

City of La Vista

Strategic Plan 2016 - 2018

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

Key Objectives	Action Steps	Responsible	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
		Party				
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 16/17	Implementation of financial and related software is underway.		
	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			



City of La Vista

Strategic Plan 2016 - 2018

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	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 17		DISC or other Behavior Assesment with employees.	
	Continue to explore options for involving mid-level managers in organizational initiatives and special projects	All	ongoing		Book Club resuming in January. Participate in ICMA Leading Ideas series.	
	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	New evaluation process was launched in April 2016, and third round of quarterly conversations are being completed.	Completion of all evaluations in new system by March 31, 2017	
	Compensation Study	HR/Admin	FY 17	Draft of study is currently under review	Presentation of finalized study to Council in December	
	Ensure ongoing two-way communication with employees regarding the program and proposed changes.	HR/Admin	FY 16	Implementation of new evaluation program/process in April 2016.		
	Develop process for 360° Performance Evaluation Process	HR/Admin	TBD		Following changes to employee appraisal process, develop a program for 360 evaluations for Managers.	



City of La Vista

Strategic Plan 2016 - 2018

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	Adopted policy and held active shooter training in April.	Development of a Crisis Communication Plan	
	Communicate Emergency Preparedness Plan to elected officials.	Police	FY 17		Review LEOP with Council in 2017	
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. NET grant has been secured for CNG vehicles.	Apply for NET grants for educational signage.	
	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 17	Orientation manual completed and distributed to various B&C's	Development of annual orientation meeting and on-boarding session	
	Provide training opportunities for B&C members	CC/B&C staff	FY 17			
	B&C review of pertinent sections of the Municipal Code	CC/B&C staff	FY 17	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 2016 - 2018

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		Customer service training	
	Regular employee meetings with City Administrator	Admin	ongoing	Project specific employee forums		
	Development of an Employee Orientation Program for new employees	Admin	FY 17		Research programs utilized by other cities.	
	Implementation of Performance Measurement Program	All	FY 17	ICMA has discontinued the Insights Program	Research alternative platform options	
	Refine monthly department operational reports	All	ongoing			
	Incorporation of Mission Statement, Guiding Principals & Leadership Philosophy into City work culture.	Managers/All	ongoing	Incorporated as component of new performance evaluation system.		
	Develop Strategic Communication Plan	Admin	FY17	CPC Program is complete, draft of plan is currently being reviewed by Marketing Committee	City Council adoption of plan	
	Ensure that citizen feedback is solicited and utilized in the evaluation and development of programs and services	Admin	FY 16	National Citizen Survey draft results have been received.	Present results to Mayor & Council	

