

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
APRIL 7, 2009 AGENDA**

Subject:	Type:	Submitted By:
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 February 28, 2009.

FISCAL IMPACT

N/A.

RECOMMENDATION

Approval.

BACKGROUND

On Saturday, February 28, 2009 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 2009-2011, 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 2009-2011 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, February 28, 2009 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 2009-2011 as 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 2009-2011 as attached and presented at the April 7, 2009 City Council meeting.

PASSED AND APPROVED THIS _____ DAY OF _____, 2009.

CITY OF LA VISTA

Douglas Kindig, Mayor

ATTEST:

Pamela A. Bueth, CMC
City Clerk



Draft 3/4/09

City of La Vista, Nebraska Strategic Plan for 2009-2011

As a part of their annual strategic planning work session the Mayor and City Council have 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. In conjunction with the consulting firm EDAW, complete Vision 84, the creation of a long term revitalization/redevelopment plan for 84th Street

Responsible Parties: Mayor, Council, Administration & Community Development

Action Steps:

- Identify stakeholders & encourage active participation in the visioning process.
- Identify community resources
- Utilize press releases, quarterly *CityWise* newsletter, website, and community workshops to inform the public about issues and progress related to 84th Street
- Pursue discussions with the cities of Papillion and Ralston about inter-local cooperation in corridor redevelopment
- Charge the Vision 84 Working Group with considering community and consultant data, evaluating options and advising the City Council on a long-term vision for the corridor
- Facilitate the preparation of a long-range plan for City Council consideration

Timeline: 2009 – Spring 2010

- b. As part of the Vision 84 process, seek community consensus on a long-term corridor vision that includes a "City Centre"

Responsible Parties: Mayor, Council, Administration & Community Development

Action Steps:

- Seek and encourage citizen participation at community workshops, walking tours and educational forums regarding the corridor

- Use the findings and recommendations in the City's Municipal Facilities Plan as a springboard for community discussion of a "city centre" concept during Vision 84 discussions

Timeline: Ongoing

- d. **Develop a plan for implementation of Vision 84 findings and any necessary public improvements that align with the revitalization/redevelopment strategy created through this process**

Responsible Parties: Administration, Community Development, 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
- Incorporate any public improvements outlined in the plan into the CIP
- Stay abreast of opportunities to facilitate the "City Centre" concept

Timeline: Spring 2010 and Beyond

- e. **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:

- Involve property owners in Vision 84 as stakeholders
- 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
- Market the plan to potential developers through ICSC events and other local opportunities

Timeline: Immediate & ongoing

- e. **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
 - ICSC Annual Conference
- Continue to market La Vista to targeted retailers & restaurants
- Use Vision 84 as an opportunity to engage with developers, owners, property managers, etc.

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:

- Finalize detailed annexation plan
- Adoption of annexation plan as part of Comprehensive Plan

Timeline: Plan adoption Fall 2009

- b. **Take any action necessary to implement the annexation plan adopted by Council**

Responsible Parties: Administration, Finance, Community Development

Action Steps:

- Preparation of necessary plans, notices, ordinances, and other documents as required
- Consider the feasibility and prudence of extending the City's ETJ

Timeline: Immediate and ongoing

- c. **Ensure the City's budget and CIP provide for infrastructure improvements that would be necessary to serve areas targeted in the annexation plan**

Responsible Parties: Administration, Finance & Public Works

Action Steps:

- Evaluate infrastructure in areas contemplated for annexation
- Submit public infrastructure improvements as part of the CIP process

Timeline: Ongoing

- d. **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

- e. Conduct on-going discussions with neighboring cities about how to protect the integrity of each city's boundaries and ETJs (Extra Territorial Jurisdictions)

Responsible Parties: Mayor and Administration

Action Steps:

- Pursue this discussion through the United Cities format

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 and Public Buildings and Grounds

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
- Evaluate the merits of using a private vendor to complete property clean up and mowing

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:

- Work toward implementation of the proposed program that was presented to City Council in a draft format

Timeline: Summer 2009

- 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

e. Evaluate the need for a Neighborhood Revitalization Program

Responsible Parties: Community Development and Administration

Action Steps:

- Research the need for and the City's role in a Neighborhood Revitalization Program

Timeline: Summer 2011

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: All

Action Steps:

- Continue to document La Vista's history and finalize the written La Vista Story
- Engage the La Vista Community Foundation in the planning of 50th Anniversary celebration events
- Work with 50th Anniversary Celebration Committee to identify and facilitate a variety of events during 2010

Timeline: Book completed, events identified and plans in place for event implementation by February 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
- Expand the usage of banners and signage to "brand" La Vista
- Identify opportunities for cooperative efforts with Chamber and Foundation
- Consider creation of a Communications staff position

Timeline: Immediate & Ongoing

- c. Continue to pursue opportunities to engage citizens in City decision making including 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 Communications staff or after 50th anniversary celebration activities

- d. Create new opportunities that bring residents together for celebration, leisure pursuits or civic engagement

Responsible Parties: Administration

Action Steps:

- Seek community partners, including the Community Foundation and La Vista Area Chamber of Commerce (Ongoing)
- Investigate feasibility of Holiday Lights initiative (Immediate)
- Look for opportunities to initiate ongoing events such as community movie nights (Ongoing)
- Look for opportunities to incorporate elements such as a community garden or memorial feature into future park and facility improvements (Ongoing)
- Investigate the feasibility of providing live and archived web casts of City Council meetings (Dependent upon the addition of Communication staff)

Timeline: Ongoing

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

Key objectives:

- a. Address the needs associated with the City's aging swimming pool facility

Responsible Parties: Administration, Public Works, Recreation, Community Development

Action Steps:

- Make recommendations to address any operational issues with the existing swimming pool as they arise
- Following completion of the Vision 84 process, make a recommendation regarding the future of the existing swimming pool

- 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 FY10 budget

- Seek participation from current property owner

Timeline: Immediate & ongoing

c. Expand recreation programs and services for all age groups

Responsible Parties: Recreation

Action Steps:

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

Timeline: Report on existing adult and senior programs and make recommendations for any changes Spring 2009; Youth Programs and Re-evaluation 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. Maintain and enhance the City's existing and future park areas and green spaces

Responsible Parties: Public Works, Community Development, Recreation, Administration

Action Steps:

- Using the City's Master Park Plan, create a mini-plan for each City park that identifies needed amenities
- Develop a plan for financing park amenities and incorporate into the CIP

f. Develop and begin implementation of a "green plan" that identifies the City's role, through its facilities and programs, in contributing to a sustainable community

Responsible Parties: All

Action Steps:

- Continued involvement with the Papillion Creek Watershed Partnership
- Explore the development of an organizational recycling program
- Explore options to incorporate green building principals as city facilities are remodeled or new facilities are constructed

Timeline: Watershed partnership ongoing. Recycling program recommendation Spring 09

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

Responsible Parties: Mayor and Administration

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

Responsible Parties: Mayor and Administration

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

- c. Actively pursue opportunities under the American Recovery and Reinvestment Act and other future stimulus legislation for financing city projects

Responsible Parties: All

Action Steps:

- Monitor current stimulus programs for application requirements and deadlines
- Make contact with State officials (Governor) regarding potential projects
- Pursue COPS Grant funding
- Pursue funding for construction of District 1 Fire Station
- CDBG – Sanitary Sewer Replacement

Timeline: Ongoing

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

Key objectives:

- a. Maintain City's Volunteer Fire Department by striving to achieve e compliance with national Fire Protection Standards (NFPA) for volunteer fire departments

Responsible Parties: Fire

Action Steps:

- Monitor current operational procedures in comparison to NFPA Standards

- Make recommendations for changes to bring Fire Department into compliance with NFPA 1720 Standards for volunteer departments
- Establish targets for recommended changes and incorporate funding into budget and/or CIP as appropriate

Timeline: Immediate & Ongoing

b. Determine whether and to what extent City government should play a role in the delivery of solid waste services in the community.

Responsible Parties: Public Works and City Clerk

Action Steps:

- Compile information regarding alternative methods of delivering solid waste services

Timeline: Strategic Planning 2010

c. 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
- Continue regular meetings between mid-level supervisors and City Administrator
- Recruit mid-level managers to coordinate events and activities associated with the city's 50th anniversary celebration
- Continue to explore options for involving mid-level managers in organizational initiatives and special projects
- Consider establishing a City Hall internship for an up and coming supervisor

Timeline: Immediate & Ongoing

d. 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
- Initiate a leadership development program for senior and mid-level management staff

Timeline: Immediate & Ongoing

- e. Contribute to the successful recruitment and retention of high quality City staff through implementation of the pay recommendations in the City's 2008 Compensation Study

Responsible Parties: Human Resources

Action Steps:

- Compensation study is complete and execution of the recommendations contained in the study is ongoing
- Implementation of a new performance appraisal system that will allow for a switch to PFP

Timeline: Recommendation as a part of the FY 09/10 budget

- f. Update the City's Emergency Preparedness Plan to assure the inclusion of all city departments in preparedness training and implementation

Responsible Parties: Police, Fire, Administration, Safety Committee

Action Steps:

- Provide opportunities for appropriate staff and officials to receive the NIMS 100 and 700 training
- Complete Pandemic Plan
- Keep Local Emergency Operations Plan (LEOP) up to date
- Communicate Emergency Preparedness Plan to elected officials through periodic review

Timeline: Ongoing

- g. Begin the process of developing a high performance organization through the creation and implementation of performance measures for each department to evaluate service delivery efficiency and effectiveness

Responsible Parties: All

Action Steps:

- Provide opportunities for appropriate staff training regarding the development of performance measures

Timeline: Ongoing

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

Key objectives:

- a. Secure outside expertise to work with the City's Internal Technology Committee regarding a review of the city's existing technology and recommendations for new technology that could enhance productivity.
- b. Develop a long-range 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: Fiscal Year 2010

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