

ITEM 

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
JUNE 16, 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 fourth 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.

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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	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.	
	1/2¢ Sales Tax Referendum	CD/Admin	FY14	Implementation began on 10/1/14; as of May \$946,673 has been collected.	Monitor revenue: spot check at Dept. of Revenue	
	Update Market Study	CD/Admin	FY 15/16		Contacting consultant who did original study to discuss an update.	
	Redevelopment Fund	CD/Admin	FY 15 Budget	Receipts for the 1/2¢ sales tax have been collected since 10-1-14; separate accounting for revenue tracked through the Redevelopment Fund.		
	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.		



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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	Kageyama kick off event and half day workshop completed in March. Stakeholder meetings done in April.	Visioning event scheduled for June.	
	Monitor and Update Municipal Facilities Plan to ensure integration with implementation of Vision 84 and Civic Park Master Plan. Keep public informed about issues and progress	CD/Admin /PW	Ongoing		Review the Municipal Facilities Plan for City Hall Campus and recommend changes as necessary.	
		CD/Admin	ongoing	Regular updates in quarterly newsletter and keep website current with relevant project information.		



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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	<p>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.</p> <p>Make determination on continued ICSC attendance</p> <p>Continue to market La Vista to targeted retailers, restaurants & corporations</p> <p>Work with property owners/tenants and/or their representatives to facilitate implementation of Vision 84</p> <p>Develop inventory of vacant commercial/retail properties and link to site that lists available properties</p>	Admin/CD	immediate & ongoing	Announcement of MultiSports Complex Project.	Promote & provide information to those interested in the City's development opportunities.	
		Admin/CD	FY 16	Attendance, exhibit and meetings at 2015 ICSC Recon.	In process of arranging follow up meetings	
		Admin/CD	ongoing		Determine appropriateness of current marketing materials.	
		CD/Admin	ongoing	Midwest ROW has been hired to facilitate acquisition process.	Land acquisition negotiations	
		CD	ongoing		Make a determination on how this can be accomplished.	
c. Work to ensure adequate public transportation	<p>Continue working with Metro Area Transit (MAT) for increased and better service routes; possible park & ride</p>	CD/PW	immediate & ongoing		Continue to work with MAT as 84th St. development evolves	



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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. Comprehensive Plan Update Process underway	CD/Admin CD	FY 15 FY 15	Public Kickoff event completed on 3/30/15 with Peter Kageyama; Stakeholder meetings in April; and events associated with Salute to Summer in May.	Incorporated as part of the Comp Plan update Public visioning event (Taste of La Vista) scheduled for June.	
b. Implementation of annexation plan	Review and update annexation plan annually Determine capacity to provide services for areas to be considered for annexation Communicate annexation plan & property tax implications to residents and businesses	Finance/CD All CD/Admin	ongoing ongoing TBD based on plan		Review as part of annual CIP and Long Range Financial Plan	
c. Ensure budget & CIP provide for infrastructure improvements necessary to serve areas targeted in annexation plan	Evaluate infrastructure in areas contemplated for annexation Investigate funding sources for Arterial Street Improvement Program and Railroad Transportation Safety District Incorporate infrastructure improvements as part of the CIP process	PW PW PW	ongoing immediate & ongoing ongoing	Reviewed annually as part of CIP/Budget process and 1 & 6 Year Road Plan Sarpy County has adopted ASIP.	Continue to work with Sarpy County/Cities	



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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	<p>Submit public facility improvements as part of the CIP process</p> <p>Ensure attractive neighborhoods by strengthening & enforcing building & environmental codes.</p> <p>Work to be more proactive in code enforcement</p> <p>Evaluate using a private vendor to complete property clean up and mowing</p>	<p>PW/CIP Committee</p> <p>CD/PD/PW</p> <p>PD</p> <p>PW</p>	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>Spring 2016</p>	<p>Several facility improvement projects were included as part of the 2015 CIP and are currently in various stages of completion.</p> <p>Monthly meetings between CD and PD are taking place.</p> <p>Citations issued to repeat offenders</p>		
b. Monitor efficiency & effectiveness of rental housing inspection program	<p>Prepare & present annual Rental Housing Inspection Program (RHIP) overview to Mayor & Council along with any recommended revisions to the code.</p> <p>Pursue enforcement actions</p>	CD	ongoing	<p>Monthly status reports being provided; inspections have resumed with assistance from PW staff.</p> <p>Enforcement actions are underway</p>		<p>Develop 5 year report on property clean ups to determine needs.</p> <p>Continue to monitor, compile information and prepare an annual status report; review ordinance for potential changes.</p>
c. Continue developing strategy to address erosion & maintenance issues related to Thompson Creek	<p>Begin construction of channel improvements</p> <p>Evaluate need for Neighborhood Revitalization Program</p> <p>Development of a planting plan for Thompson Creek</p> <p>Improve watershed management</p>	<p>PW</p> <p>CD</p> <p>PW/CD</p> <p>PW/CD</p>	<p>FY15</p> <p>FY 15</p> <p>immediate & ongoing</p> <p>ongoing</p>	<p>Construction is underway.</p> <p>Recommendation as part of the Comp Plan update</p> <p>Consultant hired.</p> <p>BioBlitz 2014 and other outreach events.</p>		<p>Construction work scheduled for completion Sept 2015.</p> <p>Develop plan, prepare an estimate, and seek funding.</p> <p>Continue BioBlitz event and additional outreach efforts.</p>



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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	Kageyama presentations and workshop; stakeholder meetings; Salute to Summer Booth	Taste of La Vista	
	Continue to provide citizen education on City activities and performance	All	ongoing	Pizza with Police in February. Police Citizen Academy was completed in May. Public Works Open House was held on June 6th, 2015.		
	Recommendation for citizens leadership academy program	Admin	FY 15			Research similar programs and provide recommendation
	Recommendation for Mayor's youth leadership council	Admin/PD	FY 15	Youth Leadership Program is being developed and members are being recruited.		Kickoff for the YLP is scheduled for September. Presentation to Mayor and Council on July 7th, 2015.
	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. Field usage interlocal with PLSD girls softball program.		Interlocal with Papillion PW on salt storage and fuel island.



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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 planned for National Night Out August 2015; 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	Newly established community gardens program for summer of 2015.	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 15		Comp Plan will have component related to programming needs	
	Research & recommend new programs or changes to existing programs	Rec/Library	ongoing	2015 New Programs: Discovery Home School Coop Program - Science/Active Play/Art, Make-it-take-it Bead Making Class, Beginning Bead Making Workshop, Omaha Bead Affair, Box Car Drive Inn, Magic 101, S.T.E.M. - Electrical Engineering/Engineering/Environmental Engineering/Agricultural Engineering, Easter Storybook Book Walk.		
	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities	Rec/Admin	ongoing	Rebranded La Vista Daze to Salute to Summer Festival	Continue evaluating new marketing tactics including developing new recreation program guide	



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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	<p>Develop a plan for financing park amenities.</p> <p>Prepare and present to M&C for adoption 1 & 4 Year Tree Plan (<i>in accordance with section 94.14 of the municipal code</i>)</p>	<p>Park Committee</p> <p>Park Committee & Park & Rec Advisory Board</p>	<p>ongoing</p> <p>FY 15</p>			<p>Presentation of plan to Mayor and Council in September</p>
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	<p>Continued involvement with the Papillion Creek Watershed Partnership</p> <p>Explore options to incorporate green building principles as city facilities are remodeled or new facilities are constructed</p>	<p>PW</p> <p>PW</p>	<p>ongoing</p> <p>ongoing</p>	<p>Continued promotion of the Rain Barrel Program. Incorporation of Rain Gardens and Bio Basins (City Hall, 73rd & Park View Blvd.)</p> <p>Two new CNG Public Works Trucks has been ordered</p>	<p>Develop facility maintenance plan for public facilities associated with storm water management. Examine funding options such as storm water utility legislation.</p> <p>Explore possibility of zero waste or recycling programs for City facilities</p>	



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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	Wastewater Service Agreement regarding ETJ sanitary sewer issues completed.	Meetings with Sarpy County regarding Sarpy Industrial Sewer; Southern Ridge Wastewater Study participation	
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	

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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			
	Utilize technology to create more efficient financial processes	Finance/ Admin	See CIP	Needs Assessment completed	Preparation of RFP, followed by vendor demonstrations and selection.	
	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	Small savings realized in FY 14 with the restructure of City health insurance program.	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 PLVSD for improvement to baseball field at City Park..	Interlocal with Papillion PW on salt storage and fuel island.	



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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	<p>Monitor Contract Integration with other City Departments</p>	PD	ongoing	<p>Joint training with P.D.</p> <p>Partnership in other community events. New Fire Codes have been adopted</p>	Regular reports	
c. Provide for the transition of personnel into key City appointed positions through a succession plan	<p>Fund and provide training opportunities</p> <p>Consider development of Leadership Training Program for Non-Supervisory Personnel</p> <p>Continue to explore options for involving mid-level managers in organizational initiatives and special projects</p> <p>Explore development of Supervisor Training program</p>	Admin	ongoing			
		Admin	FY 16			
		All	ongoing	Joint meeting with Peter Kageyama and the Leadership Team March 2015.		
d. Monitor & refine Pay for Performance (PFP) appraisal system	<p>Meetings with employee advisory group to review efficiency & effectiveness of process</p> <p>Ensure ongoing two-way communication with employees regarding the program and proposed changes.</p> <p>Develop process for 360° Performance Evaluation Process</p>	<p>HR/Admin</p> <p>HR/Admin</p> <p>HR/Admin</p>	<p>immediate & ongoing</p> <p></p> <p>FY 16</p>	<p>Steering Committee meets weekly.</p> <p>Draft recommendations have been presented to Managing Directors and Managers.</p> <p>Was incorporated as part of the City Administrator's 2013 evaluation</p>	<p>Presentation to Council in Sept/Oct. Staff training in early 2016.</p> <p>Meetings with employee groups in July and August.</p> <p>Following changes to employee appraisal process, develop a program for 360 evaluations.</p>	



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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	<p>Provide opportunities for appropriate staff and officials to receive emergency preparedness training</p> <p>Communicate Emergency Preparedness Plan to elected officials through periodic review</p> <p>Update La Vista's LEOP to be more customized for La Vista</p>	<p>EMT Committee</p> <p>Police</p> <p>Police</p>	<p>ongoing</p> <p>FY 15</p> <p>Fall 2015</p>	<p>PW/PD did meet & greet with Papillion Fire to familiarize the staff with each other</p>	Tabletop exercise to prepare for long term event	<p>Review LEOP with elected officials at Council Meeting in Fall 2015</p>
f. Actively pursue funding opportunities for organizational strategic initiatives and projects consistent with departmental operations.	<p>Pursue grant opportunities</p> <p>Track and report on grant applications and grants received.</p>	All	immediate & ongoing	<p>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.</p> <p>Tracking for year-end report</p>	Identify areas eligible for CDBG assistance.	Continue to provide annual reports for M&C
g. Identify opportunities for developing Boards & Commissions	<p>Develop orientation program for new B&C members</p> <p>Provide training opportunities for B&C members</p> <p>B&C review of pertinent sections of the Municipal Code</p> <p>Update B&C regarding Council's strategic priorities</p>	<p>City Clerk/B&C staff</p> <p>CC/B&C staff</p> <p>CC/B&C staff</p> <p>Admin</p>	<p>FY 15</p> <p>FY 15</p> <p>FY14/15</p> <p>Annually</p>	<p>Orientation manual completed and distributed to various B&C's</p> <p>Begin after orientation program completed.</p>	Establish training program for new members	Recommendations for compliance and/or updates



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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			
	Development of an Employee Orientation Program for new employees	Admin	FY 16			
	Implementation of Performance Measurement Program	All	FY 15	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 Principles & 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		FY 16		Funding for new survey will be recommended as part of the FY 16 Budget.	

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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. <u>Implement long-range technology plan and review regularly to ensure priorities remain accurate</u>	Incorporate recommendations into CIP as finances allow.	IT/CIP Committees	ongoing	Council Chamber Technology upgrade completed in May 2015	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. <u>Develop a multi-year plan for financing technology improvements</u>		IT Committee	ongoing			
c. <u>Designate adequate resources to provide appropriate technology training for city staff</u>		IT Committee	ongoing	Sub-committee formed for IT training (New Horizons training through Sarpy County)	Set up a process for departments to follow	

