



June 25, 2013

TO: The Honorable Sarpy County Commissioners
FROM: Marla Flentje, Senior Consultant, The Austin Peters Group
RE: Strategic Plan

I am pleased to present for your review a draft Sarpy County Strategic Plan for 2013-2015. The draft is based on the discussion and preliminary consensus achieved by your Strategic Planning Team during its retreats on April 26 and May 17 of this year.

I congratulate you for your extensive stakeholder participation which included consultation with:

- Community leaders;
- Mayors from the five municipalities in Sarpy County;
- County employees through a stakeholder survey and later with the opportunity to provide feedback on the draft plan; and
- Department-level elected officials and appointed managers who will have major responsibility for Strategic Plan implementation.

Review of this draft Plan is on the agenda for your July 2 meeting at which time you will have the opportunity to discuss this draft and identify any changes you wish to make before formal adoption. Here are several questions you may wish to consider in your final review:

- Does the goal represent a broad direction that will add value to the community? Is it in the public interest to achieve?
- Does the goal address the highest priority concern facing the community that County government has the authority and resources to address?
- Is the goal achievable by 2015? Or does it need to be reframed to be achievable?
- Does the County have the needed expertise to accomplish the goal or objective? If not, can the County obtain the needed expertise to do so?
- Is the goal economically and politically feasible?
- Will someone unfamiliar with County government structure and operations understand the goal or objective?

Once the Commission approves the Strategic Plan, I suggest you convene the Strategic Planning Team to recommend implementation details including key performance measures, responsible parties and initiation dates. I also suggest you seek advice from the Team as to when and how you will monitor plan implementation.

It has been my privilege and pleasure to have been a part of such a successful strategic planning process. I conclude you are well positioned for an equally successful implementation!

Sarpy County Government

Strategic Plan for 2013-2015

I. Preferred Future for the Sarpy County Community

- **Managed, smart growth continues to drive a thriving local economy.**
 - The County population exceeds 200,000.
 - Business development parks are populated with high-technology firms.
 - A lively retail sector offers diverse choices for residents and attracts destination shoppers.
 - Offutt Air Force Base remains fully operational and an important foundation of the local economy.
- **The County has a national and regional reputation as a community of choice.**
 - High quality, livable neighborhoods are a positive factor in the successful recruitment of new business and industry.
 - Residential newcomers continue to be attracted by high quality public schools.
- **Modern highways, and well designed and maintained roads support the community.**
 - An expanded Platteview Road serves residents and provides a connector loop for the metropolitan region.
 - 180th Street is a key north/south County road.
 - County collector and arterial roads effectively connect more areas of the County.
- **Recreation facilities, entertainment venues and other tourist attractions are a community signature.**
 - County has formed a partnership to develop a new recreation area along the Platte River.
 - Residents make use of the County's extensive walking and biking trails.
 - Visitors and tourists are drawn to the County's high-quality leisure amenities.
- **A spirit of cooperation among local governments benefits residents and businesses.**
 - Sarpy County communities compete in recruitment of new businesses, but also are able to cooperate for mutual County-wide benefit.
 - Local governments have maximized the use of cooperative service agreements for delivery of public services.
 - Local elected officials regularly confer in a formal way to seek new opportunities for mutual gain.
- **County government has a positive reputation as a leader in efficient services and innovative initiatives that benefit the community.**
 - The majority of residents can transact County business through on-line services.
 - Living in the County is more affordable because property taxes as a portion of total County revenues have declined measurably over the past decade.
 - State government has granted additional discretionary decision making authority to the County.
 - The County has achieved a flatter, more streamlined organizational structure.

II. Strategic Goals

1. Contribute to sustaining and strengthening the local economy.

Key Objectives:

- a. In collaboration with community economic development partners, facilitate the creation of a vision for the growth of Sarpy County.
- b. Review the County's business incentive policy and revise as needed to align with the community's vision for growth.
- c. Obtain purchase options for land that represents prime sites for new business locations.
- d. Initiate development of a new Comprehensive Plan.
- e. Work with community partners to support the present functions of Offutt Air Force Base and champion all efforts to keep the base off the closure list.

Measure(s):

Responsible parties:

Date to be initiated:

2. Maximize stewardship of County revenues and broaden the use of non-property tax revenues to fund services.

Key Objectives:

- a. Expand alternative revenue sources for financing road maintenance and improvements.
- b. Expand the use of debt financing for County road improvements.
- c. Study the feasibility of charging local units of government for the cost of incarcerating their prisoners in the County jail and initiate action accordingly.
- d. Seek legislative authorization to increase existing County service fees in order to fully recover the cost of providing individual services.
- e. Identify additional opportunities for new service fees for financing County services and pursue implementation strategies.
- f. Develop a longer-range plan for voter approval of a dedicated County sales tax to finance one or more public safety initiatives.
- g. Expand options for credit card payments for County fines and user fees.
- h. Pursue the use of alternative fuels to reduce the County's energy costs.

Measure(s):

Responsible parties:

Date to be initiated:

3. Provide for infrastructure improvements that support the growth of the community and enhance quality service to County residents.

Key Objectives:

- a. Update the 2006 Wastewater and Water Infrastructure Study to determine the need for a new sewer service for underdeveloped areas of the County.
- b. Initiate actions for the formation of a separate governmental entity for providing expanded sewer services.
- c. Prioritize County road improvements based on feedback from key stakeholder groups at an annually-convened Road Summit.
- d. Develop an inventory of needed facility improvements and adopt a long-term County Facilities Plan that estimates costs of individual facility improvements and prioritizes projects.
- e. Adopt and implement a County Technology Plan that reduces courthouse foot traffic and advances progress toward a virtual county government.
- f. Create and implement a long-term County Capital Improvement plan for investments in infrastructure, facilities and major equipment.

Measure(s):

Responsible parties:

Date to be initiated:

4. Enhance the effectiveness of the County's criminal justice services.

Key Objectives:

- a. Expand the use of alternative programs to prevent incarceration in the County jail.
- b. Implement technology to enable video arraignment of persons charged with a crime and detained in the County jail.
- c. Improve juvenile justice programs by developing alternative programs to prevent detention and beginning implementation of a plan for adequate juvenile justice facilities.
- d. Enhance cooperation in the delivery of law enforcement services with other agencies in the County.
- e. Achieve a successful transition to the Board of Corrections for management of the County jail.

Measure(s):

Responsible parties:

Date to be initiated:

5. Expand partnerships in the County and wider region to leverage resources, eliminate service redundancies and improve local influence in state legislative decisions.

Key Objectives:

- a. In consultation with community partners, identify the most mutually beneficial prospects for joint service delivery programs and forge three new cooperative service delivery agreements.
- b. Pursue additional study of the benefits and technical feasibility of a regional approach to the provision of emergency communication services (9-1-1 services) and take action accordingly.
- c. Expand coordination of planning and zoning decisions between and among municipalities in the County.
- d. Facilitate development of a shared state legislative agenda with cities in the County and dedicate County lobbying resources to advance the agenda.

Measure(s):

Responsible parties:

Date to be initiated:

6. Improve communication to inform the community about County services and initiatives, and expand citizen engagement.

Key Objectives:

- a. Adopt a public communication plan and dedicate resources to its implementation.
- b. Enhance the County website to create additional avenues for citizen engagement.
- c. Implement a County media policy that directs who speaks for the Board of Commissioners and the departments under the Board's authority.
- f. Adopt public communication standards that achieve uniform messaging and graphic design for the County website and other communication venues.
- e. Increase communication with County employees to keep them informed about County services and decisions.

Measure(s):

Responsible parties:

Date to be initiated:

7. Provide for a high performing County workforce to deliver services.

Key Objectives:

- a. Expand opportunities for employee learning and professional development.
- b. Capture administrative efficiencies through expansion of interdepartmental cross training.
- c. Sustain a high-skilled County workforce through implementation of succession planning.
- d. Combine administrative service units and functions to achieve more efficient use of human resources.
- e. Administer fair and competitive compensation practices across all departments.
- g. Evaluate the need for a compensation policy that rewards high performance and expand the use of non-financial employee recognition practices.
- h. Increase employee performance feedback accountability through implementation of a performance appraisal program.

Measure(s):

Responsible parties:

Date to be initiated:

Approved by the Sarpy County Board of Commissioners on July 2, 2013