

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
DECEMBER 16, 2008 AGENDA**

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

SYNOPSIS

On June 3, 2008 the City Council adopted the strategic plan that was developed during the annual strategic planning work session held by the Mayor and City Council on March 8, 2008. This is the second progress report since the adoption of the plan.

FISCAL IMPACT

N/A.

RECOMMENDATION

Receive/File.

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 which Council approved via Resolution No. 08-054 on June 3, 2008.



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 84th Street corridor

Key objectives:

- a. Educate the community that revitalization of the 84th 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 84th 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

Update: In August 2008 Council authorized a Request for Proposals (RFP) for the development of an 84th Street Vision Plan. In response, the City received seven proposals. Four firms were interviewed and staff is now in the final process of reference checks. It is anticipated that a recommendation for contract award will be presented at the January 6, 2009 City Council meeting.

- 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 84th 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

Update: Staff is currently working to develop a recommendation with regard to the identification of key stakeholders and composition of an 84th Street Vision Steering Committee. In effort to coordinate with neighboring jurisdictions, Papillion's Planning Director has participated on the internal review committee and will also be recommended to serve on the Steering Committee. Contact has been made with the City of Ralston and their Mayor has indicated that they would like to be kept in the loop and made aware of public meetings.

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 84th 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

Update: Staff has participated on the planning committee for the ICSC Heartland States Idea Exchange to be held in Omaha in January 2009. In addition to attending this event, the City Administrator will be participating on a panel to discuss La Vista's efforts in retail development and the Community Development Director and Planner will be facilitating a roundtable on working with municipalities.

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

Update: The draft of a recommended annexation plan will be presented to the Mayor and Council for review prior to the strategic planning workshop planned for late February. This will be a discussion item at the workshop.

- 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

Update: The Mayor and Council will be provided with information related to the proposed rental inspection program prior to the January 6, 2009 City Council meeting at which time a discussion item will be placed on the agenda for Council feedback and guidance.

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

Update: We are still awaiting word on the City's \$3 million federal grant application which was submitted for the home buyout portion of the project. If approved, the City's match would be 12.5%. The federal funds would account for 75% of the project and the NRD would fund 12.5%. Once we learn how we have fared in this effort we will be able to identify a timeline and determine the next steps in the process.

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 50th 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 50th Anniversary Celebration committee.

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

Update: A 50th Anniversary Celebration planning committee has met a couple of times and subcommittees were recently formed to evaluate potential commemorative events and activities. It is anticipated that we will soon have information to share with Council.

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.

Update: The Economic Report segment has been completed and we have been made aware of its airing in the New York/New Jersey market and anticipate additional airings in other markets in the near future. We have also received our DVD/CD copies and are working to enable our website to air the segment as well.

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

Update: The swimming pool bond issue was narrowly defeated in November 2008. As a result, staff is recommending that the Mayor and Council include this topic as a discussion item at the upcoming Strategic Planning workshop to discuss and provide subsequent direction.

- 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

<p>Update: The Mayors are currently working to develop a legislative agenda for the 2009 session to propose to their respective governing bodies.</p>
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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.

Update: In attempt to start meeting regularly with mid-level managers, in October, the City Administrator and Assistant City Administrator met with the mid-level manager group and reviewed topics including: the Strategic Plan, Budget Overview and the Compensation Study, Evaluations & Pay for Performance. The next meeting is scheduled in March. The ultimate goal is to establish quarterly meetings.

The mid-level managers are also being asked to assume leadership roles in planning, coordinating and ensuring successful events and activities associated with commemorating the City's 50th anniversary celebration.

- 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.

Update: In February 2009, staff will recommend a strategy and policies related to the implementation of the compensation study and pay for performance initiative.

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.