

ITEM L

**CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
SEPTEMBER 21, 2010 AGENDA**

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

SYNOPSIS

On May 4, 2010 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 23, 2010. This is the first progress report since the adoption of the plan.

FISCAL IMPACT

N/A.

RECOMMENDATION

Receive/File.

BACKGROUND

On Tuesday, March 23, 2010 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 2010-2012 which Council approved via Resolution No. 10-053 on May 4, 2010.

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Strategic Plan Update 2010 - 2012

September 2010

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. Complete Vision 84	Charge Vision 84 Working Group to evaluate options and advise the City Council on a long-term vision for the corridor	CD/Admin	January 2009 - May 2010	Final concepts have been presented for public comment.	Public hearings at Planning Commission & City Council were held on April 8, 2010 & April 20, 2010, respectively. Council approval on 4/20/10.	Completed & Ongoing
	Facilitate the preparation of a long-range plan for City Council consideration	CD/Admin	June 2010	Complete	Final documents completed & being printed.	
	Keep public informed about issues and progress	CD/Admin	Summer 2010	Summer, Fall and Winter issues of Citywise included flyer, press release re: Community workshops, survey included in last newsletter, Television & OWH coverage, website. Publish final version plan and post on website.	Citywide mailing to report on final plan currently in design process. Scheduled to be mailed to all residents in September.	Ongoing
b. Develop Vision 84 Implementation Strategy	Prepare initial phasing strategy	CD/Admin/PW		Have conferred with AECOM and ERA Associates regarding a logical sequence and timeline for suggested implementation steps as well as which steps could be done in house. They are preparing recommendation. Anticipate working on design guidelines, infrastructure plan and civic park master plan during FY 11.		
	Prepare an infrastructure/drainage master plan	CD/Admin/PW		FY 11		
	Prepare preliminary design guidelines for buildings and public realm amenities	CD/Admin/PW		FY 11		
	Prepare park program & master plan	CD/Admin/PW/Rec		FY 11		
	Prepare financial/fiscal impact analysis for Phase 1	CD/Admin				
	Refine initial phase(s) based on financial analysis results and prepare pro forma	CD/Admin				
	Identify actions and incentives to be provided by the City	CD/Admin	immediate & ongoing	LB 1018 ballot initiative		Working to Commission a TIF study; seek LB 1018 approval from voters
	Finalize development of design guidelines	CD/Admin/PW				
	Design public improvements & obtain required permits & utility coordination	CD/PW				
	Prepare and submit development RFP for Phase 1	CD/Admin				



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September 2010

1. Pursue revitalization of the 84 th Street corridor & other economic development opportunities (continued)						
Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Incorporate holiday of lights initiative	CD/Admin/Committee			Incorporate with Civic Park Master Plan	
	Coordinate with Comp Plan update & 84th Street signal coordination study now in progress	CD/PW		The first phase of 84th Street Signal Coordination Project has been delivered for review. Have met with Leo Daly twice in last 45 days.	Final campus plan will be completed by 9/30/10.	
	Integrate Vision 84 with Municipal Facilities Plan	CD/Admin/PW	Summer 2010	Leo A. Daly is working on a campus plan for City Hall area and connection to 84th St.		
	Coordinate with neighboring cities	CD/PW/Admin	Ongoing	This will be an ongoing effort		
c. Rigorously pursue actions to encourage property owners with vacant space to lease or sell their property to viable businesses	Involve property owners in Vision 84 as stakeholders	CD/Admin	immediate & ongoing	Owners & tenants were invited to meet with consultants and attend all meetings.	Ongoing efforts will be made to keep property owners informed on Vision 84 developments.	
	Work with property owners and/or their representatives to facilitate implementation of Vision 84	CD/Admin	Ongoing	All property owners were made aware of opportunities for participation in Vision 84. We have communicated directly with targeted owners/representatives of some of the larger parcels	Anticipate a public input process associated with the city park master plan development.	
d. Develop and 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	The passage of LB 1018 provides an additional economic development tool. The City Council authorized the placement of this initiative on the November 2010 ballot.	November election	
	Continued ICSC Participation & Exposure	Admin/CD	immediate & ongoing	Attend ICSC Alliance, regional events and annual conference.	2011 registration	
	Continue to market La Vista to targeted retailers, restaurants & corporations	Admin/CD	immediate & ongoing			



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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
	Develop inventory of vacant commercial/retail properties and link to site that lists available properties	CD	Spring 2011		Need to determine feasibility of developing and maintaining an accurate list for a subsequent recommendation to the Mayor & Council	
e. Work to ensure adequate public transportation	Continue working with Metro Area Transit (MAT) for increased and better service routes	CD/PW	immediate & ongoing	Have held multiple meetings with MAT regarding service within Sarpy County; no follow through on their part.	Need to work with MAPA to develop a strategy for dealing with MAT officials.	



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September 2010

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	Include funding in FY12 municipal budget	CD	Spring 2011		The Comp Plan update will need to occur after the U.S. Census information is available.	
	Prepare RFP	CD	Fall 2011			
b. Maintain long-range annexation plan	Review and update annexation plan annually	Fin/CD	Feb/March 2011	Annexation plan adopted as Chapter 9 of the Comprehensive Plan by the City Council on 10/6/09.	The 2010 update is scheduled for public hearings in Sept./Oct.	
c. Implementation of annexation plan	Assume responsibility for providing services in recently annexed areas (12/10/09).	All	December 1, 2010	Lawsuit was filed protesting annexation of the northern portion of SID 59; provision of services pending in this area. Other areas annexed to have city services in December 2010.		
	Consider extending the City's ETJ	CD/Admin	Summer 2010	Currently working on a recommendation	Anticipate making recommendation to M&C as part of the updated annexation plan.	
d. Ensure budget and CIP provide for infrastructure improvements necessary to serve areas targeted in annexation plan	Evaluate infrastructure in areas contemplated for annexation	PW/CIP Committee	ongoing	Annual review as part of CIP update process.		
	Incorporate infrastructure improvements as part of the CIP process	PW/CIP Committee	Ongoing	The final CIP was approved by Council on September 7, 2010. Year 1 was incorporated into the FY 2011 budget.		
e. Communicate annexation plan & property tax implications to residents and businesses located in new growth areas	Letters to property owners, Quarterly Newsletter, Website, Public Meetings	CD/Admin	TBD based on plan		Review notification requirements (i.e. confirmation of notification)	



**Strategic Plan Update 2010 - 2012
September 2010**

2. Provide for planned, fiscally responsible expansion of the city's boundaries (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
f. Work with neighboring cities to protect the integrity of each city's boundaries and ETJs	Pursue this discussion through the United Cities format	Admin	ongoing		Currently working with Papillion to address adjacent city limit issues	



Strategic Plan Update 2010 - 2012

September 2010

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 public facilities through CIP	Submit public facility improvements as part of the CIP process	PW/CIP Committee	ongoing	2011 CIP approved as part of the budget	Begin working on 2012 CIP in October	
b. Ensure attractive neighborhoods by strengthening and enforcing city building and environmental codes	Review and propose improvements to municipal codes	CD/PD/PW	ongoing	Adopted 2006 Codes		
	Work to be more proactive in code enforcement	CD/PD	Summer 2010	Implementation of the code enforcement transition.	Continue to work through code enforcement issues that come up.	
	Evaluate using a private vendor to complete property clean up and mowing	PW	Spring 2011		Recommendations to be incorporated into 2012 budget	
c. Contribute to the safety and attractiveness of rental housing through a rental inspection program	Continue implementation of the RHIP program approved by Council on 10/20/09.	CD	ongoing	RHIP has been in effect since January 2010. Approximately 286 properties are registered. In process of completing inspections and working to address the non-compliant properties.		
d. Continue to develop strategy to address the erosion and maintenance issues related to Thompson Creek	Work to ensure success of Voluntary Home Acquisition Program	PW/Admin	Spring 2012	Appraisals complete and offers have been made.	Continue with the acquisition process and preparation of demolition specifications.	
	Ensure effective communication with property owners and members of the public.	PW/Admin	Ongoing	A meeting to review project details and answer homeowner and renter questions was held on April 22, 2010.	Will continue to work through the appraisal & acquisition process	
	Provide regular progress reports to the Mayor & Council.	PW/Admin	immediate & ongoing		Staff will continue to update M&C at Council meetings; M&C will be copied on quarterly FEMA progress reports	



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3. Maintain Quality of Older Residential Neighborhoods (continued)

Key Objectives	Action Steps	Responsible Party	Timeline	Progress to Date	Anticipated Next Step(s)	Objective Achieved / Comments
	Pursue grant opportunities to fund channel improvements	PW	immediate & ongoing			
	Begin seeking Corps permits	PW	immediate & ongoing			
e. Evaluate need for Neighborhood Revitalization Program	Research the need for and the City's role in a Neighborhood Revitalization Program	CD	2013		Incorporate recommendation as part of the Comp Plan update	



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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 communications with La Vista residents and other key audiences.	Investigate the feasibility of providing live and/or archived web casts of City Council meetings	Admin	Spring 2011		Recommendation as part of the FY 2012 budget	
	Investigate social media for city broadcast	Admin	Spring/Summer 2010	Currently working on a social media usage policy.	Policy to be recommended to Council.	
b. Increase citizen-council engagement	Conduct town hall or neighborhood meetings in various venues	Admin	Summer/Fall 2011			
	Continue to provide citizen education on City activities and performance	All	Ongoing			
	Recommendation for citizens leadership academy program	Admin	Spring/Summer 2011		Program recommendation as part of the FY 2012 budget.	
	Recommendation for Mayor's youth leadership council	Admin	Spring/Summer 2011		Program recommendation as part of the FY 2012 budget.	
c. Develop and aggressively market a La Vista community identity through strategic partnerships with the Chamber of Commerce and the Community Foundation	Provide funding for community marketing materials	Admin	immediate & ongoing	A number of items are currently available to commemorate La Vista 50.	Consider developing and providing marketing materials for distribution at area hotels & conference center	
	Expand usage of banners & signage to "brand" La Vista	Admin		La Vista 50 banners have been installed on Giles Road, 84th Street & 72nd Street.	Once 50th Celebration is complete, old banners will be used. Additional banners will be acquired for newly bracketed poles.	Completed & Ongoing
	Identify opportunities for cooperative efforts with Chamber and Foundation	All	ongoing	The La Vista Community Foundation has taken a leadership role in fundraising for La Vista 50 and the La Vista Chamber has been included on the LV50 steering committee and will participate in some of the events		



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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. Provide leadership to accomplish a significant celebration of the community's 50th anniversary	Work with 50th Anniversary Celebration Committee to identify and facilitate a variety of events during 2010	All	Throughout 2010	28 events have been planned to commemorate La Vista 50 throughout the year. Events were intended to engage residents and appeal to all age groups and segments of the community.	Determine if sponsorships are available to continue some of the events.	
b. Create new opportunities that bring residents together for celebration, leisure pursuits or civic engagement	Look for opportunities to initiate ongoing events such as community movie nights	LV50 Movie Night Committee	Summer 2010 & ongoing	Equipment has been purchased and (4) movie nights will be held in the Summer of 2010.	Movie series completed. Continue for summer 2011	
	Summer Concert Series	LV50 Summer Concert Series Committee	Summer 2010 & ongoing	Three free outdoor summer concerts will be held at the Library/MCC Sarpy Center. A larger outdoor concert will be held at PayPal.	Concerts completed. Continue for summer 2011 if sponsorships can be obtained.	
	La Vista Daze	All	Ongoing	The City assumed responsibility for La Vista Daze 2010 and plans are to continue with the City taking primary responsibility for this annual community celebration.	La Vista Daze 2011-Memorial Day weekend May 26-29	
	Veteran's Day Celebration	Veteran's Day committee	November 2010	Plans are underway to recognize and celebrate local Veterans.	Guest list and program details will be finalized. Invitations will be mailed early-October.	
	Investigate feasibility of Holiday Lights initiative	LV50 Holiday Lights Committee	TBD based on Vision 84		Incorporation into the civic park planning process.	
	Identify & promote development of new cultural amenities in partnership with other community groups such as the La Vista Community Foundation, area Chambers of Commerce & local service groups.	All	ongoing	Much will be learned from LV50 activities and events. There is something for everyone and we anticipate getting a good idea of what works, what doesn't and what people want.	Evaluate success of La Vista 50 & La Vista Daze events and make subsequent recommendations for improvement and/or continuance	



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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. Address the needs associated with the City's aging swimming pool facility	Make recommendations to address operational issues with the existing swimming pool as they arise	Admin/PW/ Rec	ongoing	Public Works continues to keep the pool functional until a decision is reached on future pool status.	Discussion at an upcoming City Council meeting.	
	Following completion of the Vision 84 process, make a recommendation regarding the future of the existing swimming pool.	Admin/PW/ Rec	ongoing	Options regarding pool included in Vision 84 preliminary concepts.	Will be part of the discussion as conceptual plans for Vision 84 are finalized.	
d. Identify options for creation of public green space with the property owner of the sod farm and develop a plan	Develop master park plan.	CD/Rec/PW	Summer 2011	Funding included in 2010 CIP	RFP process anticipated in FY 11	
	Seek participation from current property owner	Admin		Have had an initial contact meeting with owner's representative.	Will make sure that property owner is informed and given an opportunity to participate at desired level.	
	Explore opportunities with the La Vista Community Foundation	Admin	TBD	This will be dependent on the plan		
e. Expand recreation programs and services for all age groups	Evaluate existing programs for popularity and effectiveness	Rec	ongoing	Included in Strategic Planning review materials		
	Research & recommend new programs or changes to existing programs	Rec	ongoing	Several new programs started: soccer clinic, BBQ school, Zumba Fitness, Baton Lessons, Women's self-defense, New Belgium beer tasting, splash bash, holiday bazaar/garage sale, neighborhood park party, yoga, photography, kick boxing	Continue to monitor existing programs and develop new programs.	
	Review current marketing practices and make recommendations for improvement and/or exploring new opportunities	Rec/Admin	Spring 2011		Consider how facilities & programs can be marketed for more events/tournaments	



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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
f. Maintain and enhance City's existing & future park areas & green spaces	Create mini-plan for each City park that identifies needed amenities	Park Committee	immediate and ongoing	Internal work has been completed and conceptual drawings are being prepared. Completed plans will be utilized to develop an overall funding strategy for Council consideration.	A joint meeting with the City Council and the Park & Rec Advisory Board to review park concepts is scheduled for 9/28/10. The Park & Rec Advisory Board will also hold public input sessions for neighboring residents this fall.	
	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>)	Park Committee & Park & Rec Advisory Board	Fall 2011		Incorporate into CIP	
	Develop a plan for financing park amenities and incorporate into the CIP	Park Committee	FY 2012		Once above referenced meetings are held, work will begin on financing plan.	
	Look for opportunities to incorporate elements such as a community garden or memorial feature into future park and facility improvements	Park Committee	ongoing	Mini park plans have been developed which contain special features. The Champion Park concept was unveiled as part of the LV50 Tree Planting event in April and focuses on a Memorial park concept.		
	Need to review & recommend security measures to combat vandalism.	PD/PW			Incorporate with mini park planning efforts	
g. Develop & begin implementation of a "green plan" that identifies the City's role, through its facilities and programs, in contributing to a sustainable community	Continued involvement with the Papillion Creek Watershed Partnership	PW	ongoing	The City is installing their first storm sewer debris separating unit in September 2010.		
	Explore the development of an organizational recycling program	Bldgs & Grounds	ongoing	Recycling containers and pickup for City Hall, Community Center, Library, Police Facility, Fire Districts #1 & #2 began this fall.	Public Shredding to be incorporated into Public clean up day scheduled for November 6, 2010.	



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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
	Explore options to incorporate green building principals as city facilities are remodeled or new facilities are constructed	Bldgs & Grounds	ongoing	Presentation by EDAW on "Sustainable Communities" at November 18th Community Workshop.	Work with OPPD & UNO to receive Energy Star rating for City facilities.	



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6. Pursue action that enables the City to be more proactive on legislative issues

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		Working to develop 2011 legislative agenda.	
	Work with Sarpy County to resolve planning & sewer issues	CD/PW/Admin	Ongoing			
b. Adopt and lobby on behalf of a legislative agenda specific to the City	Continue joint lobbying efforts with UCSC	Admin	Ongoing	Legislative agenda adopted annually.		
	Identify legislative issues of specific interest to La Vista and allocate resources for lobbying.	Admin	ongoing			
c. Monitor U.S. Census results as it pertains to redistricting	Work with MAPA to develop options for redistricting the City's Council wards.	Admin	Spring 2011			
	Monitor redistricting efforts of Sarpy County	Admin	Spring 2011			



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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. Maintain City's Volunteer Fire Department	Monitor current operational procedures in comparison to NFPA Standards	Fire	immediate & ongoing	Brought on 10 additional members 12/1/09. Steady improvement toward NFPA 1720 compliance. Implementation of appointed fire officers.	Implement additional leadership training & educate department staff in city government relations.	
	Make recommendations for changes to Department into compliance with NFPA 1720 Standards for volunteer departments.	Fire	FY 11	Incorporated several new programs to enhance retention, improve response times, and attract viable recruit candidates. Purchasing 12-lead monitors to enhance EMS services.		
	Design and incorporate a firefighter residence program that will provide for manning at the D-2 fire station during the most vulnerable times of day.	Fire	FY 11	Program design is underway.	Program recommendation for Council review and approval and determination of program interest prior to authorization to proceed with construction.	
	Establish targets for recommended changes & incorporate funding into budget and/or CIP	Fire & CIP Committee	immediate & ongoing	Funding incorporated in FY 11 budget.		
	Begin preliminary planning work for District 1 Fire Station	Admin/Fire		Funding incorporated in FY 11 budget.		
b. Determine role City government should play in the delivery of solid waste services	Gauge level of citizen interest through some form of survey.	Admin	Summer 2010	Information regarding solid waste removal service was provided to the M&C during their strategic planning session in March 2010. Staff recommended that citizen input be sought before Council direction is provided.	Citizen survey regarding this issue to be included in Fall 2010 issue of City newsletter.	
c. Provide for the orderly and uninterrupted transition of personnel into key City appointed positions through a succession plan	Utilize hiring process to review position descriptions to articulate long term organizational expectations	HR	immediate & ongoing			



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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
	Fund and provide training opportunities	Admin	Ongoing	Department Heads continue to cycle thru LEAD. One MLM will also attend in FY 11.	Funding included in FY 11 to bring HPO training in-house for Department Heads and MLM group.	
	Review and make recommendation regarding the City's policies for funding for employee educational assistance	HR	Spring 2011		Will discuss with employee focus group.	
	Continue regular meetings between mid-level supervisors and City Administrator	Admin	ongoing	Continue training & meeting opportunities.		
	Continue to explore options for involving mid-level managers in organizational initiatives and special projects	All	ongoing	Initial meeting wil MLM small group to discuss how to move forward.	Meet again with MLM to make recommendations for ongoing training, relationship building and team development opportunites.	
	Consider establishing a City Hall internship for an up and coming supervisor	Admin			Difficult to do at this time as a result of staffing issues. Will keep it on the list for future opportunities.	
d. Contribute to the successful recruitment and retention of high quality City staff through implementation of the pay recommendations in the City's 2008 Compensation Plan	Review pay for performance (PFP) appraisal system.	HR	Summer/Fall 2010	A PFP appraisal system was implemented on 10/01/09. Since it has been utilized for nearly one year it is a good idea to review and make improvements where necessary.	Meeting with a group of employees in early September re: a review of 1st year of PFP, will be seeking input for suggested changes and bringing along any recommendations to Council.	
e. Update the City's Emergency Preparedness Plan	Provide opportunities for appropriate staff and officials to receive the NIMS 100 and 700 training.	Safety Committee	ongoing	All police officers have completed the required NIMS 100, 200 and 700 training. Command personnel have completed 100, 200, 300, 400, 700 and 800. All Public Works supervisors have completed NIMS 100, 200 and 700. The Fire Dept. has a certified NIMS instructor for this purpose. Bldg/Grds. Director completed NIMS 100, 200 & 700.	Anticipate establishing appropriate training for elected and appointed officials.	



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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
	Complete Pandemic Plan	PILOT Team	Summer 2010	A plan was approved by the Mayor & Council on March 16, 2010.	Review with employees	
	Keep Local Emergency Operations Plan (LEOP) up to date	Safety Committee	Ongoing		Sarpy County Emergency Management is updating plan in 2010.	
	Communicate Emergency Preparedness Plan to elected officials through periodic review	Safety Committee	Ongoing	A table-top exercise for elected officials and key City staff is being developed by the LVPD.	Anticipate reviewing with elected officials at a future workshop.	
f. Actively pursue funding opportunities for organizational strategic initiatives and projects consistent with departmental operations.	Pursue grant opportunities	All	immediate & ongoing	Currently on working to secure grant funding for Fire Training Officer position. Received grant for trees at Public Buildings.	Coordinate with US Census to identify low income areas to assist with grant applications	
	Track and report on grant applications and grants received.	Fin/All	January 2011		Will provide annual reports for M&C prior to annual strategic planning	
g. Identify opportunities for developing Boards & Commissions	Develop orientation program for new B&C members	Staff Committee	Spring 2011		Recommendation as part of the FY 2012 budget	
	Provide training opportunities for B&C members	Staff Committee			Recommendation as part of the FY 2012 budget	
	B&C review of pertinent sections of the Municipal Code	Staff Committee	Spring 2011		Recommendations for compliance and/or updates	
	Update B&C regarding Council's strategic priorities	Admin/MC	Summer/Fall 2010		CA & Council President to present to B&C's	
h. Begin the process of developing a high performance work culture	Provide opportunities for appropriate staff training		ongoing	Funding in FY 11 to bring some HPO training in house.	Continue Department Heads cycling thru LEAD; provide similar opportunities for MLM group. Provide in-house HPO training	
	Formulate recommendations for development of organizational and department performance measures	Admin/Internal Committee	Spring 2011		Budgeted for this training in FY 2011 as well as performance measurement program.	



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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
	Development of monthly department operational reports	All	January 2011 & ongoing		Monthly operational reports to be submitted by all departments.	
	Ensure that citizen feedback is solicited and utilized in the evaluation and development of programs and services		2013		A Citizen Survey will be a part of the Comprehensive Plan update.	



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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. 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.		IT Committee	Fall 2010	Contacted two companies to get estimates for analysis. Draft RFP completed. Funding included in FY 11 budget.	Send out RFP.	
b. Develop a long-range technology plan		IT Committee	Summer 2011	Department Heads continue to cycle thru LEAD. One MLM will attend in FY 11.	Plan will be based upon study recommendation.	
c. Develop a multi-year plan for financing technology improvements		IT Committee	Summer 2011		Financing strategy will be based upon long-range technology plan and incorporated into the CIP	
d. Designate adequate resources to provide appropriate technology training for city staff		IT Committee	ongoing	Upgrade to Office 2007 in March-training provided with transition.		