”**

**Action Steps:**

- “City Centre” concept being considered as a part of the municipal facilities plan currently underway.
- Stay abreast of potential opportunities to facilitate the “City Centre” concept

**Timeline:** Ongoing

**e. Consider public improvements that could stimulate private development of the corridor**

**Responsible Parties:** Administration, Public Administration, Public Works

**Action Steps:**

- Work with NE Department of Roads on the transition of 84<sup>th</sup> Street from a State Highway to local arterial
- Coordinate with neighboring cities

**Timeline:** Immediate

**f. Rigorously pursue actions to encourage property owners with vacant space, especially owner of former Wal-Mart property, to lease or sell their property to viable businesses**

**Responsible Parties:** Mayor, Administration, Community Development

**Action Steps:**

- ICSC Meeting with Kroenke representative
- Provide additional information to Kroenke as requested
- Coordinate meeting with property decision maker(s)
- Develop inventory of vacant commercial/retail properties and provide direct links to site that lists properties available for development

**Timeline:** Immediate & ongoing

**g. Develop and cultivate relationships with commercial/shopping center owners, developers, leasing agents and retailers**

**Responsible Parties:** Mayor, Administration, Community Development

**Action Steps:**

- Continued Participation & Exposure
  - ICSC Alliance — Jan/Feb 2009 (Omaha)... La Vista may have an opportunity to help in planning this event.
  - ICSC Annual Conference — May 2009
- Continue to market La Vista to targeted retailers & restaurants

**Timeline:** Immediate & ongoing

## 2. Provide for planned, fiscally responsible expansion of the city's boundaries.

*Key objectives:*

- a. Adopt a long-range plan for the annexation of both residential and industrial subdivisions

**Responsible Parties:** All departments will be involved with primary responsibility to Community Development, Finance & Administration

**Action Steps:**

- Community Development and Finance prepare detailed plan based on discussion from the 2008 Annual Strategic Planning workshop.
- Draft to Council by 2009 Strategic Planning Workshop

**Timeline:** Plan adoption Spring 2009

- b. Plan for infrastructure improvements necessitated by growth in the city's capital improvement budget

**Responsible Parties:** Administration, Finance & Public Works

**Action Steps:**

- Submit public infrastructure improvements as part of the CIP process

**Timeline:** Ongoing

- c. Communicate the annexation plan and property tax implications to residents and businesses located in new growth areas

**Responsible Parties:** Administration

**Action Steps:**

- Letters to property owners
- Quarterly newsletter
- Website
- Public Meetings

**Timeline:** TBD based on plan.

### 3. Maintain the quality of older residential neighborhoods

*Key objectives:*

- a. Provide for essential maintenance and priority improvements in neighborhood public facilities through the city's capital improvement plan

**Responsible Parties:** Public Works

**Action Steps:**

- Submit public facility improvements as part of the CIP process.

**Timeline:** Ongoing

- b. Ensure attractive neighborhoods by strengthening and enforcing city building and environmental codes

**Responsible Parties:** Community Development

**Action Steps:**

- Review and propose improvements to municipal codes.
- Continue to be proactive in code enforcement.

**Timeline:** Ongoing

- c. Contribute to the safety and attractiveness of rental housing through the implementation of a rental inspection program

**Responsible Parties:** Community Development

**Action Steps:**

- Develop proposal for rental housing program.
- Recommend program as part of the FY 08/09 budget

**Timeline:** Summer 2008

- d. Continue to develop strategy to address the erosion and maintenance issues related to Thompson Creek

**Responsible Parties:** City Engineer, Public Works, Community Development, Administration

**Action Steps:**

- Identify potential funding sources through grant applications
- Provide regular progress reports
- Based on funding refine the scope and develop project timeline

**Timeline:** Immediate & ongoing

#### 4. Strengthen a sense of shared community identity among residents and businesses.

*Key objectives:*

- a. Provide leadership to accomplish a significant celebration of the community's 50<sup>th</sup> anniversary.

**Responsible Parties:** Administration

**Action Steps:**

- Document La Vista's history and retain the services of an author to write the La Vista Story.
- Engage the La Vista Community Foundation in the planning of 50th Anniversary celebration events.
- In conjunction with the LVCF, identify a 50<sup>th</sup> Anniversary Celebration committee.

**Timeline:** Committee established by Summer of 2008; La Vista story completed in 2010.

- b. Develop and aggressively market a La Vista community identity through strategic partnerships with the Chamber of Commerce and the Community Foundation

**Responsible Parties:** Administration

**Action Steps:**

- Provide funding for community marketing materials
- Complete "The Economic Report" documentary & provide for distribution in DVD format
- Identify opportunities for cooperative efforts with Chamber and Foundation

**Timeline:** Immediate & Ongoing.

- c. Develop new opportunities to engage citizens in city decision making, including the city's citizen boards and commissions

**Responsible Parties:** Administration

**Action Steps:**

- Develop citizens leadership academy program
- Develop Mayor's youth leadership council

**Timeline:** Dependent on the addition of staff.

## 5. Improve and expand the city's quality of life amenities for residents and visitors to the community.

*Key objectives:*

- a. Prepare a final swimming pool plan and cost estimate for voter referendum, and take appropriate action based on election outcome

**Responsible Parties:** Administration, Finance & Recreation

**Action Steps:**

- Recommendation presented to the Mayor & Council
- Mayor & Council determine project to be submitted to voters
- Based on project scope estimate operational costs and prepare for bond issue

**Timeline:** Fall 2008

- b. Identify options for creation of public green space with the property owner of the sod farm and develop a plan

**Responsible Parties:** Administration, Comm. Dev., Public Works & Recreation

**Action Steps:**

- Explore opportunities with the La Vista Community Foundation
- Provide funding for plan development in FY 08/09 budget.

**Timeline:** Immediate & ongoing

- c. Expand recreation programs and services for adults

**Responsible Parties:** Recreation

**Action Steps:**

- Evaluate existing adult and senior programs for popularity and effectiveness
- Research and recommend new programs or changes to existing programs.

**Timeline:** Report on existing programs Spring 2009 & Ongoing

- d. Initiate development of other high priority quality of life amenities identified by residents through the citizen survey

**Responsible Parties:** All

**Action Steps:**

- Identify and promote development of new cultural amenities in partnership with other community groups

**Timeline:** Ongoing.

- e. Contribute to conservation of resources through city administrative practices and development regulations.

**Responsible Parties:** All, Public Buildings & Grounds

**Action Steps:**

- Continued involvement with the Papillion Creek Watershed Partnership
- Explore the development of an organizational recycling program

**Timeline:** Watershed partnership ongoing. Recommendation regarding recycling program Spring 2009.

## **6. Pursue action that enables the City to be more proactive on legislative issues**

*Key objectives:*

- a. Participate actively in the United Cities of Sarpy County to promote the shared interests of La Vista and its partner communities

**Action Steps:**

- Continue regular meetings of the Mayors of Sarpy County communities

- b. Adopt and lobby on behalf of a legislative agenda specific to the City

**Action Steps:**

- Continue joint lobbying efforts with United Cities of Sarpy County on items of mutual interest.
- Identify legislative issues of specific interest to La Vista and allocate resources for lobbying efforts

**Timeline:** Ongoing

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

*Key objectives:*

- a. Retain City's Volunteer Fire Department by achieving compliance with national Fire Protection Standards (NFPA) for volunteer fire departments

**Responsible Parties:** Fire

**Action Steps:**

- Determine most effective methods to reduce response times and retain membership

**Timeline:** Immediate & Ongoing

- b. Provide for the orderly and uninterrupted transition of personnel into key city appointed positions through a succession plan

**Responsible Parties:** All Departments

**Action Steps:**

- Utilize hiring process as an opportunity to review position descriptions to articulate long term organizational expectations
- Fund and provide training opportunities
- Provide succession planning training to the Management Team
- Review and make recommendation regarding the City's policies for funding for employee educational assistance.
- In conjunction with a local educational institution develop a training program for mid-level supervisors tailored to the needs of our organization.
- Establish quarterly meetings between mid-level supervisors and City Administrator. It is hoped that this will provide an opportunity for the City Administrator to provide updates about what is going on in the organization and an opportunity to answer questions.
- Consider establishing a City Hall internship for an up and coming supervisor.

**Timeline:** Immediate & Ongoing.

- c. Provide for continuous employee professional development through expansion of in-house, customized education programs

**Responsible Parties:** All Departments.

**Action Steps:**

- Fund training requests as part of the annual budget.
- Identify opportunities in-house training

**Timeline:** Immediate & Ongoing.

- d. Assure successful recruitment and retention of high quality city staff through competitive compensation which is guided by results of a wage and benefit survey

**Responsible Parties:** Human Resources

**Action Steps:**

- Compensation study is underway and will be completed during the next few weeks.

**Timeline:** Recommendation as a part of the FY 08/09 budget.

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

**Key objectives:**

- a. Utilizing an outside source, complete a comprehensive review of existing municipal technology
- b. Establish an internal technology committee to develop and oversee implementation of a technology plan
- c. Develop a multi-year plan for financing technology improvements
- d. Designate adequate resources to provide appropriate technology training for city staff

**Responsible Parties:** Finance, Administration & All

**Timeline:** Recommended plan as a part of the FY 09/10 budget.