

City of Bellevue

Strategic Planning Report

2017 – 2019

Year Two Planning Document

Facilitated by: Beth Morrissette

1-4-2017

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 4, 2017 to review last year accomplishments, set goals for 2017 – 2019 and identify action steps to be completed quarterly in 2017. The attendee list is in appendix A.

The agenda for the planning session was confirmed as follows (see appendix B):

- Introductions and Purpose
- Capture of the past year's achievements
- Identification of challenges remaining from last year: What is left to be done between now and end of 2017?
- Brief Review of Mission, Vision 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 2019 as a result of our work today
- Identification of barriers or blocks to achieving this practical vision
- Determination of strategic initiatives and key action steps for 2017, 2018, and 2019 including accountability assignments
- Determination of specific 2017 steps and quarterly accountability assignment for 2017

Document Summary

Consensus for the continuation of the current strategic initiatives will agreed upon for 2017.

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

These strategic initiatives have been in place and worked on since the 2014 – 2016 strategic plan.

Strategic planning allows for groups to look at the progress they made in the past year and plan for the upcoming year. The City of Bellevue made important progress in all strategic initiatives. For example, Promoting Comprehensive Financial Planning had several goals exploring a variety of taxes to increase revenue for the city to meet its demands for expenses. During 2016, the variety of taxes were explored per the goals set during the strategic planning process in January 2016. By the end of 2016, it was determined to thoughtfully and strategically pursue a restaurant tax. New goals were set for 2017, for the city of Bellevue will hire a consultant to research and make recommendations to the mayor and the city council to move forward with a restaurant tax by City Council action or by a vote of the public.

A narrative update for recent accomplishments related to the 2016 strategic plan was given during the morning. A more detailed listing of all work accomplished during the 2016 strategic plan year is listed in a memo to Mayor Rita Sanders and Bellevue City Council from Mr. Larry Burks in the appendix C.

A brief discussion updating the current and new council members about the possible restaurant tax took place during the day. This included providing background about the steps leading up to the discussion today.

The Mayor and the council were told there are two possible options.

- Council could vote on their own and receive a maximum of \$700,000.
- The City of Bellevue could have a vote of the people. This would allow up to 2.3 million a year in new revenue.

It was noted that if the council voted on their own, the \$700,000 would not provide sufficient revenue needed for the city deficits. After today, the Council will be briefed about possible next steps in more detail. The Council would then decide how to proceed. Currently, seven communities have a restaurant tax. The Consultant will give direction as who, what where & when to go out for a vote, if that is the direction the Council chooses to go.

An environmental scan using 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 11), the small groups could then 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. A change to this year's process was during the creation of the success indicators. This year, the previous year's success indicators were provided to the small groups. The small groups could keep the three-year and/or two-year success indicators, update them or not carry them forward.

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Introductions and Purpose

Joe Mangiamelli opened the meeting with comments over the process. He then turned over the meeting to Beth Morrissette who began the discussion.

Identify achievements from last year's plan and needed continuation work for 2017

Larry Burks reviewed the information that was provided in the packet to the Mayor and the City Council dated December 30, 2017 (See appendix C). The 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.

Following Mr. Burks review, the entire team was asked to list and highlight accomplishments they were most proud of that may or may not have been included in Mr. Burks' report.

2016 Accomplishments Identified by Participants

- New legislation to change school boundaries went through
- Volunteer appreciation – some give 100 hours. Can we do more for them? Appreciation to mayor for support. Tree board. Complete street. Green Bellevue – Earth Day. 1,000 trees planted
- Opening of convention center – market analysis saw need in the area and maximizing it for weddings – weddings not just Bellevue – Naming rights.
- Grant for 12 more firefighters – renewable for now
- Bellevue Community Foundation Support – came out of past strategic plan. Raised over \$100,000. Midlands Foundation Match. American Hero's Park Fountain.
- Diplomat Community of the Year
- Library – completed needs assessment on facilities. Baseline is completed to plan future of library.
- All the work is done on our roads
- Fire – Familiarization Program – Preplans for FF code violations. New inspected 200 – 300 buildings.
- Implementation of Police Academy in COB
- Stayed under budget (Police)

- Back filled slots due to retirement (Police)
- K9 Unit
- Recruitment Efforts
- Succession Planning – city-wide plan – key positions
- New city administrator – public, good process. How we process through administrative change. Every department stepped up.
- ASIP done for PW – revenue generating
- Swimming pool planning – will get pools rehab next year
- We won more than we lost.
- Process improvement – update policy – job descriptions working through payroll issue
- Documentation – employee disciplining helped bring employees in line and transition out – no gray areas. Increase in conducting in-house Civil Service testing – more efficient – saved money.
- LB840 application – had first one, helped through process
- Council working well with department heads
- Continued support of Offutt
- Working with legislature to help with base
- Advocating for new programs = new jobs
- Nebraska Medicine partnership with Bellevue Hospital
- Partnership with school district
- Sold 290+ lots

Brief Review of Mission/Vision/Values Statement

Mission statement, vision statement and core values were read aloud by the participants. Brief discussion took place around the mission statement. Specifically, the word *ranked* was discussed. The word *regarded* was suggested as an alternative. No decision about changing the mission was made. It was agreed upon that the mission statement may need to be reviewed and updated at a time where more discussion could take place. After the strategic planning process, there was great support to update the mission by removing the words “ranked as”. The updated mission “To be ~~ranked as~~ one of the nation’s best cities...”. See below for the updated mission.

Under the core values of Exceptional Public Service, it was recommended to change it to “deliver outstanding service to ~~Bellevue, Nebraska residents~~ **the community**. Provide timely and reasonable response to the community”.

Mission Statement: *To be one of the nation’s best cities in terms of fiscal responsibility, environmental stewardship, innovation, integrity, continuous growth, and economic vitality (created 2011, updated 2017)*

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.

Environmental Scan

What challenges and opportunities are on the horizon for the next three years?

The team considered and identified internal strengths and challenges along with external opportunities and threats. A couple of items are listed in more than one box. For example, the future of the base is viewed as both an opportunity and as a threat (if something happened or impacted the services at Offutt).

SWOT Analysis:

Strengths	Opportunities
<ul style="list-style-type: none"> ● Relationship with Offutt ● Sherriff’s Department relationships with other chiefs and school, county, state across river ● City backed by great community support, 800 volunteers, Chamber ● Great leadership – mayor, city council, department heads and staff ● Very good innovation – resourceful department ● Bellevue University and Bellevue Medical ● Long-term employment: institutional knowledge success indicator, low turnover (in some departments) ● Infrastructure: PD facilities-training, communication, highway ● 	<ul style="list-style-type: none"> ● Fort Crook corridor, Highway 34/LB840 ● School district boundaries change may lead to increased property tax – SW corridor – strategically plan the development ● Quality of life services – library, parks, per capita ● 36th Street development widening ● Olde Towne Development ● Bellevue University ● Not having bond rating ● Federal government transition ● Start planning Bellevue Bridge ● Future of base ●
Challenges	Threats
<ul style="list-style-type: none"> ● Fire – experience of top end leaving in 7-8 years – mentor the new people to hand reigns over ● Silver tsunami ● Money – maintain level of services ● Larger senior population ● Technology – behind in some areas – a lot of paper, document management, computer connection, fiber ● Money for broadband ● Rolling Stock investment (ie fire, PD) – parks ● 	<ul style="list-style-type: none"> ● Flood potential Highway 34 ● Student enrollment by Olde Towne ● Loss of Offutt ● Budget cuts ● People moving away from city (housing pool – need \$300k-\$500k+ housing) ● Bedroom community vs full service community ● State level property tax ● Larger senior population ● Federal government transition ● Start planning Bellevue Bridge ● Future of base ●

Financial Update

The City Finance Director gave a brief update about the city's finances.

- Rich Severson provided an updated about the City's budget
- City's levee is 61 cents highest of any first-class city, still competitive with other first-class cities.
- A \$100, 000 home in Bellevue will pay \$610 in property tax.
- Directors did try to save money which resulted in a total of 5-million favorable variance.
- As of to date we have \$20 million to the plus, projecting out for the current year \$500,000 unfavorable.
- Over all, City is in "pretty good" position at this time we are looking at going back to single year budget verse the biannual budget.
- Don Preister wanted to reiterate that budgets are not fat, that departments are understaffed and that projects have been put on hold, yet citizens are still expecting high level of service.
- The budgeting will move to a one year budget process versus a two-year budget process.

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"> • Promote upper-end housing • Riverfront opportunities • Attracting tourism riverfront/Olde Towne development, restaurants • Logo/branding campaign. Who are we? • Cornhusker widening • Plan development to maximize space availability • Plans for Bellevue Bridge • Pools – remodel, new, partnership • Parks master plan • Improve community amenities: libraries, pools, parks & rec • Fort Crook development • Shovel ready Cunningham Road • EAB/TOH Removal • Citywide streetscape • Create sidewalk districts • Consolidate all schools into B.P.S. 	<ul style="list-style-type: none"> • Implement sewer master plan • Full staffing levels • Document management system • Street upgrades • Teamwork approach recognize • PW staffing • Street lighting decision OPPD or City owned • Complete City Hall Campus • Tech upgrades LRMS/cameras • Revised and automated employee performance management system • Consolidating government functions • South Metro Local Academy • Upgrade Rolling Stock citywide 	<ul style="list-style-type: none"> • Fund a full service fire department • Create new revenue stream • Plans - Library - new • Budget prioritization • Balance basic service with QOL services

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.

Public perception	Competing priorities	Inertia - change	Correct data – and communicate data
Regulations – Federal, legal, state	Old attitudes – or misunderstanding	So many hours in the day – stretched thin	Internal competencies – the right skill match
What is role of government?	Rumors – social media	Consensus – leads to limbo	

Key Action Steps – 2017 and forward

Strategic Initiative: **Pursuing Economic and Community Growth and Development Initiatives**

Three-Year success indicators: At the end of 2019, how will we know we are successful?	Two-Year success indicators: At the end of 2018, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2017 at the level of program or project to move from our current reality to where we want to be?
<p style="text-align: center;"><u>Twin Creek</u></p> <ul style="list-style-type: none"> Developed and monitor 	<p style="text-align: center;"><u>Twin Creek</u></p> <ul style="list-style-type: none"> Development of Main Street Booking meets expectations Increase in property valuations-monitor 	<p style="text-align: center;"><u>Twin Creek</u></p> <ul style="list-style-type: none"> A1-Bookings meet expectations A2-Main Street Development
<p style="text-align: center;"><u>Levee</u></p> <ul style="list-style-type: none"> Levee completed Certification of Levee 	<p style="text-align: center;"><u>Levee</u></p> <ul style="list-style-type: none"> Initiate Construction 	<p style="text-align: center;"><u>Levee</u></p> <ul style="list-style-type: none"> A3-On-going approval process
<p style="text-align: center;"><u>Residential Growth</u></p> <ul style="list-style-type: none"> Monitored and supported implementation 	<p style="text-align: center;"><u>Residential Growth</u></p> <ul style="list-style-type: none"> Boundaries negotiated, monitored and supported Promote socioeconomic diverse housing 	<p style="text-align: center;"><u>Residential Growth</u></p> <ul style="list-style-type: none"> A4-Adopt zoning standards
<p style="text-align: center;"><u>Economic Development</u></p> <ul style="list-style-type: none"> Development underway 	<p style="text-align: center;"><u>Economic Development</u></p> <ul style="list-style-type: none"> Development – LB840 area Redevelopment underway – Olde Towne Groundbreaking – LB840 area Shovel ready site on HWY 34 corridor 	<p style="text-align: center;"><u>Economic Development</u></p> <ul style="list-style-type: none"> A5-Develop master plan for 62 acres A6-Sale of Olde Towne property A7-Galvin Rd site inventory NDEQ application A8-Site planning for HWY 34 corridor A9-Resurrect FCR committee with Chamber
<p style="text-align: center;"><u>Emerald Ash Borer, EAB, and Tree of Heaven, TOH</u></p> <ul style="list-style-type: none"> Follow-up and fund 	<p style="text-align: center;"><u>Emerald Ash Borer, EAB, and Tree of Heaven, TOH</u></p> <ul style="list-style-type: none"> Follow/fund EAB/TOH Plan 	<p style="text-align: center;"><u>Emerald Ash Borer, EAB, and Tree of Heaven, TOH</u></p> <ul style="list-style-type: none"> A10-Implement EAB/TOH Plan – Monitor spread of EAB/TOH. Treat trees as necessary

Three-Year success indicators: At the end of 2019, how will we know we are successful?	Two-Year success indicators: At the end of 2018, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2017 at the level of program or project to move from our current reality to where we want to be?
<p style="text-align: center;"><u>Pools</u></p> <ul style="list-style-type: none"> • Aquatic Center Open 	<p style="text-align: center;"><u>Pools</u></p> <ul style="list-style-type: none"> • Aquatic Center vote 	<p style="text-align: center;"><u>Pools</u></p> <ul style="list-style-type: none"> • A11-Remodel 2 pools • Discussion partnership aquatic center
<p style="text-align: center;"><u>Library</u></p> <ul style="list-style-type: none"> • Library Ribbon Cutting 	<p style="text-align: center;"><u>Library</u></p> <ul style="list-style-type: none"> • Library Groundbreaking 	<p style="text-align: center;"><u>Library</u></p> <ul style="list-style-type: none"> • A12-Form Building Committee – Options • Survey Community
<p style="text-align: center;"><u>Riverfront Opportunities</u></p> <ul style="list-style-type: none"> • Tower constructed 	<p style="text-align: center;"><u>Riverfront Opportunities</u></p> <ul style="list-style-type: none"> • Fundraising 	<p style="text-align: center;"><u>Riverfront Opportunities</u></p> <ul style="list-style-type: none"> • A13-River monitoring station and Bellevue Tour
<p style="text-align: center;"><u>Parks Master Plan</u></p> <ul style="list-style-type: none"> • Initiate improvements following approval of schedule & budget 	<p style="text-align: center;"><u>Parks Master Plan</u></p> <ul style="list-style-type: none"> • Develop schedule for equipment upgrades/replacement for City Council consideration 	<p style="text-align: center;"><u>Parks Master Plan</u></p> <ul style="list-style-type: none"> • A14-Inventory parks & equipment & condition
<p style="text-align: center;"><u>Sidewalk Districts</u></p> <ul style="list-style-type: none"> • Maintain Sidewalk District schedule approved by City Council for areas two through six 	<p style="text-align: center;"><u>Sidewalk Districts</u></p> <ul style="list-style-type: none"> • Notify property owners in Sidewalk District 1 of repairs or installation necessary & information for compliance 	<p style="text-align: center;"><u>Sidewalk Districts</u></p> <ul style="list-style-type: none"> • A15-Seek City Council approval for multiyear plan for repairs or installation of sidewalks, including ADA compliance
<p style="text-align: center;"><u>Cornhusker Widening</u></p> <ul style="list-style-type: none"> • Develop preliminary design concepts 	<p style="text-align: center;"><u>Cornhusker Widening</u></p> <ul style="list-style-type: none"> • Explore funding opportunities with NDOR 	<p style="text-align: center;"><u>Cornhusker Widening</u></p> <ul style="list-style-type: none"> • A16-Review needs assessment with NDOR

2017 Quarter-by-Quarter Action Steps

Strategic Initiative: **Pursuing Economic and Community Growth and Development Initiatives**

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Twin Creek</u> A1 -Bookings meet expectations	<ul style="list-style-type: none"> Evaluate Quarterly Reports (Administration/ Finance) 	<ul style="list-style-type: none"> Review report and make recommendations (Administration/ Finance) 	<ul style="list-style-type: none"> Review report and make recommendations (Administration/ Finance) 	<ul style="list-style-type: none"> Implement recommendations (Administration/ Finance)
<u>Twin Creek</u> A2 -Main Street Development	<ul style="list-style-type: none"> Follow up with Steve Johnson (Administration / Chamber) 	<ul style="list-style-type: none"> Monitor (Administration/ Chamber) 	<ul style="list-style-type: none"> Monitor (Administration / Chamber) 	<ul style="list-style-type: none"> Monitor (Administration / Chamber)
<u>Levee</u> A3 -On-going construction	<ul style="list-style-type: none"> Monitor and support (Mayor/Administration/ NRD) 	<ul style="list-style-type: none"> Monitor and support toward federal approval (Mayor/Administration/ NRD) 	<ul style="list-style-type: none"> Monitor and support (Mayor/Administration/ NRD) 	<ul style="list-style-type: none"> Monitor and support (Mayor/Administration/ NRD)
<u>Residential Growth</u> A4 - Adopt zoning standards	<ul style="list-style-type: none"> Review current standards (Planning) 	<ul style="list-style-type: none"> Propose/approve revision if needed (Planning) 	<ul style="list-style-type: none"> Ongoing review of revisions (Planning) 	<ul style="list-style-type: none"> Adopt possible new standards (City Council)
<u>Economic Development</u> A5 -62 acres shovel ready	<ul style="list-style-type: none"> Sarpy Co Econ Dev Go Ready Funds Apvd (Assistant C.A./Sarpy Co Econ Dev) 	<ul style="list-style-type: none"> Due diligence started (Assistant C.A./Sarpy Co Econ Dev) 	<ul style="list-style-type: none"> Due diligence started (Assistant C.A./Sarpy Co Econ Dev) 	<ul style="list-style-type: none"> Shovel ready (City Admin)
<u>Economic Development</u> A6 -Sale of Olde Towne property	<ul style="list-style-type: none"> On-going marketing (Planning) 	<ul style="list-style-type: none"> On-going marketing (Planning) 	<ul style="list-style-type: none"> On-going marketing (Planning) 	<ul style="list-style-type: none"> On-going marketing (Planning)

2017 Quarter-by-Quarter Action Steps

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

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Economic Development</u> A7- Galvin Rd site inventory NDEQ application	<ul style="list-style-type: none"> Confirm grant app. availability and apply (Asst CA) 	<ul style="list-style-type: none"> Receive grant (Asst CA) 	<ul style="list-style-type: none"> Receive grant (Asst CA) 	<ul style="list-style-type: none"> Site inventory completed if funded (Asst CA)
<u>Economic Development</u> A8- Site planning for HWY 34 corridor	<ul style="list-style-type: none"> Work with stakeholders on master planning (Administration) 	<ul style="list-style-type: none"> Develop a masterplan with zoning to facilitate development build out (Administration / Planning) 	<ul style="list-style-type: none"> Public planning commission recommendation; City Council approval; (Administration / Planning) 	<ul style="list-style-type: none"> Property ready for marketing and development (Administration)
<u>Economic Development</u> A9- Resurrect FCR committee with Chamber	<ul style="list-style-type: none"> Review FCR Study with chamber (City Administrator) 	<ul style="list-style-type: none"> Propose revisions or update assessment (City Administrator with Chamber) 	<ul style="list-style-type: none"> Ongoing recruitment of business opportunity (City Administrator with Chamber) 	<ul style="list-style-type: none"> Ongoing recruitment of business opportunity (City Administrator with Chamber)
<u>Emerald Ash Borer, EAB, and Tree of Heaven, TOH</u> A10- Implement EAB/TOH Plan – Monitor spread of EAB/TOH. Treat trees as necessary	<ul style="list-style-type: none"> Follow approved plan (Parks Dept) 	<ul style="list-style-type: none"> Follow approved plan (Parks Dept) 	<ul style="list-style-type: none"> Develop budget Follow approved plan (Parks Dept) 	<ul style="list-style-type: none"> Follow approved plan (Parks Dept)
<u>Pools/Aquatic Center</u> A11- Remodel 2 pools Discussion partnership aquatic center	<ul style="list-style-type: none"> Study and partnership exploration (PW) 	<ul style="list-style-type: none"> Study and partnership exploration (PW) 	<ul style="list-style-type: none"> Review feasibility and needs (PW and Administration) 	<ul style="list-style-type: none"> Present Master plan and interlocal government agreement (PW and Administration)

2017 Quarter-by-Quarter Action Steps

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

Key Actions for 2017	• QTR 1 – Jan – Mar	• QTR 2 – Apr – Jun	• QTR 3 – Jul – Sept	• QTR 4 – Oct – Dec
<u>Library Plan</u> <ul style="list-style-type: none"> • A12-Form Building Committee – Options • Survey Community 	<ul style="list-style-type: none"> • Form Bldg Committee (Library) 	<ul style="list-style-type: none"> • Explore options (Library) 	<ul style="list-style-type: none"> • Review Feasibility assessments – public input (Library and Administration) 	<ul style="list-style-type: none"> • Present options for next steps to the Planning Commission and City Council (Library)
<u>Riverfront Development</u> A13 -River monitoring station and Bellevue Tour	<ul style="list-style-type: none"> • Address electrical issues (City Attorney) 	<ul style="list-style-type: none"> • Review and approve designs (PW and P&I) 	<ul style="list-style-type: none"> • Fundraising for tower (Asst CA) 	<ul style="list-style-type: none"> • Fundraising for tower (Asst CA)
<u>Parks Master Plan</u> A14 -Inventory parks & equipment & condition	<ul style="list-style-type: none"> • Review city parks inventory (PW) 	<ul style="list-style-type: none"> • Complete inventory of existing parks & equipment & condition (PW) 	<ul style="list-style-type: none"> • Assess & develop prioritized projects listing with cost estimates (PW) 	<ul style="list-style-type: none"> • Initiate planned schedule for parks improvements & funding (City Administration * City Council)
<u>Sidewalk Districts</u> A15 - Seek City Council approval for multiyear plan for repairs or installation of sidewalks, including ADA compliance	<ul style="list-style-type: none"> • Identify recommended sidewalk district areas (PW) 	<ul style="list-style-type: none"> • Windshield survey of districts & development of estimated cost per foot for sidewalk repairs or installations (PW) 	<ul style="list-style-type: none"> • Present recommended sidewalk proposal to City Council for consideration (PW & City Administrator) 	<ul style="list-style-type: none"> • City Council approval of plan & implementation with notices of work to be performed by property owners in Sidewalk district 1 (City Council & PW)
<u>Widening Cornhusker</u> A16 Review needs assessment with NDOR	<ul style="list-style-type: none"> • Initiate needs assessment (PW) 	<ul style="list-style-type: none"> • Continue needs assessment, initiate discussions with NDOR (PW) 	<ul style="list-style-type: none"> • Develop preliminary concept of project scope & potential right of way acquisitions (PW) 	<ul style="list-style-type: none"> • Review concept(s) with NDOR District Engineer (PW)

Key Action Steps – 2017 and forward

Strategic Initiative: Increasing Efficiency and Effectiveness in all City Operations

Three-Year success indicators: At the end of 2019, how will we know we are successful?	Two-Year success indicators: At the end of 2018, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2017 at the level of program or project to move from our current reality to where we want to be?
<p style="text-align: center;"><u>Effective Wellness Program</u></p> <ul style="list-style-type: none"> • Reductions in premiums 	<p style="text-align: center;"><u>Effective Wellness Program</u></p> <ul style="list-style-type: none"> • Reduce Claims • Increased participation by employees 	<p style="text-align: center;"><u>Effective Wellness Program</u></p> <ul style="list-style-type: none"> • B1- Implement monetary incentive on premiums for participants in the program • Monitor reduced claims • Increase number of participants
	<p style="text-align: center;"><u>City Hall Move Completed</u> Completion of proposal projects</p>	<p style="text-align: center;"><u>City Hall Move Completed</u></p> <ul style="list-style-type: none"> • B2- Completion of 1500 & movement of City Hall
<p style="text-align: center;"><u>Improved Employee Morale</u></p> <ul style="list-style-type: none"> • Reduced complaints • Improved performance 	<p style="text-align: center;"><u>Improved Employee Morale</u></p> <ul style="list-style-type: none"> • Reduced complaints • Improved performance 	<p style="text-align: center;"><u>Improved Employee Morale</u></p> <ul style="list-style-type: none"> • B3- Reduced complaints • Improved performance • Explore telecommuting • Continue recognition • Seek and engage employee feedback
<p style="text-align: center;"><u>Increased Investment in Technology</u></p> <ul style="list-style-type: none"> • Utilization of portal & implementation by community members & outside organization 	<p style="text-align: center;"><u>Increased Investment in Technology</u></p> <ul style="list-style-type: none"> • Utilization of portal & implementation by community members & outside organization • Develop IT Master Plan 	<p style="text-align: center;"><u>Increased Investment in Technology</u></p> <ul style="list-style-type: none"> • B4- Train staff on use of Open Data Portal • Determine expectations/ownership

Three-Year success indicators: At the end of 2019, how will we know we are successful?	Two-Year success indicators: At the end of 2018, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2017 at the level of program or project to move from our current reality to where we want to be?
	<p style="text-align: center;"><u>Street Lighting</u></p> <ul style="list-style-type: none"> • IF ownership is desired - acquisition of lighting infrastructure by the end of FY18. 	<p style="text-align: center;"><u>Street Lighting</u></p> <ul style="list-style-type: none"> • B5- Street Lighting Acquisition
<p style="text-align: center;"><u>Upgrade Rolling Stock</u></p> <ul style="list-style-type: none"> • Ongoing program 	<p style="text-align: center;"><u>Upgrade Rolling Stock</u></p> <ul style="list-style-type: none"> • Purchase/repair based on 2017 data • Reallocate resources • Ongoing evaluation 	<p style="text-align: center;"><u>Upgrade Rolling Stock</u></p> <ul style="list-style-type: none"> • B6- Identify oldest vehicles and most in need of repair • Determine costs
<p style="text-align: center;"><u>South Metro Local Academy</u></p> <ul style="list-style-type: none"> • Academy functioning 	<p style="text-align: center;"><u>South Metro Local Academy</u></p> <ul style="list-style-type: none"> • Academy functioning 	<p style="text-align: center;"><u>South Metro Local Academy</u></p> <ul style="list-style-type: none"> • B7- Implement
<p style="text-align: center;"><u>Consolidating Government Functions</u></p> <ul style="list-style-type: none"> • Re-evaluate and expand 	<p style="text-align: center;"><u>Consolidating Government Functions</u></p> <ul style="list-style-type: none"> • Re-evaluate and expand 	<p style="text-align: center;"><u>Consolidating Government Functions</u></p> <ul style="list-style-type: none"> • B8- City Service Development Plan
<p style="text-align: center;"><u>Revised and Automated Employee PMs</u></p> <ul style="list-style-type: none"> • Implement 	<p style="text-align: center;"><u>Revised and Automated Employee PMs</u></p> <ul style="list-style-type: none"> • Identify and develop alternative format 	<p style="text-align: center;"><u>Revised and Automated Employee PMs</u></p> <ul style="list-style-type: none"> • B9a- Acquire HRIS system • B9b- Education and training on new system
<p style="text-align: center;"><u>Implement Sewer Master Plan</u></p> <ul style="list-style-type: none"> • Prioritize projects 	<p style="text-align: center;"><u>Implement Sewer Master Plan</u></p> <ul style="list-style-type: none"> • Asset management 	<p style="text-align: center;"><u>Implement Sewer Master Plan</u></p> <ul style="list-style-type: none"> • B10- Asset management
<p style="text-align: center;"><u>Document Management System</u></p> <ul style="list-style-type: none"> • Install/train 	<p style="text-align: center;"><u>Document Management System</u></p> <ul style="list-style-type: none"> • Develop specification and budget • Bid installation /implementation 	<p style="text-align: center;"><u>Document Management System</u></p> <ul style="list-style-type: none"> • B11- Needs assessment by departments

2017 Quarter-by-Quarter Action Steps

Strategic Initiative: Increasing Efficiency and Effectiveness in all City Operations

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<p><u>Effective Wellness Program</u></p> <ul style="list-style-type: none"> • B1- Implement monetary incentive on premiums for participants in the program • Monitor reduced claims • Increase number of participants 	<ul style="list-style-type: none"> • Implement wellness incentive (Risk management/HR) 	<ul style="list-style-type: none"> • Promote wellness checks (Wellness Committee) 	<ul style="list-style-type: none"> • Health and wellness training (Wellness Committee) 	<ul style="list-style-type: none"> • Monitor claims (Wellness Committee)
<p><u>City Hall Move Completed</u></p> <p>B2- Completion of 1500 and movement of City Hall</p>	<ul style="list-style-type: none"> • Renovation plan review (all departments) 	<ul style="list-style-type: none"> • Renovation Bids (PW) 	<ul style="list-style-type: none"> • Start construction (PW) 	<ul style="list-style-type: none"> • Prepare move (Departments involved Admin/Finance Clerk/AU/HR)
<p><u>Improved Employee Morale</u></p> <ul style="list-style-type: none"> • B3- Reduced complaints • Improved performance • Explore telecommuting • Continue recognition • Seek and engage employee feedback 	<ul style="list-style-type: none"> • Continue employee years of service recognition (HR) • Research Telecommuting policy (HR/Legal) 	<ul style="list-style-type: none"> • Continue employee years of service recognition (HR) • Employee picnic (HR) 	<ul style="list-style-type: none"> • Continue employee years of service recognition (HR) • Implement potential dept head mtgs (HR) 	<ul style="list-style-type: none"> • Continue employee years of service recognition (HR) • Holiday party (HR)
<p><u>Increased Investment in Technology</u></p> <ul style="list-style-type: none"> • B4- Train staff on use of Open Data Portal • Determine expectations/ownership 	<ul style="list-style-type: none"> • Set up open data roll out (Administration) 	<p>Open data portal access to the public (Administration)</p>	<ul style="list-style-type: none"> • Present PowerPoint on uses of open data portal (Administration) 	<ul style="list-style-type: none"> • Complete employee Open Data training (Administration)

2017 Quarter-by-Quarter Action Steps

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

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Street Lighting</u> B5- Street Lighting Acquisition	<ul style="list-style-type: none"> Determine financial feasibility – complete research (Administration) 	<ul style="list-style-type: none"> Discuss long-term ramification with OPPD (PW and Administration) 	Develop a request for proposal for acquisition if appropriate (Administration)	Evaluate proposals for recommendation to the City Council (Administration and Finance)
<u>Upgrade Rolling Stock</u> <ul style="list-style-type: none"> B6- Identify oldest vehicles and most in need of repair Determine costs 	<ul style="list-style-type: none"> Identify oldest and most in need of repair vehicles (Dept heads) 	<ul style="list-style-type: none"> Reallocate resources (Dept heads) 	<ul style="list-style-type: none"> Determine spec for new vehicles (Dept heads) 	<ul style="list-style-type: none"> Bid new vehicles (Dept heads)
<u>South Metro Academy</u> B7- Implement	<ul style="list-style-type: none"> Research & logistics (Police) 	<ul style="list-style-type: none"> MOU (Police) 	<ul style="list-style-type: none"> Present to CC for approval (Police) 	<ul style="list-style-type: none"> Final prep (Police)
<u>Consolidate Government Functions</u> B8- City Service Development Plan	<ul style="list-style-type: none"> Identify potential partners from among local government entities for lower cost purchasing & contracting (Finance Director) 	<ul style="list-style-type: none"> Identify potential opportunities and applicable functions (Finance Director & City Administrator) 	<ul style="list-style-type: none"> Develop a draft proposal for review by local government partners (Finance Director) 	<ul style="list-style-type: none"> Present proposal to partners and Bellevue City Council for approval (Finance Director & City Administrator)
<u>Revised and Automated Employee Performance Management System</u> B9a- Acquire HRIS system B9b- Education & training on new system	<ul style="list-style-type: none"> Explore alternative PM systems (Directors/HR) 	<ul style="list-style-type: none"> Directors/HR agree on replacement and automation capability (HR) 	<ul style="list-style-type: none"> Present in union contracts (HR) 	<ul style="list-style-type: none"> Train and implement (HR)

2017 Quarter-by-Quarter Action Steps

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

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<u>Implement Sewer Master Plan</u> B10- Asset management	<ul style="list-style-type: none"> Consultant placed under contract, city divided into five sectors for review (PW) 	<ul style="list-style-type: none"> Mapping of first two sectors (PW) 	<ul style="list-style-type: none"> Review of two sector data and condition assessment (PW) 	<ul style="list-style-type: none"> Map remaining three sectors (PW)
<u>Document Management System</u> B11- Needs assessment by department	<ul style="list-style-type: none"> Review current research/plan (All depts) 	<ul style="list-style-type: none"> Identify needs plan (All depts.) 	<ul style="list-style-type: none"> Develop budget and initiate RFPs to do the work (Finance and Administration) 	<ul style="list-style-type: none"> Select vendor to implement in 2018 (Finance and Administration)

2017 Quarter-by-Quarter Action Steps

Strategic Initiative: **Promoting Comprehensive Financial Planning**

Three-Year success indicators: At the end of 2019, how will we know we are successful?	Two-Year success indicators: At the end of 2018, how will we know we are successful?	12-Month SMART objectives: what do we need to accomplish by the end of 2017 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"> Balanced five-year projection 	<u>Identify Concrete Funding Mechanism</u> <ul style="list-style-type: none"> Vote of public If yes, determine allocation ramp up If no, decide on strategy, alternate revenue or reallocate resources 	<u>Identify Concrete Funding Mechanism</u> <ul style="list-style-type: none"> C1- Research and determine the amount of restaurant tax and the appropriate method to successfully implement restaurant tax
<u>Fiscal Responsibility</u>	<u>Fiscal Responsibility</u>	<u>Fiscal Responsibility</u> <ul style="list-style-type: none"> C2- Design and implement single year budget processes
<u>Agreement on Allocation of Resources</u>	<u>Agreement on Allocation of Resources</u> <ul style="list-style-type: none"> Departmental Growth/Staffing funded 	<u>Agreement on Allocation of Resources</u> <ul style="list-style-type: none"> C3- Prioritize allocation of resources

2017 Quarter-by-Quarter Action Steps

Strategic Initiative: Promoting Comprehensive Financial Planning

Key Actions for 2017	QTR 1 – Jan – Mar	QTR 2 – Apr – Jun	QTR 3 – Jul – Sept	QTR 4 – Oct – Dec
<p><u>Identify Concrete Funding Mechanism</u> C1- Research and determine the amount of restaurant tax and the appropriate method to successfully implement restaurant tax</p>	<ul style="list-style-type: none"> Select polling consultant (Staff recommendation to City Council) 	<ul style="list-style-type: none"> Reviewing consultant results (Staff to City Council) 	<ul style="list-style-type: none"> If favorable develop, voter education materials and prepare ballot question (Administration and PR) 	<ul style="list-style-type: none"> Present ballot to public (Finance and Administration) If ballot is successful, establish the allocation of funds, amend budget (Staff to City Council)
<p><u>Fiscal Responsibility</u> C2- Design and implement single year budget processes</p>	<ul style="list-style-type: none"> Budget advisory to department of preparation parameters (CA) 	<ul style="list-style-type: none"> Departments prepare preliminary budget for review (PH, citizen ideas DH to CA) 	<ul style="list-style-type: none"> Begin City Council review of budgets, PH on budget (CA to City Council) 	<ul style="list-style-type: none"> Adopt implemented budget (City Council to staff)
<p><u>Agreement on Allocation of Resources</u> C3- Prioritize allocation of resources</p>	<ul style="list-style-type: none"> Develop source & content of proposed citizen survey document (Finance Director, City Administrator) 	<ul style="list-style-type: none"> Conduct citizen survey of needs priorities (Finance Director, City Administrator) 	<ul style="list-style-type: none"> Meet with elected officials to review citizen survey results to be used to assist in development of 2017-2018 budget development (Finance Director, City Administrator & elected officials) 	<ul style="list-style-type: none"> Implement 2017-2018 budget as approved by City Council (Finance Director, City Department heads)

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. Then groups returned to their strategic initiative group or moved to another group whose success indicators had a direct impact on their department.

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.

Wrap Up and Evaluation of the Day

Mr. Burks clarified with the group the method that he reports the quarterly updates about the strategic plan. The team agreed, the current method is preferred.

The team was asked about prioritization of the current goals for 2017. It was determined that the work was spread out over several departments and initially looks manageable.

The team accomplished a lot of visioning of the future of the City of Bellevue. They worked hard throughout the day, brainstorming, working in small groups sharing their goals for the next several years as a large group. Listening, respecting the difference of opinion and keeping focus on the betterment of the community were keys in making the day a success.

Remaining Follow-up Following Strategic Planning Session

- Schedule a session at a City Council Meeting to review/update the current mission statement
- Follow-up discussion about the housing quality in all areas of the city
- Survey the individuals that attended the strategic planning and gather feedback for next year's strategic planning process.

Appendix

Appendix A

Attendees:

Phil Davidson, Public Relations
Lisa Rybar, Administrative Assistant
Don Preister (Skype) Council
Joe Mangiamelli, City Administrator
Larry Burks, Asst. City Administrator
Molly Miller, Attorney
Pat Sullivan, Attorney
Sabrina Ohnmacht, City Clerk
Rich Severson, Finance Director
Perry Guido, Fire Chief
Mark Elbert, Police Chief
Karen Jackson, Administrative Services Director
Julie Dinville, Library Director
Jeff Roberts, Public Works Director
Chris Shewchuk, Planning Director
Thomas Burns, Council
John Hansen, Council
Jim Moudry, Council
Pat Shannon, Council
Paul Cook, Council

Appendix B

Strategic Planning Session Agenda

January 4 2017

8:00-4:30 pm

Bellevue Fire Training Center

- | | | |
|---|-------|---|
| 1 | 8:15 | Introductions and Purpose |
| 2 | 8:30 | Capture past year achievements |
| | | Challenges still remaining from last year? – What is left to be done between now and the end of 2017? |
| 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 2019 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? |
| | | <u>Lunch 11:45</u> |
| 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 2017, 2018, 2019 including accountability assignments |
| 9 | 2:30 | Specific 2017 Steps |
| | | a Qtr 1: February and March Actions |
| | | b Qtr 2: April June Actions |
| | | c Qtr 3: July September Actions |

10 4:20 Closing d Qtr 4: October December Actions

Appendix C



To: Mayor Rita Sanders
Bellevue City Council

From: Larry D. Burks, ICMA-CM, MPA, CED
Date: December 30, 2016
Subject: 2016 Strategic Plan Q4 Report

Mayor Sanders and City Council,

The following information reports organizational progress towards achieving the strategic planning goals for the fourth quarter (Q4) of 2016. The latest reported progress towards Key Actions is in bold italics below each item.

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

Key Actions

1. Twin Creek: Develop Marketing Plan for Conference Center

Q1: Kinseth (Community Relations, Finance)

Administration and Community Relations is continually updating marketing information. Currently, all marketing materials (web page, Facebook Page and other social media) list the name as the Bellevue Event Center. Some materials are in limited quantity due to the pending naming rights negotiations. Finally, Kinseth's partnership with the Courtyard Hotel by Marriott has the Bellevue Event Center listed in regional Marriott marketing information. It is expected to see all final marketing materials in Q2 after the event center naming rights agreement is finalized.

2. *Twin Creek: Evaluate Number of Bookings at Conference Center*

Q3: Finance and Administration

Evaluation is premature at this time. Monitoring will be ongoing for the next quarter. Tracking methodology yet to be determined with Kinseth Hospitality in Q4.

Q4: Finance and Administration

Ongoing. Meeting with Beardmore Event Center staff and Kinseth management team was scheduled on December 21st to discuss usage. Event center is trending well due to weddings but Kinseth would like to see the hotel doing better. Ongoing marketing through Marriott is planned to improve the hotel's numbers.

3. *Twin Creek: Finalize Naming Rights Contract*

Q1: Distribute RFI (Admin)

RFI was distributed and there were 8 respondents.

Q1: Review/discuss with potential sponsors (Admin)

Administration, Legal and Finance are currently in negotiations with one of the interested parties. On track for a Q2 contract award.

Q2: Award contract (Admin)

Administration, Finance and legal have an agreement prepared with a naming rights partner. The announcement of the partner will be made at the end of July.

Q3: Develop methodology to track impact (Chamber/Kinseth; Admin and Community Relations)

Naming rights and ribbon cutting for the Beardmore Event Center of Bellevue completed in the middle of Q3. Tracking methodology yet to be determined by Kinseth Hospitality in Q4.

Q4: Track impact (Chamber/Kinseth; Admin and Community Relations)

Ongoing. Would like a full year or more for the analysis to be a realistic representation of impact.

4. *Twin Creek: Open Conference Center on Time and on Budget*

Q1: Monitor progress and budget (Public Works and Finance)

Event Center construction is currently on time and on budget. Revised budget of \$8.5 million appears to be sufficient at this time.

Q2: Monitor progress and budget (Public Works and Finance)
Currently on time and on budget. Convention center and hotel to be fully operational August 2016

Q3: Continued from Q2 (Public Works and Finance)
Conference Center opened.

5. *Levee: Support NRD Application for State Funding*

Q2: Identify timeline with NRD (Mayor)

According to John Winkler, Director of the Papio-Missouri NRD, all levee funding is in place and construction of levees to begin soon.

Q3: Monitor progress (Administration)
Construction to begin in spring of 2017.

6. *Levee: Start Construction*

Q2: Let bid/award contract (NRD)

The NRD has secured all of the necessary funding to complete the rehabilitation project. The NRD is in the final stages of the permitting process with the U.S. Army Corps of Engineers and it is anticipated that all permits will be secured by the end of Q3.

Upon the receipt of selected ad a contract is executed it is likely that construction will begin in Q1 or Q2 of 2017. A two year construction period is expected.

Q3: Start construction (NRD)
Combined with below . . .

Q3: Monitor status (Administration)
Construction to begin in spring of 2017.

Q4: Monitor status (Administration)
Construction still anticipated for spring of 2017, but may be delayed by the US Fish and Wildlife non-concurrence with permitting. Ongoing monitoring with the NRD is planned.

7. *Residential Growth: Revise Residential Development Standards*

Q2: Establish committee to review standards (Planning)

The Planning Department has reached out to the Council and Planning Commission and have several volunteers to work on the committee. Actual committee work is a 3rd Quarter Action step, but the Department hopes to get started earlier.

Q3: Review standards (Planning)

Not complete due to being short staffed this quarter; will try to complete during 4th quarter.

Q4: Propose/approve revisions (Planning/PC/CC)

Currently in progress. Was not able to complete due to being short staffed; also need additional input from Council as Steve Carmichael had volunteered to assist with this.

8. *Residential Growth: Change School District Boundaries*

Q1: Monitor and support legislation (Administration)

Governor Ricketts signed LB1067 into law April 19, 2016 – eliminating the Learning Community’s common levy. This change should make school boundary changes easier within Sarpy County.

Q2: Monitor and support legislation (Administration)

Participated in Sen. Sue Crawford’s LR469 interim study stakeholders meeting on TIF. Continuing to monitor legislation which could impact Bellevue.

9. *Economic Development: Develop Marketing Plan for LB840 Area*

Q2: Complete plan (Administration and Finance)

Brochures and website materials are complete and online. Currently in production is a video for the LB840 area.

10. *Economic Development: Complete Annual Report to Economic Development Re-certification*

Q1: Collect data (Administration)

There is ongoing tracking of business retention and expansion meetings as well as new business visits to the community.

Q2: Collect data (Administration)

Ongoing tracking of business retention and expansion meetings as well as new business visits to the community.

Q3: Collect data (Administration)

See Q2.

Q4: Collect data and report (Administration)
Ongoing collection of data for reporting.

11. Economic Development: Issue RFP for Sale of Olde Towne Property

Q2: Develop and issue RFP (Administration, Legal and Planning)

RFPs were issued, reviewed and interviews of all brokers conducted. Recommendation of partner to be made at the July 25 Council meeting.

Q3: Negotiate and select developer (Administration, CC and Legal)

Envision Retail of World Group agreement was approved by Bellevue City Council, September 12, 2016.

12. Economic Development: Resurrect Fort Crook Road (FCR) Committee with Chamber

Q2: Re-establish committee mtg. (Administration, Planning, PW and Chamber)

Bellevue City Planner Tammi Palm attends the Chamber Economic Development meetings, however nothing specific to the FCR has been established or reported.

Q3: On-going meetings

Coordinating efforts regarding FCR with the newly, reestablished Bellevue Chamber of Commerce's Economic Development Committee.

Q4: On-going meetings

Bellevue Chamber of Commerce's Economic Development Committee has ongoing meetings and ongoing discussions regarding FCR.

13. Media: Cultivate Positive Media Exposure

Q1: As opportunities arise, create positive stories and PSAs (Community Relations)

Community Relations staff is actively promoting positive stories on Bellevue.net and our social media outlets such as Facebook and Twitter. The RSS feeds also automatically spread our message to others who have signed up for the feed.

The City of Bellevue has been featured in articles with national and international distribution. These articles are being used for reference materials when people inquire about activities ongoing in Bellevue.

Q1: Collect press exposure (Community Relations)

Administrative staff is collecting newspaper clippings for their press exposure file.

Q2: On-going

Other awards and articles applicable to Q2 soon to be announced.

Q3: On-going

- *State's Contribution to the levee repairs*
- *Offutt AFB's commitment to repair its runway*
- *Blue Buffalo, Corwin Auto and Beardmore Subaru expansions*
- *Beardmore Event Center of Bellevue Grand Opening*
- *Nebraska Diplomat's 2016 Economic Development Community of the Year*

Q4: On-going

See Q3.

14. Emerald Ash Borer: Develop Emerald Ash Borer (EAB) Plan

Q1: Draft EAB plan –Tree Board to Assess Ash Trees (Parks Department)

In process.

Q2: Final plan complete (Tree Board and Parks Department)

Council approved developing plan for removals.

Q3: Budget for implementation (Parks Department)

Council approved EAB plan.

15. Emerald Ash Borer: Monitor Spread of EAB/Treat Trees as Necessary

Q1: Monitor/treat (Parks Department)

Tracking the movement of the bugs. EAB not here yet.

Q2: Monitor/treat (Parks Department)

EAB discovered in Omaha and Greenwood.

Q3: Monitor/treat (Parks Department)

Ongoing.

Q4: Monitor/treat (Parks Department)

Ongoing.

16. City-Scape: Maintaining What We Have

Q1: On-going maintenance (Parks Department)

Spring maintenance has started.

Q2: On-going maintenance (Parks Department)

Q2 Spring maintenance continues.

Q3: On-going maintenance (Parks Department)

Ongoing.

Q4: On-going maintenance (Parks Department)

Ongoing.

17. City-Scape: Develop New Gardens

Q1: Plan for new gardens (Parks Department)

Working with volunteers to establish new native gardens.

Q2: Determine how to implement (Parks Department)

Working with volunteers to establish new native gardens

Q3: Implementation/establish new gardens (Parks Department)

On hold.

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

Key Actions

1. Effective Wellness Program: Employee Education on the Importance of the preventative Exams and Healthy Lifestyles

Q1: Wellness Committee to meet and discuss a plan (Wellness Committee and Administration)

Wellness committee needs to meet and discuss plan – Wellness Coordinator has met with Health Insurance Broker and Wellness Partner Organization to discuss 2016 program. A meeting will be scheduled with City Administration to complete plans and rollout will be scheduled during Quarter 2.

Q2: Develop an education plan (Wellness Committee and Administration)

Met with City Administrator, Finance Director, City Council to discuss incentivized program which will roll out in Qtr. 4.

Q2: Determine speakers (Wellness Committee and Administration)

Since the wellness program will not be implemented until 2017, speakers will not be arranged until that time.

Q3: Training to begin (Wellness Committee and Administration)

Combined with below . . .

Q3: Tracking participation (Wellness Committee and Administration)

Employee enrollment is complete, medical screenings are in progress through November. Incentive (discounted medical premium) for eligible participants will begin January, 2017.

Q4: Training and Tracking (Wellness Committee and Administration)

Employee enrollment is complete, medical screenings are complete.

Q4: Discuss budget and plan for/ensure incentives are included in budget (Wellness Committee and Administration)

Nurse review scheduling is in progress for those who require, incentive for eligible participants will begin with the first payroll in January 2017. As of this report, 76 employees have qualified for the wellness incentives.

2. Staffing for Fire, Police and Public Works: Educating the Public and First Phase of Implementing the Restaurant Tax

Q1: Meet with Chamber, Admin, Council Rep and finance to create template for education program (Admin, Finance, Community Relations)

Meeting held April 4th to strategize and develop an approach to presenting a restaurant tax to the people for a vote. Topics discussed were the use of a consultant, a special vote and the 2.5% tax.

Q2: Gather data to partner with template through community outreach and business contracts/organizations (Admin, Finance, Community Relations)

Meeting with City Administrator, Finance Director, City Council to discuss illustrated options to consider.

Q3: Public presentations and “buy-in” through social and local media and publicity junket (Admin, Finance, Community Relations)

1. Reallocate resources from other areas (administrative departments, library, etc.)

2. Implement a 0.75% Restaurant Tax generating \$700k per year

3. Initiate a vote of the people and, if affirmative, implement a 2.5% Restaurant Tax generating \$2,300,000 per year

Q4: Implementation, with Council approval (Admin, Finance, Community Relations)

Consultant selected to determine strategy. Further discussion at strategic planning meeting needed.

3. *Improved Infrastructure: Priority projects are designed and bid*

Q1: Reviewing CIP and prioritizing; identifying needs (Directors and Admin)

This action step will be completed in Q2 as the Planning Director works with all departments to update the 2016 CIP. Departments will review capital projects and re-prioritize them within the constraints of the current biennial budget.

Q2: RFPs and specifications determined (Directors and Admin)

Continued reviewing the CIP. Improved infrastructure priority projects are designed and bid standard procedure for engineering ongoing

Q2: Accept bids (Directors and Admin)

New Q2 plan for 1500 and 1410 Wall St.

Q3: Begin construction, rehab, demo, etc. (Directors, Admin and Purchasing)

Continue reviewing CIP. Construction is current.

Q4: Continue construction, rehab, demo, etc. (Directors, Admin and Purchasing)

CIP and budget approved.

4. *City Hall Move Complete: Demolition, Renovations and Improvements to 1500 and 1410 Wall Street*

Q1: Begin or continue the process (Administration and Public Works)

Currently negotiating a lease for the 1500 Wall Street space.

Q1: Demolition of 1500 Wall Street (Administration and Public Works)

Demolition completed and MEP started.

Q1: Renovations of 1410 Wall Street (Administration and Public Works)

Window replacement is nearing completion. Renovations pushed back until further notice on water remediation.

Q2: Roof replacement at 1500 Wall Street (Administration and Public Works)

Roof was repaired. It did not require replacement. Repair will provide approximately another 10 years of useful life of the roof.

Q2: Repair and replace brick veneer at 1500 Wall Street (Administration and Public Works)

Schemmer and Associates is currently working on the core and shell of the structure.

Q3: 1500 Wall Street renovation and remodel (Administration and Public Works)

Mark VII is currently working on the core and shell.

Q4: 1500 Wall Street renovation and remodel (Administration and Public Works)

Mark VII is still working on the core and shell.

5. Improved Employee Moral: Positive Reinforcement Strategies Developed – Anonymous Recognition via the Recognition Committee

Q1: Develop strategies (Recognition Committee and Administration)

In the first quarter the committee met to discuss developing strategies to enhance employee recognition and appreciations practices/strategies. Councilwoman Carol Blood attended the meeting held on 3/24/16 and offered input and suggestions. Following the meeting a Supervisor training session was scheduled for April 28th to discuss on low-cost ways to reward employees. Following the training session the committee will have an open discussion with supervisors to examine current strategies and receive input on other suggestions and ideas to enhance employee morale. The committee is also planning to expand membership.

Q2: Grow committee (Recognition Committee and Administration)

In the second quarter the committee implemented a new strategy for acknowledging employee years of service anniversaries by hosting a quarterly coffee reception. The employee's department heads, director's and supervisors were invited along with the Mayor, City Administrator and Council President. This was implemented due to feedback the committee had received from numerous managers after the training in the first quarter.

The committee added a new member from the Fire department that enhanced our efforts at the annual employee picnic that had approximately 240 employees attend.

The committee is also planning to supply some cool summer treats to various departments throughout the summer to help beat the heat and thank them for their dedication.

Q3: Implement (Recognition Committee)

Combined with below . . .

Q3: Continue program (Recognition Committee)

In the month of August the committee offered each of the public works departments the opportunity for the committee to supply their departments with cold ice cream and popsicle treats to help beat the summer heat and thank them for their hard work and dedication. This was another new initiative of the committee.

In the month of September, the committee hosted the second quarterly years of service coffee reception. The employee's department head, director and supervisor were invited to attend along with the Mayor and the Council President. This new format allows each department manager to personally acknowledge the work and accomplishments of their employee. This approach has been well received by the employees and their supervisors. Pictures of the event are published on the City's website, furthering their acknowledgement publically. Additionally, one 35 year employee's retirement was also recognized at the event.

Q4: Committee review on feedback data (Recognition Committee)

In the month of December the committee hosted the 4th quarter years of service coffee which once again was well received by the attending employees.

Additionally the committee hosted the annual Employee Holiday Luncheon with more than 250 employees attending. There were about 100 gifts that were either raffled off or door prizes awarded. There was great food catered by Lugi's Italian restaurant and lots of desserts. Many smiles and thank yous were noted from the employees as they departed from the luncheon.

In review of the year, our goal was to enhance employee morale. That is a difficult item to measure but we do know that we have had excellent participation at the committee sponsored functions that we organize. Additionally a better indicator is that the city is experiencing fewer grievances/lawsuits than we have in the recent years. Hopefully the appreciation training that was held for supervisors in the spring has made an impact within every department. We do know that we want to focus on more employee engagement efforts in 2017, beginning with the department heads. Continuing these efforts in addition to adding or expanding a few more, with City Council support, should enhance employee morale going forward.

6. Increased Investment in Technology: Selection of Open Data Organizational Contracts

Q1: Selecting Open Data contractor(s) with appropriate track record (Administration and Council)

OpenData RFI released on April 4th, 2016 with a deadline for responses on May 4, 2016. Staff is currently addressing potential vendor questions regarding the RFI. A Technology Committee is expected to meet shortly after the May 4th deadline to review the RFI responses.

Q2: Begin implementation and identifying information resources for portal (Administration and Council Member)

Technology Committee has met to discuss Socrata's OpenData portal. Administration, Finance and Legal currently negotiating contract.

Q3: Begin staff training (Administration and Council Member)

Combined with below . . .

Q3: Identify potential hurdles for staff (Administration and Council Member)

The OpenData Portal implementation team consists of Library Director, Julie Dinville, Community Relations Director, Phil Davidson and Assistant City Administrator, Larry Burks. Initial training for implementation began with a "kick off" conference call with Program Manger, Kevin Donohue on October 4th. The implementation team has scheduled 6 online webinars and 5 days of implementation training during October. Once the implementation team is ready, we will begin meeting with and training the appropriate staff on data gathering and delivery. Time constraints are the biggest hurdle. We hope to have the portal in place by the end of Q4 with expenditure and budget data.

One barrier to overcome is the Administration of the portal. To effectively manage the OpenData portal site, including the Expenditures and Budget apps, additional staffing may be needed. More information and assessment will be necessary and completed in Q4.

Q4: Begin data entry into portal (Administration and Council Member)

All financial applications are programmed and ready for deployment after January 1; ongoing work necessary for CIP and other areas.

Q4: Promote community input (Administration and Council Member)

Community Relations will issue a press release after the financial and budgeting applications are "live" and online.

7. *City Service Development Plan: Reach out to public and private partnerships to identify ways to fund potential development and what needs to be funded*

Q1: Identify potential resources and projects (Asbestos Survey and Department Heads)

Asbestos surveys and a Phase I analysis was completed on all properties owned by the City of Bellevue along Mission Avenue in Olde Towne. This work was funded by the Nebraska Department of Environmental Quality (NDEQ). Unfortunately, grant assistance for asbestos removal is not available.

Nebraska Environmental Trust has funded Phase II of the Missouri River Monitoring Station. PRNRD has contributed \$1.4 million dollars to improvements to Heroes and Haworth Parks.

State of Nebraska has contributed \$13.7 million to the levee repairs.

Q2: Pursue the identified resources and project timelines (Asbestos Survey and Department Heads)

The above funding is still ongoing.

Bellevue Event Center naming rights.

Omaha permaculture partnership in process.

Q3: Begin utilizing funds and applying resources toward identified projects (Asbestos Survey and Department Heads)

Nothing reported.

Q4: Continued implementation and project status review (Asbestos Survey and Department Heads)

Nothing reported.

C. Strategic Initiative: Promoting Comprehensive Financial Planning

Key Actions

1. *Identify Concrete Funding Mechanism: Discussion and decision on restaurant tax <\$700K/year*

**IN CONJUNCTION WITH C-6*

Q1: Create a presentation to show need (Administration, Finance, BPD, BFD, PW and Community Relations)

Meetings between City Admin reps and civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works) -

Q1: Schedule meetings between Administration and civic/citizen groups affected (Administration, Finance, BPD, BFD, PW and Community Relations)

Finance prepared estimate of funding provided by different options; collecting data to prepare strategy for restaurant tax (Please refer to Item B2.)

Q2: Place a discussion item on the Council agenda by end of June 2016 (Administration, Finance, BPD, BFD, PW and Community Relations)

Please refer to Item B2.

Q3: Vote by end of Q3 (City Council)

Committee formed and we are awaiting a decision on strategy.

Q4: YTBD

Consultant chosen and strategy to be discussed at strategic planning session.

2. *New Revenue Source: Discuss, research and decide on additional revenue generating activities (gambling)*

Q1: Create a presentation to show need (Administration, Finance, BPD, BFD, PW and Community Relations)

Meetings between City Admin reps and civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works)

Q1: Schedule meetings between Administration and civic/citizen groups affected (Administration, Finance, BPD, BFD, PW and Community Relations)

Gambling revenue source not pursued at this time.

Q2: Place a discussion item on the Council agenda by end of June 2016 (Administration, Finance, BPD, BFD, PW and Community Relations)

See Q1.

Q3: Vote by end of Q3 (City Council)

See Q1.

Q4: Y TBD

See Q1.

3. *Identify Concrete Funding Mechanism: Discuss and decide on increase in property tax levy*

Q1: Create a presentation to show need (Administration, Finance, BPD, BFD, PW and Community Relations)

Meetings between City Admin reps and civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works)

Q1: Schedule meetings between Administration and civic/citizen groups affected (Administration, Finance, BPD, BFD, PW and Community Relations)

Property tax increase not pursued at this time.

Q2: Place a discussion item on the Council agenda by end of June 2016 (Administration, Finance, BPD, BFD, PW and Community Relations)

See Q1.

Q3: Vote by end of Q3 (City Council)
See Q1.

Q4: YTBD
See Q1.

4. Agreement on Allocation of Resources: Discuss and decide on a reallocation of resources (budget)

Q3: Discuss and decide if reallocation is necessary (Administration & Finance)
Please refer to Item B2.

Q4:YTBD
Please refer to Item B2.

5. Fiscal Responsibility: Analyzed, discuss and decide on cost management priorities

Q1: Analyze effectiveness and efficiency of present costs (Administration and Finance)
Please refer to Item B2.

Q2: YTBD

Q3: YTBD

Q4: YTBD

Please refer to Item B2.

6. Identify Concrete Funding Mechanism: 1/2 cent sales tax

**IN CONJUNCTION WITH C-1*

Q1: Create a presentation to show need (Administration, Finance, BPD, BFD, PW and Community Relations)

Meetings between City Admin reps and civic neighborhood to other affected groups (Admin, Finance, Police, Fire, Public Works)

Q1: Schedule meetings between Administration and civic/citizen groups affected (Administration, Finance, BPD, BFD, PW and Community Relations)

1/2 cent sales tax increase not pursued at this time.

Q2: Place a discussion item on the Council agenda by end of June 2016 (Administration, Finance, BPD, BFD, PW and Community Relations)

See Q1.

Q3: Vote by end of Q3
See Q1.

Q4: YTBD
See Q1.

This concludes the 2016 Strategic Plan Q4 Report. If there are any questions, please contact me and I will do my best to answer them quickly.

Best wishes,

Larry D. Burks, ICMA-CM, MPA, CED

Assistant City Administrator