

City of Bellevue

Strategic Planning Report

2016 - 2018

Facilitated by: Beth Morrisette

1-14-2016

Narrative Summary

The city Administrator, the Assistant City Administrator, the Mayor, all available members of the Bellevue City Council, and department directors met on January 14, 2016 in a facilitated session to evaluate progress to date on the strategic plan update from 2015 and to determine plans for extending work through 2018. Attendee list is in the Appendix.

The agenda for the planning session was confirmed as follows:

- Introductions and Purpose
- Capture of the past year's achievements
- Identification of challenges still remaining from last year: What is left to be done between now and end of 2016
- Brief Review of Vision, Mission and Values Statements
- Environmental Scan: What challenges and opportunities are on the horizon for the next three years?
- Creation of Three-Year Practical Vision to answer the question of what this group wants to see in place for the City of Bellevue at the end of 2018 as a result of its work today
- Identification of barriers or blocks to achieving this practical vision
- Determination of strategic initiatives and key action steps for 2016, 2017, and 2018 including accountability assignments
- Determination of specific 2016 steps and accountabilities for February 2016 through December 2016 by quarters

Document Summary

Significant positive progress has been made in each initiative. There was consensus that there was still work remaining on each initiative and that current strategic directions should remain the same. A narrative update was given during the morning. A more detailed listing of all work accomplished during 2015 Strategic plan year is listed in a memo to Mr. Dan Berlowitz from Mr. Larry Burks in the appendix.

In developing a practical vision to guide actions and decision during the next three years (2016 – 2018), there was agreement that the major vision elements could be clustered into three overarching strategic initiatives. These strategic initiatives have remained the same since 2014 – 2016 strategic plan.

- Pursuing Economic and Community Growth and Development Initiatives
- Increasing Efficiency and Effectiveness in all City Operations
- Promoting Comprehensive Financial Planning

Pursuing Economic and Community Growth and Development initiatives has the largest number of objectives and action steps identified this year (pages 14 – 17). Due to concerns about budget shortfalls for police and fire departments, a heavy focus was on increasing city revenues. A comprehensive approach to explore a variety of “revenue” sources was discussed. This includes reexamination around a restaurant tax, increase in sales tax, and a possible increase in property tax levy. It is not anticipated that all will come to fruition, but instead to take an intentional, thoughtful look and engagement of the community stakeholders to determine which revenue source is the best for the City of Bellevue and its citizens as it prepares for upcoming budget development. Additional revenue source to be explored is gambling revenue. More details about the actions steps to explore increase city revenue can be located on pages 22 and 23.

A SWOT (strength, weakness, opportunities, threats) analysis was completed (page 8). Combining the information from the SWOT and identifying potential barriers that could block the success of this strategic plan (page 13) small groups were able to identify realistic and attainable three-year, two-year and 12-month success indicators to move the strategic plan forward in reaching the strategic initiatives set for the City of Bellevue.

Participants were positive about the strategic planning process. They noted they have done this several times over the past few years and is very helpful. The mission, vision and core values of the City of Bellevue remain on point.

1. Introductions and Purpose

Dan Berlowitz opened the meeting with comments over the process and success of last year. He then turned over the meeting to Beth Morrisette who began the discussion. Introductions around the tables, timeline, expectations for the day, second portion is the critical part for the final document completion which will go before council for approval.

2. Identify achievements from last year's plan and needed continuation work for 2016

Larry Burks compiled an assessment of the work done on last year's strategic plan. That assessment was included in the packet in preparation for the strategic plan and is included in the appendix of this document. Mr. Burks provided a narrative review of the document provided in the packet. Council Member Don Priester asked if this process could be completed at a faster pace since all participants received the memo from Mr. Burks to Mr. Berlowitz as part of their meeting packet. Below are the highlights that Mr. Burks shared:

- Vibrant Olde Towne – completion of appraisals
 - Also a NDEQ grant received to complete Phase I and ACM inspections on city owned properties.
- Boundary Issues – moving forward, during the Dec 4th meeting
 - Dan mentioned the three bills currently before the legislation all dealing with the learning community, some eliminating the levy and also looking at boundaries and assistance to communities to make agreements easier.
- Convention Center
 - Construction ongoing and on schedule.
 - Naming Rights letter will be going out next week.
- South Sarpy Sewer
 - Dan said as has been indicated, the city is working on a determination for the recommendation on participation. The City is meeting with engineers to see about the direction which is based on the level of

benefit the City would see. It may not make financial sense if our level of benefit is minimum but we are bearing the full cost.

- Public Works facility moved to a later date
 - Performance Measurement – continued audit and training
 - Vast improvement from initial roll out of program.
 - Energy Efficiency studies are ongoing
 - Wellness Planning – reduction in premiums for participation has been put off until 2017
 - PAFR – draft is complete but has been put on hold because of shortage of resources
- Discussion to the information Mr. Burks shared:
- City of Bellevue was looking at scanning with a full-time or part-time person bearing the responsibilities, maybe this is something we should ask them about.
 - Have spoken with Sarpy County and the problem was getting the data to them.
 - Wasn't the purpose of hiring someone in 2009 to help Kay with the scanning?
 - We have started and the Clerk's Office is working towards scanning everything but it falls to the time available
 - City of Omaha realized how big of a process it is. That is why we paid for laserfisch system, but there just isn't the time to get it all done. This is why as Dan said it's important to look at the historical importance of the documents we keep.
 - Fire Department is in the process of hiring an additional 6 employees, but it hasn't been complete yet.
 - 2 things noted – one thing is the pools – we need to be more creative with the funds used since the pools are only utilized for 9 weeks out of the year. Maybe partnerships with others could get us more.
 - Energy Audits – Have tried for 6 years to get the energy audits done and the money that would have been saved could have paid for the conversion this would both address a need and show creativity.
 - Substandard Housing – need more money

2015 Accomplishments Identified by Participants

Facility Related

- Olde Towne Appraisals – good to move forward with negotiations for sales of the buildings and allows us to move to Wall Street.
- NDEQ grant for due diligence
- American Heroes Park, the efforts and progress made. Missouri River Park Monitoring station and long range planning with Sarpy County Economic Development
- LB840 – voters approved, and the committee is in place now. Levee issues are critical for this to be an effective economic tool that will position us to get where we want to be.
- The Convention Center breaking ground is a huge accomplishment for all involved
- For the library, we went through accreditation process which included setting up strategic plan. One goal was to open on Sunday and with the staff and council support we have managed to open without increasing cost.
- Preparing for the moving of City Hall

Revenue Related

- Certified Economic Communities – this has been a big task with lots of stop and go. Only 3 First Class Cities don't have ED Certification and this will really position us for future investments.
- Certified Economic Development Community Application Completed
- Bellevue Community Foundation Partnership has grown and the benefits are shown through the city parks, police memorials – the foundation has given over \$100k back to the community in the last 3 years. This was one of the initial goals to come out of strategic planning and we really have move forward with implementation to make an impact.
- Volunteer Banquet back in the budget and scheduled for this year.
- Creating a vision for Olde Towne
- Departments are more in a proactive mode than reactive.
- Increase in the grants received
- CDBG Program has shown excellence and is recognized by those at the federal level
- Pay as you throw trash program

- Police have been challenged to do more with less and have done more and stayed under budget. Chief does the best he can and is very fiscally responsible. Fire is also doing more with less.

Employee Related

- Performance Management in Place for the whole city – all employees are on the same system and it's good to set benchmarks to becoming a high performance organization. Police department does not use the same goal setting system as civilians, but are following pay for performance based on their evaluation system.
- Can go through every department and recognize the extraordinary effort put forth by staff. Volunteers that do so much for the Bellevue Community Foundation and Green Bellevue, which was contributed over \$50,000 back with tree planting, recycling program, and elderly assistance. Overall doing an extraordinary job.

Additional Accomplishments

- National news coverage from the Late Night with Seth Meyers show.
- 2015 Best Business Environment recognition
- Strategic Planning – We are accomplishing things through our strategic planning
- Stellar public service

3. Brief Review of Mission/Vision/Values Statement

Mission statement, vision statement and core values were read aloud by the participants. All participants agreed that the mission statement, vision statement and core values were still applicable and to keep them as is.

Mission Statement: *To be ranked as one of the nation's best cities in terms of fiscal responsibility, environmental stewardship, innovation, integrity, continuous growth, and economic vitality (created 2011)*

Bellevue will provide exceptional customer service, uphold the public interest and advance the Community Vision

Organizational Vision Statement: *Be a collaborative and innovative organization that is future-focused and committed to excellence.*

Core Values

Stewardship: preserve and enhance the community's environmental, financial, human and physical resources

Innovation: encourage and reward creative ideas and solutions

Integrity: be trustworthy, truthful, ethical, and transparent

Commitment to Employees: value all employees and their contribution and treat each other with caring and respect. Creative service and ethics promote and encourage the highest level of efficiency, effectiveness and professionalism.

Exceptional Public Service: deliver outstanding service to Bellevue, Nebraska residents. Provide timely and reasonable response to the community

Community Participation: engage community members to shape and manage their community.

4. Environmental Scan – What challenges and opportunities are on the horizon for the next three years?

SWOT Analysis:

Strengths	Opportunities
<ul style="list-style-type: none"> • Vision • Momentum • Teamwork • Accountability • • Excellent Leadership city, departments • Growth & Development –Metro presence & national • Good Service to citizens & business owners • Great Quality of Life • • Strong when we work together –ID problems focus on solutions • fiscally stable • Community support we receive – never seen before • 	<ul style="list-style-type: none"> • Grants –economic development • modern advancement in technology –streamlining process • 34 Corridor –economic development • Mission Ave – Moving to Wall street • Fiscal stability for city to take chances • Legislation for Riverfront • Legislation in flexibility for economic tools • Changes in common levy & boundaries • Public-Private partnership • Fort Crook Road • City to work with Chamber • Site inventory for Fort Crook • Farmer’s Market • Galvin Road Corridor • Public Service elections •
Challenges	Threats
<ul style="list-style-type: none"> • Financial • School boundaries • Labor supply • Pools • Levee improvements • Runway at base • Divisiveness –polarized • Regulatory constantly changing • Public safety –police & fire budget constraints • Unfunded state & federal mandates • • Public works –aging infrastructure • socioeconomic conditions • document management • Employee moral • • Wellness –treading water in committee • 	<ul style="list-style-type: none"> • Offutt Reduction • Economic downturn • Bellevue Public Schools –bond issue, boundaries • Additional state restrictions on local governments • Forfeiture of seizure of law enforcement \$\$\$ • Security • Aging infrastructure • economic development competition • Retiring experience employees – institutional knowledge, NRD, city elected officials, etc. •

Financial Update

- Rich Severson provided an updated about the City’s budget
 - Bellevue spends about \$75 million, which equates to about \$1,500 per capita. This is compared to Omaha at \$1,800, Council Bluffs \$2,100, and Papillion \$2,700.
 - Papillion, La Vista, and Council Bluffs have a balanced budget with revenue equaling expenses, and they have the means to spend that which is the difference.
 - As far as Bellevue, some hot spots of wealth and influential people which we need to energize and garner support

- Stability of Bellevue's budget and financial controls are in place to maintain cash reserves to avoid overages
- Timing on Public Works may be an issue, but will be managed as best we can, will always find ways to accomplish tasks

Discussion:

- Fire Department disagrees and is operating in an emergency every month and losing people and experience
- What happened to the restaurant tax? We need to address why we are dragging our feet
- The research was done on the restaurant tax, but it was not included in the budget. Without going to a vote, it would raise about \$750,000, and with a vote about \$2 mil
- Other communities are richer and have more money. When a community is poorer, the Police Department is busier, there is no plan to remedy our plan/problem.
- We have to start focusing on short term as well as long term, when you compare Papillion to Bellevue, they have more money to spend on a smaller population, and we need to be more creative.
- Appreciate what both Chiefs have said, need a plan today – do a restaurant tax. First with council approval then put it to a vote. Don't want to see us in this position.
- We have limited resources look at current revenue streams and enhance what we have. We need to grow revenue streams and stop retail leakage, enhance and add.
- Budgeting for what we need – LB840 resources are limited and \$25,000 per year for marketing and other economic development activities is not enough.
- Sounds like ample amount for marketing. You need to remember the difference between business and government. We have a great deal of creativity among staff, and we need to utilize the resources better.
- When people demand something like a water park, they don't take into account that public safety needs to come first. We need to communicate that amenities are not top priority.
- There is a perception problem about the amount we spend per resident, our residents need to understand the differences between communities.
- Instead they think that government is wasteful.
- We need an action item – the restaurant tax was presented over a year ago and not enough support was garnered so it failed.
- Bring forward an ordinance supporting restaurant tax.

- What about food trucks? Who is watching these trucks? I have seen about 7 in Bellevue. We need an ordinance to monitor them.
- Food trucks sometimes turn into small businesses.
- It is important to get this done before we have significant changes (identifying additional revenue).
- What direction does the Council want to go on the restaurant tax
- We need to plan for a funding mechanism - then wait and look at it, and garner support.
- Biennial budget was presented and approved, but it can be amended midterm based on significant need. An approved budget is not locked in. As a council, you have the ability to set the budget. Doesn't mean we want to be burdened by taxes, but you can entertain conversation and engage in discussion about funding possibilities.
- Have discussion about what council can do to move forward; if you put on council then the second hearing is for public input.
- If we do implement food and beverage tax, concerned about impact on businesses on Mission Avenue and any changes that may impact customers.
- That is part of the bigger discussion the Council needs to have.
- Now as the current environment is changing and the discussion changes.
- Need to look at the impact on owners and tax effect on all entities.

What next steps does the City Council want to take on this discussion outside of today's meeting?

- That (discussing restaurant tax at City Council meeting) would be redundant, we have discussed it.
- We need to determine if additional information is needed and what everyone's thoughts are.
- Engaging the public and the restaurant owners not just during council to get the community engaged.
- If the restaurant tax is not good, what else is there?
- Could do something online or public meeting?
- If we look at the restaurant tax why not the sales tax? Then the tax would be spread out over the entire population but we can't raise the mil amount much more – everything I hear is limited.
- Long term funding has to be from economic development and growth
- Have to increase somewhere but limited to where it can come from.

The participants agreed to continue to explore this discussion further outside of the meeting due to time limitations. Initially it was suggested to have it on an upcoming City Council agenda but the discussion evolved saying that was too fast and additional data would be needed to inform the conversation Mr. Berlowitz will be working on the next steps.

5. Practical Vision for Bellevue

There was consensus that the major vision elements for the next three years would remain the same from the previous year.

- Pursuing Economic and Community Growth and Development Initiatives
- Increasing Efficiency and Effectiveness in all City Operations
- Promoting Comprehensive Financial Planning

Pursuing Economic and Community Growth and Development Initiatives	Increasing Efficiency and Effectiveness in all City Operations	Promoting Comprehensive Financial Planning
<ul style="list-style-type: none"> • Entertainment District in Twin Creek • Increase quality of life parks, trails, pools • Improved recreational facilities • Enhancing our existing assets for economic development (Riverfront) (parks, forest, natural beauty) • Riverfront, Dev, AHP • Improved city-scape, city flower, city color, city bird • Prep for E.A.B. • Olde Towne Restored • Economic Development –Brick & mortar, highway 34 & Olde Towne • Economic Development -34, Olde Towne, Galvin, Fort Crook • Levee Certification • Residential Development Standards • School Boundary Issue Resolved by 2018 • Additional housing development • Media support/promotion of Bellevue 	<ul style="list-style-type: none"> • Staffing for fire, police, public works • Effective wellness program • City Service Development Plan (i.e., fire, library, pools/parks/rec, public works) • Increased investment in technology to improve organizational processes • Improved Employee morale • Public Works, Fire, land, facilities, Wall Street (1 location-satellite for police/fire?) • City Hall move completed! • Improved infrastructure 	<ul style="list-style-type: none"> • Fiscal responsibility • New revenue sources • Agreement on allocation of resources • Identify a concrete funding mechanism (restaurant tax?) • Public safety funded and fully staffed

6. Barriers to Developing this Vision

Below are potential barriers that could prevent the implementation of the strategic initiatives. Identifying potential barriers allowed the participants to consider and plan for when creating action steps for implementation.

Apathy	Correct info & knowledge	me Shovel ready properties	Need modern technology
Insufficient funds-Compared to surrounding areas, smaller population in comparison -Property valuation -Retail sales -Median Household income	Perception of current government based on past government leaders -\$\$per person spent per capita	Land locked	Transportation –not cost effective – public, in general
		Movement of the center of Omaha –moving farther west	Connectivity-North park, west, Olde Towne
Economic diversity of the base	Need Public information & education to the public to counter perception	Locked boundaries for school district	Aging infrastructure

7. Key Action Steps – 2016 and forward

Strategic Initiative: Pursuing Economic and Community Growth and Development Initiatives		
Three-Year success indicators: At the end of 2018, how will we know we are successful?	Two-Year success indicators: At the end of 2017, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2016 at the level of program or project to move from our current reality to where we want to be? Who is responsible?
<u>Twin Creek</u> <ul style="list-style-type: none"> • Development of Main Street • Booking meets expectations • Increase in property valuations 	<u>Twin Creek</u> <ul style="list-style-type: none"> • Bookings meet expectations • Main Street Development • Increase in land values 	<u>Twin Creek</u> <ul style="list-style-type: none"> • Marketing plan for conference center • Evaluate # of bookings • Naming rights • Opening on time/budget
<u>Levee</u> <ul style="list-style-type: none"> • Finish Construction • Recertification 	<u>Levee</u> <ul style="list-style-type: none"> • On-going construction 	<u>Levee</u> <ul style="list-style-type: none"> • Approval & state funding legislation • Start of construction
<u>Residential Growth</u> <ul style="list-style-type: none"> • Boundaries changed 	<u>Residential Growth</u> <ul style="list-style-type: none"> • Adopt standards • Continue if necessary 	<u>Residential Growth</u> <ul style="list-style-type: none"> • Determine consensus to review standards • Monitor/support boundary legislation • Coordinate with Papillion & Springfield
<u>Media</u> <ul style="list-style-type: none"> • # of positive vs negative • # of PSAs 	<u>Media</u> <ul style="list-style-type: none"> • # of positive vs negative • # of PSAs 	<u>Media</u> <ul style="list-style-type: none"> • Cultivate positive media exposure • Monitor media exposure • Positive press releases
<u>Industrial/Commercial Development</u> <ul style="list-style-type: none"> • Development • Redevelopment underway • Groundbreaking 	<u>Industrial/Commercial Development</u> <ul style="list-style-type: none"> • 62 acres shovel ready • Sale of Olde Towne property • Galvin Rd site inventory • More sites under control • Shovel ready site on 34 corridor 	<u>Industrial/Commercial Development</u> <ul style="list-style-type: none"> • Market plan for 62 acres • Complete annual report for ED certification • RFP for sale of Olde Towne property • Resurrect FCR committee/chamber • Market plan (34 corridor)
	<u>Emerald Ash Bore</u> <ul style="list-style-type: none"> • Implement 	<u>Emerald Ash Bore</u> <ul style="list-style-type: none"> • Develop EAB Plan • Monitor/treat

2016 Quarter-by-Quarter Action Steps

A. Strategic Initiative: Pursuing Economic and Community Growth and Development Initiatives

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Twin Creek</u> A1 -Develop Marketing plan for conference Center	<ul style="list-style-type: none"> Kinseth (Community Relations, Finance) 			
<u>Twin Creek</u> A2 -Evaluate number of bookings at conference center			<ul style="list-style-type: none"> Finance and Admin 	<ul style="list-style-type: none"> Finance and Admin
<u>Twin Creek</u> A3 -Finalize naming Rights contract	<ul style="list-style-type: none"> Distribute RFI (Admin) Review/discuss with potential sponsors (Admin) 	<ul style="list-style-type: none"> Award Contract (Admin) 	<ul style="list-style-type: none"> Develop methodology to tract impact (Admin and Community Relations) Chamber/Kinseth 	<ul style="list-style-type: none"> Track impact (Administration & Community Relations)
<u>Twin Creek</u> A4 -Open Conference Center on time and on budget	<ul style="list-style-type: none"> Monitor progress and budget (Public Works & Finance) 	<ul style="list-style-type: none"> Monitor progress and budget (Public Works & Finance) 		
<u>Levee</u> A5 -Support NRD application for state funding		<ul style="list-style-type: none"> Identify timeline with NRD-(Mayor) 	<ul style="list-style-type: none"> Monitor Progress (Administration) 	
<u>Levee</u> A6 -Start construction		<ul style="list-style-type: none"> Let bid/award contract (NRD) 	<ul style="list-style-type: none"> Start construction (NRD) Monitor status (Administration) 	<ul style="list-style-type: none"> Monitor status (Administration)
<u>Residential Growth</u> A7 -Revise Residential Development Standards		<ul style="list-style-type: none"> Establish committee to review standards (Planning) 	<ul style="list-style-type: none"> Review standards (Planning) 	<ul style="list-style-type: none"> Propose/approve revisions (Planning/PC/CC)

2016 Quarter-by-Quarter Action Steps

Strategic Initiative: **Pursuing Economic and Community Growth and Development Initiatives (Con't)**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Residential Growth</u> A8 -Change school district boundaries	<ul style="list-style-type: none"> Monitor and support legislation (Administration) 	<ul style="list-style-type: none"> Monitor and support legislation (Administration) 		
<u>Economic Development</u> A9 -Develop marketing plan for LB840 area		<ul style="list-style-type: none"> Complete plan (Admin & Finance) 		
<u>Economic Development</u> A10 -Complete annual report to ED re-certification	<ul style="list-style-type: none"> Collect data (Admin) 	<ul style="list-style-type: none"> Collect data (Admin) 	<ul style="list-style-type: none"> Collect data (Admin) 	<ul style="list-style-type: none"> Collect data complete report (Admin)
<u>Economic Development</u> A11 -Issue RFP for sale of Olde Towne property		<ul style="list-style-type: none"> Develop & issue RFP (Admin, Legal, Planning) 	<ul style="list-style-type: none"> Negotiate & select developer (Admin, CC, Legal) 	
<u>Economic Development</u> A12 -Resurrect FCR committee with Chamber		<ul style="list-style-type: none"> Re-establish committee mtg (Admin, Planning, Public Works, Chamber) 	<ul style="list-style-type: none"> On-going meetings 	<ul style="list-style-type: none"> On-going meetings
<u>Media</u> A13 -Cultivate positive media exposure	<ul style="list-style-type: none"> As opportunities arise, create positive stories and PSAs (Community Relations) 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> On-going

2016 Quarter-by-Quarter Action Steps

Strategic Initiative: **Pursuing Economic and Community Growth and Development Initiatives (Con't)**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Media</u> A13 -Cultivate positive media exposure	<ul style="list-style-type: none"> Collect press exposure (Community Relations) 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> On-going 	<ul style="list-style-type: none"> On-going
<u>EAB</u> A14 -Develop EAB plan	<ul style="list-style-type: none"> Draft EAB plan – Tree board & Parks Dept. Assess Ash Trees (Parks Dept.) 	<ul style="list-style-type: none"> Final Plan complete (Tree Board & Parks Dept.) 	<ul style="list-style-type: none"> Budget for implementation (Parks Dept) 	
<u>EAB</u> A15 -Monitor spread of EAB/treat trees as necessary	<ul style="list-style-type: none"> Monitor/treat (Parks Dept) 	<ul style="list-style-type: none"> Monitor/treat (Parks Dept) 	<ul style="list-style-type: none"> Monitor/treat (Parks Dept) 	<ul style="list-style-type: none"> Monitor/treat (Parks Dept)
<u>City-Scape</u> A16 -Maintaining what we have	<ul style="list-style-type: none"> On-going maintenance (Parks Dept) 	<ul style="list-style-type: none"> On-going maintenance (Parks Dept) 	<ul style="list-style-type: none"> On-going maintenance (Parks Dept) 	<ul style="list-style-type: none"> On-going maintenance (Parks Dept)
<u>City-Scape</u> A17 -Develop new gardens	<ul style="list-style-type: none"> Plan for new gardens (Parks Dept) 	<ul style="list-style-type: none"> Determine how to implement (Parks Dept) 	<ul style="list-style-type: none"> Implementation/ establishment of new gardens (Parks Dept) 	

Strategic Initiative: Increasing Efficiency and Effectiveness in all City Operations		
Three-Year success indicators: At the end of 2018, how will we know we are successful?	Two-Year success indicators: At the end of 2017, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2016 at the level of program or project to move from our current reality to where we want to be? Who is responsible?
<u>Effective Wellness Program</u> <ul style="list-style-type: none"> • Reduce Claims • Increased participation by employees 	<u>Effective Wellness Program</u> <ul style="list-style-type: none"> • Implement monetary incentive on premiums for participants in the program 	<u>Effective Wellness Program</u> <ul style="list-style-type: none"> • Employee Education on the importance on the preventative exams & healthy lifestyles. (Wellness committee & Administration)
<u>Staffing for Fire, Police, PW</u> <ul style="list-style-type: none"> • Voter approval of Phase Two 	<u>Staffing for Fire, Police, PW</u> <ul style="list-style-type: none"> • Utilizing the funds to increase staffing 	<u>Staffing for Fire, Police, PW</u> <ul style="list-style-type: none"> • Educating the public & first phase of implementing the restaurant tax
<u>Improved Infrastructure</u> <ul style="list-style-type: none"> • Completion of proposal projects 	<u>Improved Infrastructure</u> <ul style="list-style-type: none"> • Rehabilitation of existing & construction of new 	<u>Improved Infrastructure</u> <ul style="list-style-type: none"> • Priority projects are designed & bid
<u>City Hall Move Completed</u> <ul style="list-style-type: none"> • All construction completed & all services moved 	<u>City Hall Move Completed</u> <ul style="list-style-type: none"> • Completion of 1410 & movement of City Hall 	<u>City Hall Move Completed</u> <ul style="list-style-type: none"> • Demolition & improvements to 1500 Wall Street. Concurrent renovations of the 1410 Wall Street
<u>Improved Employee Morale</u> <ul style="list-style-type: none"> • Reduced complaints. More smiles • Improved performance 	<u>Improved Employee Morale</u> <ul style="list-style-type: none"> • Reduced complaints. More smiles • Improved performance 	<u>Improved Employee Morale</u> <ul style="list-style-type: none"> • Positive Reinforcement Strategies developed – Anonymous Recognition via the Recognition Committee
<u>Increased Investment in Technology</u> <ul style="list-style-type: none"> • Utilization of portal & implementation by community members & outside organization 	<u>Increased Investment in Technology</u> <ul style="list-style-type: none"> • Staff trained & understands use of Open Data Portal 	<u>Increased Investment in Technology</u> <ul style="list-style-type: none"> • Selection of Open Data Organizational Contracts
<u>City Service Development Plan</u> <ul style="list-style-type: none"> • Begin implementation of projects using committed funds 	<u>City Service Development Plan</u> <ul style="list-style-type: none"> • Resources outside of city identified 	<u>City Service Development Plan</u> <ul style="list-style-type: none"> • Reach out to public & private partnerships • Identify ways to fund potential development & what needs to be funded

2016 Quarter-by-Quarter Action Steps

B. Strategic Initiative: **Increasing Efficiency and Effectiveness in all City Operations**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Effective Wellness Program</u> B1 -Employee Education on the importance on the preventative exams & healthy lifestyles.	<ul style="list-style-type: none"> Wellness committee needs to meet & discuss plan (Wellness committee & Administration) 	<ul style="list-style-type: none"> Develop an education plan Determine speakers (Wellness committee & Administration) 	<ul style="list-style-type: none"> Training begins Tracking participation (Wellness committee & Administration) 	<ul style="list-style-type: none"> Training & tracking Discuss budget & plan for/ensure incentives are included in budget (Wellness committee, Administration & finance)
<u>Staffing for Fire, Police, PW</u> B2 -Educating the public & first phase of implementing the restaurant tax	<ul style="list-style-type: none"> Meet with Chamber, Admin, Council Rep & finance to create template for education program (Admin, Finance, Community Relations) 	<ul style="list-style-type: none"> Gather data to partner with template through community outreach & business contracts / organizations (Admin, Finance, Community Relations) 	<ul style="list-style-type: none"> Public presentations & “buy-in” through social & local media & publicity junket (Admin, Finance, Community Relations) 	<ul style="list-style-type: none"> Implementation, with Council approval (Admin, Finance, Community Relations)
<u>Improved Infrastructure</u> B3 -Priority projects are designed & bid	<ul style="list-style-type: none"> Reviewing CIP & prioritizing / identifying needs (Directors & Admin) 	<ul style="list-style-type: none"> RFPs & Specs determined Accept bids (Directors & Admin) 	<ul style="list-style-type: none"> Begin construction, rehab, demo, etc. (Directors, Admin & Purchasing) 	<ul style="list-style-type: none"> Continue construction, rehab, demo, etc. (Directors, Admin & Purchasing)
<u>City Hall Move Completed</u> B4 -Demolition & improvements to 1500 Wall Street. Concurrent renovations of the 1410 Wall Street	<ul style="list-style-type: none"> Begin/Continue process Demo 1500 Renovations in 1410 (Admin & Public works) 	<ul style="list-style-type: none"> Roof replacement of 1500 Repair & replace brick veneer at 1500 (Admin & Public Works) 	<ul style="list-style-type: none"> 1500 Renovation & Remodel (Admin & Public Works) 	<ul style="list-style-type: none"> 1500 Renovation & Remodel (Admin & Public Works)

2016 Quarter-by-Quarter Action Steps

Strategic Initiative: **Increasing Efficiency and Effectiveness in all City Operations (Con't)**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Improved Employee Morale</u> B5 -Positive Reinforcement Strategies developed – <u>Anonymous Recognition</u> via the Recognition Committee	<ul style="list-style-type: none"> Develop strategies Grow committee (Recognition committee & Admin) 	<ul style="list-style-type: none"> Implement (Recognition committee) 	<ul style="list-style-type: none"> Continue Program (Recognition committee) 	<ul style="list-style-type: none"> Committee review on feedback data (Recognition committee)
<u>Increased Investment in Technology</u> B6 -Selection of Open Data Organizational Contracts	<ul style="list-style-type: none"> Selecting open data contractor(s) with appropriate track record in other communities (Admin & Council Member) 	<ul style="list-style-type: none"> Begin implementation & identifying information resources for portal (Admin & Council Member) 	<ul style="list-style-type: none"> Begin Staff training Identify potential hurdles for staff (Admin & Council Member) 	<ul style="list-style-type: none"> Begin data entry into portal Promote community input (Admin & Council Member)
<u>City Service Development Plan</u> B7 -Reach out to public & private partnerships Identify ways to fund potential development & what needs to be funded	<ul style="list-style-type: none"> Identify potential resources & projects (i.e. community / business foundations) (Asbestos Concerning Survey & Departmental) 	<ul style="list-style-type: none"> Pursue the identified resources & project timelines (Asbestos Concerning Survey & Dept. heads) 	<ul style="list-style-type: none"> Begin utilizing funds & applying resources toward identified projects (Asbestos Concerning Survey & Dept. heads) 	<ul style="list-style-type: none"> Continued implementation & project status review (Asbestos Concerning Survey & Dept. heads)

Strategic Initiative: Promoting Comprehensive Financial Planning		
Three-Year success indicators: At the end of 2018, how will we know we are successful?	Two-Year success indicators: At the end of 2017, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2016 at the level of program or project to move from our current reality to where we want to be? Who is responsible?
<u>Identify Concrete Funding Mechanism</u> <ul style="list-style-type: none"> • Vote of public 	<u>Identify Concrete Funding Mechanism</u> <ul style="list-style-type: none"> • Marketing plan competed • Start working on full vote (>700k) 	<u>Identify Concrete Funding Mechanism</u> <ul style="list-style-type: none"> • Discussion & decision restaurant tax <700K
<u>New Revenue Source</u> <ul style="list-style-type: none"> • Casino in place 	<u>New Revenue Source</u> <ul style="list-style-type: none"> • Marketing & development 	<u>New Revenue Source</u> <ul style="list-style-type: none"> • Discussion & Lobby to research gambling & casino
		<ul style="list-style-type: none"> • Research & discussion contracting fire & rescue
<ul style="list-style-type: none"> • Vote/election 	<ul style="list-style-type: none"> • Marketing 	<ul style="list-style-type: none"> • Discussion & decision sales tax 1/2cent increase
	<ul style="list-style-type: none"> • Increase September 2017 	<ul style="list-style-type: none"> • Analysis, discussion & decision property tax levy
<u>Fiscal Responsibility</u> <ul style="list-style-type: none"> • Budgeting 	<u>Fiscal Responsibility</u> <ul style="list-style-type: none"> • Time to adjust schedules • implementation 	<u>Fiscal Responsibility</u> <ul style="list-style-type: none"> • Management • Fiscal responsibility • Vehicle maintenance / overtime
<u>Agreement on Allocation of Resources</u> <ul style="list-style-type: none"> • Implement 	<u>Agreement on Allocation of Resources</u> <ul style="list-style-type: none"> • Re-budget reallocate, make personal adjustments 	<u>Agreement on Allocation of Resources</u> <ul style="list-style-type: none"> • Discuss & analyze current allocation / comparisons (is it right for Bellevue? Is it fair?)
		<ul style="list-style-type: none"> • Lobby to support reduced keno time

2016 Quarter-by-Quarter Action Steps

C. Strategic Initiative: **Promoting Comprehensive Financial Planning**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Identify Concrete Funding Mechanism</u> C1 -Discussion & decision restaurant tax <700K/year*	<ul style="list-style-type: none"> Create a presentation to show need Schedule meetings between city Admin representatives & civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works, Community Relations) 	<ul style="list-style-type: none"> Place a discussion item on the council agenda by end of June 2016 (Admin, Finance, Police, Fire, Public Works) 	<ul style="list-style-type: none"> Vote by end of Q3 (City Council) 	<ul style="list-style-type: none"> TBD
<u>New Revenue Source</u> C2 -Discuss, research & decide on additional gambling revenue – generating activities*	<ul style="list-style-type: none"> Create a presentation to show need Schedule meetings between city Admin representatives & civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works, Community Relations) 	<ul style="list-style-type: none"> Place a discussion item on the council agenda by end of June 2016 (Admin, Finance, Police, Fire, Public Works) 	<ul style="list-style-type: none"> Vote by end of Q3 (City Council) 	<ul style="list-style-type: none"> TBD
<u>Identify Concrete Funding Mechanism</u> C3 -Discuss & decide on increase in property tax levy*	<ul style="list-style-type: none"> Create a presentation to show need Schedule meetings between city Admin representatives & civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works, Community Relations) 	<ul style="list-style-type: none"> Place a discussion item on the council agenda by end of June 2016 (Admin, Finance, Police, Fire, Public Works) 	<ul style="list-style-type: none"> Vote by end of Q3 (City Council) 	<ul style="list-style-type: none"> TBD
<u>Agreement on Allocation of Resources</u> C4 -Discuss & decide on a reallocation of resources (budget)			<ul style="list-style-type: none"> Discuss & decide if reallocation is necessary (Admin & Finance) 	<ul style="list-style-type: none"> TBD

2016 Quarter-by-Quarter Action Steps

Strategic Initiative: **Promoting Comprehensive Financial Planning (Con't)**

Key Actions for 2016	QTR 1 – Feb – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Fiscal Responsibility</u> C5 -Analyzed, discuss & decide on cost management priorities	<ul style="list-style-type: none"> Analyze effectiveness & efficiency of present costs (Admin & Finance) 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD 	<ul style="list-style-type: none"> TBD
<u>Identify Concrete Funding Mechanism</u> C6 -½ cent sales tax*	<ul style="list-style-type: none"> Create a presentation to show need Schedule meetings between city Admin representatives & civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works, Community Relations) 	<ul style="list-style-type: none"> Place a discussion item on the council agenda by end of June 2016 (Admin, Finance, Police, Fire, Public Works) 	<ul style="list-style-type: none"> Vote by end of Q3 	<ul style="list-style-type: none"> TBD

*All of these “revenue” sources are being explored in combination with each other or to the exclusion of one or another.

8. Report out and Evaluation of Small Group Work

Each group presented their three-year success indicators, two-year success indicators and their 12-month objectives. All groups reached consensus on the information presented. Then groups returned to their strategic initiative group or moved to another group that’s success indicators had a direct impact on their department. For example, police and fire moved to the Promoting Comprehensive Financial Planning group to support the development of quarterly action steps.

Each team worked on developing quarterly actions steps that responded to the 12-month objectives. Once the charts were completed, each group presented their thoughts and ideas for the quarterly actions steps. All groups reached consensus.

Additional discussion included:

- The upcoming 150 year anniversary of the State of Nebraska

- We need to focus on the wellness program/ hopefully put in place an incentive program for the employees to join to keep health insurance down.
- Fire /Police- we need a solution in place for the continual short fall, cannot continue to operate like this “what is the plan” Restaurant Tax? Expand Gambling/Keno? Gambling does increase Crime though.
- Monitor Sick Leave, usually someone who calls in sick a lot is unhappy in their job, yet not always true for millennial, if they have a sick day they use it.
- Own light poles, contract out the maintenance, and lease poles for small cell technology.

9. Wrap Up and Evaluation of the Day

What did you like about today?

Lunch ☺- lunch was better this year compared to last year

We got a lot accomplished today.

Good discussions

We all need to work together to accomplish our goals!

Appendix

Attendees:

Dan Berlowitz (City Administrator)

Carol Blood (Council Member)

Larry Burks (Assistant City Administrator)

Paul Cook (Council Member)

Steve Carmichael (Council Member)

Sabrina Ohnmacht (City Clerk)

Mark Elbert (Police Chief)

Perry Guido (Fire Chief)

John Hansen (Council Member)

Karen Jackson (Administrative Services Director)

Rita Sanders (Mayor)

Rich Severson (Finance Director)

Chris Shewchuk (Planning Director)

Julie Dinville (Library Director)

Don Priester (via Skype) (Council Member)

Tim Buckley / Pat Sullivan (City Attorney)

Phil Davidson (Community Relations Coordinator), Abby Highland (CDBG Specialist/ Contract Administrator), Lisa Rybar (Executive Secretary) -Staff

Strategic Planning Session Agenda

January 14 2016

830-430 pm

Bellevue Fire Training Center

- | | | |
|----|-------|---|
| 1 | 8:30 | Introductions and Purpose |
| 2 | 8:45 | Capture past year achievements –Challenges still remaining from last year? |
| | | What is left to be done between now and End of 2016? |
| 3 | 9:30 | Review of Mission and Value Statements |
| 4 | 10:00 | Environmental Scan |
| | | What challenges and opportunities are on the horizon for the next three years? |
| 5 | 10:30 | Creation of Three-Year Practical Vision –What do we want to see in place for the City Bellevue at the end of 2018 as a result of our work today |
| 6 | 11:00 | Barriers or Blocks to Achieving this Vision –What is currently blocking our achievement of this vision? |
| | | Lunch 11:55 |
| 7 | 12:30 | Key Actions to Address Blocks –What actions can deal with these obstacles and move us toward our vision? |
| 8 | 1:30 | Broad Action Steps for 2016 2017 2018 including accountability assignments |
| 9 | 2:30 | Specific 2016 Steps |
| | | a February and March Actions |
| | | b Qtr 2 April June Actions |
| | | c Qtr 3 July September Actions |
| | | d Qtr 4 October December Actions |
| 10 | 4:20 | Closing |



City of Bellevue
Office of the City Administrator
210 West Mission Avenue • Bellevue, Nebraska 68005 • (402) 293-3022

To: Dan Berlowitz, City Administrator
Date: December 31, 2015
Subject: 2015 Strategic Plan Final Report

Mr. Berlowitz,

The following information reports organizational progress towards achieving the strategic planning goals for the 2015 calendar year.

A. Pursuing Economic and Community Growth and Development Initiatives

1. Vibrant Olde Towne

Q2: Complete vision plan.

The Planning Department continues to work on the Olde Towne Vision Plan, with a presentation to the Planning Commission planned for its September meeting.

Q3: Continue vision plan; Begin transition plan

The Planning Department continues to work on the development of the Olde Towne Vision Plan. A draft plan was presented to the Planning Commission on September 25, 2015 for feedback. The final plan is anticipated to be completed and presented to the Planning Commission for approval by the end of the year.

Administration and City Attorney are working with current tenant for the lease of 1500 Wall Street. Once the lease agreement is approved, planning work to remodel both 1500 Wall Street and 1410 Wall Street will commence. Administration anticipates moving from Mission Avenue to 1410 Wall Street sometime mid 2016.

Q4: Continue Transition Plan

During the last quarter of 2015, administration and legal staff have continued to negotiate with the potential tenant for 1500 Wall Street. The City's architect has assisted with the planning of both 1410 and 1500 Wall Street facilities. In December, the Bellevue City Council approved demolition work for 1500 Wall Street allowing additional progress to be made on the transition and the windows are currently being replaced at 1410 Wall Street.

Additional work such as appraisals and environmental analysis work by the Nebraska Department of Environmental Quality (NDEQ) is currently being completed for the three City owned properties in the Olde Towne area. The environmental work consisting of Phase I analysis and Asbestos Containing Materials (ACM) inspections are fully funded by grants from the NDEQ's 128(a) Program. If any Phase II work or asbestos removal is needed, the NDEQ may have funds available, possibly on a matching basis, to complete the work.

The Olde Towne Vision Plan was formally adopted on Thursday, December 17th by the Bellevue Planning Commission and will be presented to the Bellevue City Council the January 26, 2016 council meeting.

2. Resolving boundary issues

Q1: Monitor legislative activities

Provided testimony in support of Senator Sue Crawford's bill LB392. In addition to addressing the school boundary issues LB392 proposed three key elements:

1. Eliminate the Learning Community's 95 cent common levy
2. Restore ESU funding to schools in Douglas and Sarpy counties
3. Creates a process if negotiations over agricultural land transfers between Learning Community schools break down

Q2: Continue monitoring

Ongoing monitoring and communication with legislators; Sen. Sue Crawford notifies Administration when the issue is considered and public comments can be heard.

Q3: React to legislative action

Communication with Bellevue Public Schools and Sen. Sue Crawford is ongoing. No new activity to report.

Q4: Continued activity.

On December 4th, Bellevue Administration met with Sen. Sue Crawford, Papillion Mayor David Black and Papillion City Administrator Dan Hoins to discuss and strategize ways to address the problems created by current school boundaries. The multi-jurisdictional approach is gaining traction and momentum but still ongoing.

3. Convention center success

Q2: Develop marketing plan with Chamber and other key players

Kineth Hospitality has developed a web page for the Bellevue Conference and Event Center. \$50,000 has been allocated for the grand opening marketing expense and efforts will be coordinated with Marriot Corporate marketing. We will continue collaborating with Kineth on the marketing of the facility. Furthermore, a study to determine the value of the conference center naming rights is currently being considered.

Q3: Continue marketing plan implementation

Joyce Julius & Associates has completed a media exposure analysis and the results are currently being reviewed to formulate a draft RFP for naming rights at the conference center. It is expected to have RFP issued and submissions reviewed by the end of the year. City staff continues to work with Kineth Hospitality to produce marketing materials and media.

Q4: Continue marketing plan implementation

Staff has been working with the Kineth Group to finalize the naming rights marketing packet. Administration and the Bellevue Chamber met with project leads on December 23rd and a draft of the marketing request for information is being finalized and a press release announcing the RFI is planned for January sometime.

The City of Bellevue has recently agreed to partner with CGI Communications to develop a video library, including marketing of Bellevue and the Bellevue Event Center, showcasing our community. The production of the videos will not likely take place until late spring or early summer and the service is free of charge.

4. Increased residential development

Q2: Identify potential acreage areas in the Comprehensive Plan

Not complete – needs to be done in conjunction with sewer study.

Q3: Review zoning ordinances for regulations to promote

The target of this initiative was to designate more land in the Comp Plan for residential acreage development. This has been delayed awaiting resolution of the South Sarpy Sewer issue. We want to leave potential areas with city sewer capabilities for standard suburban type of development, while designating those areas where we anticipate that public sewer will not be available for acreage development.

Q4: Continued activities.

We are awaiting resolution of the South Sarpy Sewer issue before designating land for additional acreage development. We want to leave sewerable areas for standard suburban type of development, while designating those areas where we anticipate that public sewer will not be available for acreage development.

5. South Sarpy sewer

Q2: Initiate discussions with other cities

Staff and Administration has attended several meetings and presentations regarding the issue of sewer service south of the land ridge in Sarpy County. Staff determined any additional investment in studies by the City of Bellevue would not have additional value because the City of Bellevue's geographic position is primarily north of the ridge and less than 3500 acres is impacted; most of which could be treated at the Omaha plant. The current agreement with Omaha is under review.

Q3: Continue progress

Staff has continued attending ongoing meetings with HDR, Sarpy County, and other cities. Public Works is finalizing Water Service Agreement (WSA) with Omaha.

Q4: Plan development begun

Water Service Agreement (WSA) with Omaha approved. We are awaiting resolution of the South Sarpy Sewer issue before designating land for additional acreage development. See aforementioned Item A-4 for more details.

6. Business development/Highway 34 Corridor

Q2: Refine Highway 34 plan

Bellevue City Council was given a presentation regarding the preliminary planning and vision of the HWY 34 Corridor. The LB840 Citizen Advisory Committee has been formed and has met two times for introductions and area orientation. Sarpy County Economic Development Corporation (SCEDC) is continually working with land owners in the area to develop option agreements to gain land

control. SCEDC hopes to submit an LB840 application for land control assistance before the end of 2015.

Q3: Continue plan refinement; Project area marketing materials

Sarpy County Economic Development and the Greater Omaha Chamber of Commerce have been working very closely with the City of Bellevue to advance planning initiatives in the HWY 34 corridor and the LB840 areas. Land control to allow access to continue due diligence work is the current barrier. We are working every angle to gain control through ownership or options. Most of the land owners seem disinterested in options but refuse to list properties at a marketable price. Efforts will be ongoing in this area.

Assistant City Administrator Burks is working with OPPD and Sarpy County Economic Development to produce a marketing piece for the LB840 area. Final versions are expected to be completed sometime in November.

Q4: Implement marketing plan specific to this project area; plan for businesses as they come to the area.

Ongoing land control efforts are being made in conjunction with the Greater Omaha Chamber and Sarpy County EDC.

Bellevue City Council has seen a detailed presentation regarding the confidential planning done in the LB840 area. The final draft of the Bellevue Rail Park plan was delivered in November and will be a great source of information for planners, developers and marketing materials. Sarpy County Economic Development and OPPD have been working very closely with the City of Bellevue to develop a marketing plan outline including a brochure, videos and online imagery for Bellevue.net. An economic development strategic plan will be developed after the 2016 Strategic Plan is developed and will likely include economic development marketing as a strategic initiative.

The Bellevue Developer's Guide is now complete and online. OPPD has agreed to print one hundred or so Developer Guides for the City to keep on hand.

On December 3, Bellevue's application to become an Economic Development Certified Community was submitted to the Nebraska Department of Economic Development. Certification receipt is expected the first quarter of 2016. Assistant City Administrator Burks has attended two trade shows (FABTECH and Nebraska Power Farming Show) to research specific industries and market development opportunities in Bellevue. Corporate contacts have been filed and will be used as a reference list of companies contacted as part of the outreach requirements for recertification.

Finally, marketing the City of Bellevue's selection as 2015 Best Business Environment by Wealth and Finance International has been publicized online including Bellevue.net and our social media pages.

7. Substandard housing

Q1: Develop inventory and priority list

Chief Building Official, Mike Christensen has established a list of properties and is continuing to take action on them. Since October 1, 2014 nine (9) structures have been demolished and seven (7) more are pending demolition.

Q2: Develop a budget reflecting the list

There are fifty-two (52) active minimum housing files. Ten (10) properties have been added since March of 2015. Not all properties are suited for demolition, but could be if neglect continues. Currently there are two (2) houses approved and scheduled for demolition. The 2015-2017 budget proposal was less than half of the requested amount of \$80,000 per year. If the Council wants to see more aggressive action in this area the Council does have the option to dedicate Community Betterment dollars for demolition costs if they choose.

Q3: Implement as budget allows

For condemnations, FY15-16 budgeted amount of \$17,000 and FY16-17 budgeted amount of \$22,000 falls well short of the necessary funding needed for the current condemnation needs. As in the previous budget, a request of \$80,000 per year was made.

Q4: Continue implementation of plan

Funding is limited and substandard housing is addressed on an as needed basis or as approved basis.

8. Library

Q2: Complete RFP

A draft RFP for a new library facility needs assessment has been completed. However, funding for carrying out such a project through the hiring of a consultant or firm has been trimmed from the proposed FY2015-16 portion of the 2015-2017 biennial budget. At this time, it appears the ability to go forward with this project will be dependent on successfully securing alternative funding or on funds becoming available through the city budget at a later date.

Q3: Budget for Study

The Library was to have budgeted for a facility feasibility study in the third quarter of 2015. The funds for this study were included in the proposed 2015-2017 biennial budget for the city. However, these funds were cut from the final, approved budget. At this time, it appears the ability to go forward with this project will be dependent on successfully securing alternative funding or on funds becoming available through the city budget at a later date.

Consideration was given to possibly arranging for a lower cost study by the same consultant who had previously completed a facility assessment in the early 2000's. Julie Dinville, Library Director, John Seyfarth, Bellevue Public Library Board President, and Lupe Mier, Bellevue Library Foundation Treasurer, met on Sept. 23, 2015, with George Lawson, library planning consultant, from Ames, IA. Lawson had completed a facility needs assessment for the library in October 2001 and a building program in September 2002. After discussion of the library's current situation, Lawson said that he would submit a proposal to complete a new space needs assessment. On Oct. 2, 2015, that proposal was submitted by Lawson to Dinville. The proposal states that a new study could be completed in a 90-120 day time span at a proposed cost of \$14,438.

The Bellevue Public Library Foundation is scheduled to meet on Thursday, Nov. 5, 2015. At that time the Foundation will consider what, if any, portion of a new study they are willing to fund (the Foundation paid the entire cost of both the feasibility study and building program in 2001 and 2002 at a cost of about \$12,000). Mr. Lawson has been advised of the Foundation's meeting and of the need to secure funding before moving forward with a space assessment study.

Q4: Begin Study

The Library was to have started a facility needs study by an approved library consultant in the fourth quarter of 2015. The funds for this study were included in the proposed 2015-2017 biennial budget for the city. However, these funds were cut from the final, approved budget and, therefore, the study has not gone forward.

The Bellevue Public Library Foundation met on Nov. 5 and reviewed a proposal by George Lawson, a library planning consultant from Ames, IA. Lawson had completed a facility needs assessment for the library in October 2001 and a building program in September 2002. Earlier this fall, Lawson was asked by the Foundation to submit a proposal on the cost of providing an updated facility study. The proposal stated that a new study could be completed in a 90-120 day time span at a proposed cost of \$14,438. At their November meeting, the Foundation approved funding half of this new study if city funds could cover the remaining costs.

Since this project was not funded in the 2015-2017 biennial budget, City Administrator Dan Berlowitz suggested to Library Director Julie Dinville that Foundation members may want to make a presentation to the Bellevue City Council asking for Community Betterment funds to help with financing the study. The Foundation is currently considering this option.

9. Parks/ Pools

Q2. Plan and schedule workshop

Although a new facility was not budgeted, an aquatic center bond issue may be considered and subject to voter approval.

Q3: Implement workshop

Public Works held a scope of services meeting with Larkin Aquatics Planning & Design to discuss rehabilitation of the existing pools throughout the city. The 2015 -2017 budget included \$5 million for pools and \$4 million with voter approval for an aquatic center.

Q4: Complete report on findings

Start pool rehab in 2016.

10. Crime rate

Q1: Develop plan for gathering data

Collect information from CityData.com and FBI crime statistics reports.

Q2: Analyze statistics

Ongoing tracking of trends to establish benchmarks and goals to achieve.

Q3: Develop marketing plan to disseminate statistics and benchmarking

Ongoing benchmarking. Goals to be set and marketing plan to be developed.

Q4: Work the plan

The crime rates used are published by the Federal Bureau of Investigations (FBI) each year and are a full year behind. The current benchmarking goals and marketing plan are currently being developed.

B. Increasing Efficiency and Effectiveness in All City Operations

1. BFD: 16 new hires and 1 training officer

Q2: Include/propose to budget.

Currently funding is not available for this level of staffing. BFD, Administration and Finance are continually investigating different options to increase staffing in BFD

Q3: Under review/potential for grants.

6 new firefighters have been authorized but will likely not be hired until Q4 of 2015 or Q1 of 2016.

All department Directors have performance targets to improve efficiency and reduce operating costs.

Q4: Begin Hiring Process

Full time testing for firefighter s is tentatively to begin the 12th of January. The written portion of the testing will be given on January 12 and the physical fitness testing is being scheduled for the week of the January 25.

2. BFD meets NFPA standards

Q1: Monitor and gather statistics.

This is currently being done with the help of Sarpy County IT

Q2: Continued from Q1

Currently conducting data collection.

Q3: Nothing substantial has changed since Q2.

Q4: Nothing substantial has changed since Q2.

3. Land acquisition for new fire station

Q1: Meeting with Sarpy County GIS and Papillion Fire for GIS mapping of response times

A meeting has occurred and Sarpy County is currently mapping the response times to determine beneficial locations for future fire stations. BFD is currently waiting for Sarpy GIS mapping information.

Q2: Using report, look for available sites

Met with Sarpy GIS and Papillion Fire Department; waiting to map out and identify, using GIS information, a grid showing response times so that we can isolate areas that would be suitable for a future fire station.

Q3: Visit sites and determine partnerships

Nothing substantial has changed since Q2.

Q4: Make recommendations to Council regarding acquisition

Nothing substantial has changed since Q2. Unable to meet with Chief Bowes.

4. Land acquisition for a combined PW facility

Q1: Meet with D. Dunn to see available sites.

Nothing reported.

Q2: Visit sites and document potential locations

Funding was eliminated in the 2015 – 2017 budget. The Public Works land acquisition combined facility was moved to a later period in the Capital Improvement Plan.

Q3: Nothing to report due to Q2 activities.

Q4: Nothing to report due to Q2 activities.

5. Survey of PT/FT employees job satisfaction at BFD

Q1: Develop survey and distribute

Estimated date of survey completion is June 18th.

Q2: Collect and tabulate results; report to administration and Council

Started but not completed.

Q3: Recommend action

The survey has been sent out. Results not expected until sometime in Q4.

Q4: Recommended action to be determined (TBD)

Survey is complete and delivered to Administration. Actions are currently being considered.

6. Map of Bellevue streets with last maintenance date

Q2. Start process and will be ongoing with continuous updates

In progress - mapping of streets and construction for finance asset.

Q3: Process is ongoing.

Q4: Report to Finance Department for audit
Process is ongoing.

7. Document management system

Q1: Research and Documentation of Systems Obtained and Prepared

The City Clerk's office has purchased two new Laserfiche scanners and is currently scanning new and historical documentation. Past research indicated that one person scanning documents full time, at 100% efficiency, would take over two years to complete historical scanning. Contracting the service may be the best option. Next steps to consider would include obtaining a Retention Schedule from the Secretary of State's Office, train staff on document retention requirements, and purge documents prior to approving an RFP for scanning service.

Q2: Include/consider for the upcoming budget

No funding available in the 2015 – 2017 budget for additional document management equipment or contracts.

Q3: Pending budget decision

Not budgeted. Document scanning services could possibility be done as part of the City Hall moving process.

Q4: Ongoing

In November, Assistant City Administrator met with Craig Caples, Chief Information Officer for the Nebraska Education Technology Service to discuss document scanning and document management services. NETS will return after the strategic planning session being held in January of 2016 to check the issue's place in the priority list.

8. Performance management

Q1: Finalize 3 outstanding contracts; approve revised employee handbook

Status:

- 1 additional contract was approved during this period; Civilian Employee Association Union – Ratified 2/23/15
- The City's Last, Best and Final offer was sent to the Bellevue Professional Management Association on 3/19/15 response pending

- Employee Handbook was approved by City Council on March 23, 2015

Q2: Continued from Q1

- 1 additional contract was approved during this period; Bellevue Professional Management Association was ratified 6/22/15.
 - Bellevue Police Command Staff contract remaining to finalize
- Employee Handbook was approved by City Council on March 23, 2015 with modifications approved by City Council on 6/22/15. (Project complete)

Q2: Implement HRIS technology and provide additional training on pay for performance

Paychex payroll system currently running and Human Resources is implementing additional modules in an incremental fashion. Performance based pay expanded to include union employees. Currently developing an additional training program based on the deficiencies found during the Performance Management System audit.

Q3: Continued from Q1

- 1 additional contract was approved during this period; Bellevue Professional Management Association was ratified 6/22/15.
 - contract negotiations continue with the Police Command Staff Association and contract needs to be finalized (pending as of 9/30/15)
- Employee Handbook was approved by City Council on March 23, 2015 with modifications approved by City Council on 6/22/15. (Project complete)

Q3: Continue training on pay for performance

Performance Management Audit Committee has completed the audit and is currently meeting with supervisors and staff for additional training.

Q4: Evaluate system

Performance Management training sessions for Directors and all Department Heads and supervisors were conducted in the 4th Quarter (Complete). Audits regarding the pay for performance system will be ongoing.

9. Plan to accommodate changing demands for services

Q1: Explore funding sources to provide alternative services city-wide

Researched services available to assist with goal achievement and discussed options with MindMixer and MySidewalk.

Q2: Communicate the needed changes to the public

Currently no funding available for software and programs to address the changing demands. The Public Relations Department will continue to utilize social media and other current methods of receiving feedback from the community.

Q3: Ongoing

The Public Relations Department will continue to utilize social media and other current methods of receiving feedback from the community.

Q4: Ongoing

Open Data policy adopted at the December Bellevue City Council meeting. Ongoing related research regarding surveys, Open Data portals and information providers to allow for efficient and effective delivery of services to the community.

10. Energy efficient audits

Q1: Assessment of buildings

Nothing reported.

Q2: Continued assessments of buildings

Energy audits in progress.

Q3: Prioritization and assessment of most feasible projects

Building Maintenance staff has met with OPPD and consultants to evaluate the HVAC and lighting systems at all five of the Fire Department facilities.

Q4: Budget for most feasible items

In progress.

11. Finalize wellness incentive planning for implementation in 2016

Q1: Meet with City Administrator and Finance Director to determine incentive

Insurance & Safety Coordinator is researching other comparable cities to identify typical incentives used. Will bring back information to meet with Finance Director and City Administrator in the beginning of Qtr. 2 so plans may be included in budget proposal.

Q2: Include in proposed budget

Proposed – all-inclusive health insurance expenditures have been included in the biennial budget; this amount needs to cover both the premiums and any additional employee incentives.

Q3: Proposed budget continued

Wellness Program planning meetings with Lockton have been held for the 2016 program. Budget provides for Health insurance expenses and employee incentive costs. Amount of available incentive will be determined when the health insurance plan Proposal is presented by health insurance broker in Q4.

Q4: Promotion unveiled to employees for 2016 roll out

The Wellness program participation in 2016 will be used as a benchmark from which to provide incentives to participants in the 2017 program. The 2016 voluntary program will begin in Qtr. 1 of 2016.

12. Succession planning – implementation of Phase 2 and 3

Q1: Implementation of Phases 2 & 3

Administration and Human Resources Department is currently implementing Step 3 of the Succession Plan.

Q2: Continued and ongoing.

In the final stages of Step 3.

Q3: Ongoing

Ongoing Steps 1-4 have been sent to all departments for input and implementation.

Q4: Ongoing

Steps 1-4 have been sent to all departments for input and implementation (on track and continuing).

13. Develop a needy people, customer service civility procedure

Q1: City Administrator to present policy to the City Council February 2015.

Civility policy prepared for council in Q1. Shelved.

C. Promoting Comprehensive Financial Planning

1. Priority based budgeting

Q1: Design survey and issue survey

Survey is currently online and results are coming in. This is the first step in achieving Key Action #4 Balanced Budget that is Sustainable.

Q2: Evaluate survey results; budget packet issues; Capital Improvement Plan

Survey results were presented to Administration for evaluation. Capital Improvement Plan will be on the August 24 City Council agenda for public hearing in conjunction with the budget.

Q3: Budget draft; Public forum; Final budget

Budget public forum was held on July 15. 2015 - 2017 Priority Based Budget was presented to the Bellevue City Council on August 12. Capital Improvement Plan was presented on the August 24 City Council agenda for public hearing in conjunction with the 2015-2017 budget.

Q4: Capture lessons learned for repeat in two years

Ongoing evaluation of the budgeting process and changes being made when and where appropriate.

2. Contracts completed

Q1: Contract completed

All contracts have been approved except for Bellevue Professional Management Association and Bellevue Police Command Staff

Association. Carry over to Q2.

Q2. Comparability student update

BPCSA is the only remaining contract still under negotiation.

Q3: Ongoing

Bellevue Police Command Staff Association contract negotiations continue.

Q4: Ongoing

Bellevue Police Command Staff Association contract is currently being negotiated and is expected to be presented to Council at the January meeting. City's final agreement was submitted to the collective bargaining unit for ratification on December 16.

3. Build cash reserves

Q1: Obtain advices from bond adviser BKD; wastewater issue resolved

Will determine appropriate reserves during the 2015 - 2017 budget process with advisement from BKD. Wastewater rates have been increased and will budget accordingly.

Q2: Build reserve into budget

Revenue constraints on the biennial budget did not allow for increased cash reserves. Reserves should be addressed along with other strategic initiatives at the next strategic planning session.

Q3: 1st year include community betterment dollars

Proposed 2015 – 2017 Biennial Budget included sufficient reserves to cover 25% of operating expenses.

Q4: Use efficiencies over two budget years to add to balance

All Departments have a performance target of 2.5% below operational expenditures budgeted. Ongoing grant applications to help with operational expenses and make progress in areas not previously expected.

4. Balance budget that is sustainable.

Overlap with C-1.

5. PAFR

Q1: Create and issue PAFR

The Popular Annual Financial Report (PAFR) is currently in design and production. PAFR should be online and printed sometime in Q2.

Q2: continued from Q1

Popular Annual Financial Report (PAFR) is complete. Finance Department will review for content and revisions sometime in Q3 after the budgeting process. The current document could be use immediately for marketing and general information if funding is available to print.

Q3: Continued from Q1

PAFR draft is completed. Draft is to be reviewed and revised by Finance Department.

Q4: Work on improvements; consider annual updates

Currently on hold due to shortage of resources.

6. Achievement of cost savings goals

Q1: Will survey departments for reasonable budget assumptions during Q2 budget process.

Completed in Q2.

Q2: Continued from Q2

Completed. Departments provided their budget assumptions. However, no significant cost savings were generated.

Q3: See #1

All department Directors have performance targets intended to reduce operating expenses by specific percentages.

Q4: Review biennially

Completed in Q2.

7. Reduction of health care costs:

Q1: Review results

Will carry over to beginning of Q2 with April meeting planned with Wellness Committee, Health Insurance Broker, and Wellness Partnering Company to discuss screening results and plans for enhanced plan. Health Insurance Committee will meet in Qtr. 4 with Health Insurance Broker to examine potential changes in Health Plan and premiums.

Q2: Develop enhanced plan with participation incentives

Budget provides for health insurance expenses and employee incentive costs. Amount of available incentive will be determined when the health insurance plan proposal is presented by health insurance broker in Q4.

Q3: Continued from Q2

In order to maintain staffing levels without a tax increase, incentives for health care insurance were not included in the 2015 – 2017 budget.

Q4: Implement the plan

The current environment is proving to be an extremely formidable adversary. Government regulations and a challenged insurance industry combine to increase rates while the City is motivated to offer its employees with good and valuable benefits to retain and attract talent. Administration will continue to look at options to decrease its cost of healthcare.

8. ADA compliance

Q1: Meet quarterly to update the plan

Status: On track – 1st quarterly ADA committee meeting held 1/29/15

Q2: Budget for costs of ADA

On track – 2nd quarterly ADA committee meeting held April 30, 2015.

Q3: Review and adjust plan

On track – 3rd quarterly ADA committee meeting held August 13, 2015. ADA expenses are included within individual project costs and tallied on a quarterly basis.

The aforementioned information was reported by department directors as of October 9, 2015. Please let me know if you have any questions or require any additional information for the Q2 or Q3 reporting period.

Q4: Ongoing

Meetings are held quarterly to update the plan (ADA committee/Admin/Public Works/HR) and Disability Sensitivity Training was held 10/28/15 for all employees.

This completes the 2015 Strategic Plan reporting. For more information regarding specific initiatives, please contact the appropriate department head. I look forward to the City of Bellevue achieving more progress in 2016.

Best wishes,

A handwritten signature in black ink, appearing to read "Larry D. Burks". The signature is fluid and cursive, with the first name "Larry" and last name "Burks" clearly distinguishable.

Larry D. Burks, ICMA-CM, MPA, CED
Assistant City Administrator