

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
NOVEMBER 4, 2014 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 second 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 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	TBD			
	Master Developer Selection	CD/Admin	FY15		Determine process for selection of Master Developer.	
	1/2c Sales Tax Referendum	CD/Admin	FY14	Implementation began on 10/1/14	Verify receipts	
	Redevelopment Fund	CD/Admin	FY 15 Budget	Redevelopment fund was established as part of the FY15 budget.		
	Prepare financial/fiscal impact analysis for Phase 1 Identify actions and incentives to be provided by the City	CD/Admin	FY 14		Work has been completed to include TIF as a possible incentive in addition to other options.	
		CD/Admin	ongoing			

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
	Identify scope of public improvements, obtain required permits & utility coordination. Coordinate with state on ROW design and streetscape improvements.	PW	FY 15/16	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	Consultant selected for Comp plan	Project schedule and events being established	
	Ensure Municipal Facilities Plan update reflects and integrates with Vision 84	CD/Admin /PW	FY 15		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			
	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		Currently working on process and timeline	
	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		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	Development of community wide Strategic Plan.	CD/Admin	FY 15		Incorporated as part of the Comp Plan update	
	Consultant selection	CD	FY 14	Contract signed with Logan Simpson Design		
	Comprehensive Plan Update Process underway	CD	FY 15	Initial planning meeting held with Consultant	Schedule of activities/events being established; will begin end of November	
b. Implementation of annexation plan	Review and update annexation plan annually	Fin/CD	ongoing		Review & update of long range annexation plan in Jan. 2015	
	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		Completed
	Incorporate infrastructure improvements as part of the CIP process	PW	ongoing			

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			
	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	Set up meeting with P.D. and C.D. to discuss code enforcement	
	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		Recommendations as part of the FY16 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	Preparing regular updates for CA and CC on status of the program. Inspections have resumed	Continue to monitor, compile information and prepare an annual status report; review ordinance for potential changes	
	Pursue enforcement actions	CD	ongoing	City attorney has begun enforcement action on select properties	Address non-compliant properties	
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, and PMNRND Grants.	Perform water quality monitoring; secure future grants from these agencies; public outreach/education efforts	
	Begin seeking Corps permits and coordinate with utility companies	PW	immediate & ongoing	Ongoing	Construction work to begin November of 2014	
	Begin construction of channel improvements	PW	FY15	Partial grant funding has been secured for construction work	Construction work to begin Spring 2015.	
	Evaluate need for Neighborhood Revitalization Program	CD	FY 15		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	Citizen engagement meetings held on April 14th and 16th 2014	Additional opportunities planned as part of the Comp Plan update and Strategic Plan development	
	Continue to provide citizen education on City activities and performance	All	ongoing	Police Citizen Academy conducted March-May 2014	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; Make recommendation of goals and objectives	
	Provide funding for update of community marketing materials	Admin	ongoing		Utilize information obtained through citizen participation in Strategic Planning process	
	Develop community branding strategy	Admin	FY 16			
	Identify opportunities for cooperative efforts with outside agencies	All	ongoing	Joint events with La Vista Community Foundation: Community Cookout, Movie and Concert Nights, and other La Vista Daze activities		

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	Initiate new events and monitor current events for engagement opportunities	Executive Committee	Ongoing	Civil War Exhibit currently on display at the Library	Concert planned for National Night Out August 2015, Public Works open house, Comp Plan update	
	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	
	Address the needs associated with the City's aging swimming pool facility.	All	ongoing		Continue to operate pool until major expenditures warrant closure; consider alternatives	
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 15		Comp Plan will have component related to programming needs	
	Research & recommend new programs or changes to existing programs			2015 New Programs: in Pickleball, Pirate Party, Frogwarts School of Magic, Foodology camp, Color Palooza Camp, Music and Movement Camp, Sports and Games Camp, Spy Camp, Spy Camp, Gross Science Camp, Senior Activities: Floor Shuffle Board, Black Jack Tourney, Cooperative Chair Volleyball Outings, Cooperative Picnics		
	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities	Rec/Admin	ongoing	Work to improve marketing practices, utilizing social media, Constant Contact, newsletters, and website	Continue evaluating new marketing tactics including developing new recreation 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 (in accordance with section 94.14 of the municipal code)	Park Committee & Park & Rec Advisory Board	FY 14		Presentation of plan to Mayor and Council in February	
d. Develop & begin implementation of a "green plan" that identifies the City's role, through its facilities, equipment and programs, in contributing to a sustainable community	Monitor and evaluate security measures in Parks	PD/PW	ongoing	Police attended Graffiti Workshop		
	Continued involvement with the Papillion Creek Watershed Partnership	PW	ongoing	City Rain Barrel Program is in progress.	Develop facility maintenance plan for public facilities associated with storm water management.	
	Conversion of select PW vehicles to CNG	PW		Grant funding received through Nebraska Environmental Trust		
	Explore options to incorporate green building principals as city facilities are remodeled or new facilities are constructed	PW	ongoing			

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 sanitary sewer issues completed.		
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	Managers are monitoring bills based on functional areas	Continue to try and address the impact of State Economic Development incentives	

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 16	Needs Assessment completed	Preparation of RFP, followed by vendor demonstrations and selection.	
	Utilize technology to create more efficient financial processes	Finance/ Admin	FY 15		Development of Long Range Fiscal Plan	
	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		Recommendations from Performance Measure Team	
	Evaluation of City services that may need to be discontinued or contracted out	All	immediate & ongoing			
	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			
	Investigate the potential of collaborating with other agencies on programs and services that have a significant fiscal impact	All	immediate & ongoing	Interlocal agreement with three other Nebraska cities to create insurance purchasing cooperative.		

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 contract for Fire Services	Monitor Contract	PD	ongoing		Regular reports	
	Integration with other City Departments		ongoing	Joint training with P.D. Partnership in other community events. New Fire Codes have been adopted		
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	Leadership Team quarterly meetings		
	Explore development of Supervisor Training program	All	Fall 2015			
d. Monitor & refine Pay for Performance (PFP) appraisal system	Meetings with employee advisory group to review efficiency & effectiveness of process	HR/Admin	immediate & ongoing	Consultant has been selected and recommendation going to Council on Nov. 4th		
	Ensure ongoing two-way communication with employees regarding the program and proposed changes.	HR/Admin				
	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 360 evaluations.	

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	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.	Examine need for tabletop exercise to prepare for long term event	
	Communicate Emergency Preparedness Plan to elected officials through periodic review	Public Safety	FY 15		Review LEOP with elected officials at Council Meeting in Spring 2015	
	Update La Vista's LEOP to be more customized for La Vista	Public Safety	Spring 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.	Identify areas eligible for CDBG assistance.	
	Track and report on grant applications and grants received.	Fin/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 14	Orientation manual completed	Begin orientation process with new board and commission members.	
	Provide training opportunities for B&C members	CC/B&C staff	FY 15			
	B&C review of pertinent sections of the Municipal Code	CC/B&C staff	FY14/15	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 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
h. Continue the process of developing a high performance work culture	Provide opportunities for appropriate staff training		ongoing			
	Regular employee meetings with City Administrator	Admin	ongoing			
	Implementation of Performance Measurement Program	All	FY 15		Development of Year End Progress Report for Citizens	
	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 completed February 2014		
	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	Next survey - 2016	

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		Work toward developing a business continuity plan	
	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			
b. Develop a multi-year plan for financing technology improvements		IT Committee	Fall 2014	Working with consultant to determine needs and development of RFP		
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	