

**BOARD OF COUNTY COMMISSIONERS**  
**SARPY COUNTY, NEBRASKA**

**RESOLUTION APPROVING AND ADOPTING**  
**“SARPY COUNTY GOVERNMENT STRATEGIC PLAN FOR 2014-2016”**  
**(AMENDED)**

WHEREAS, pursuant to Neb. Rev. Stat. § 23-104 (Reissue 2012), the County has the power to do all acts in relation to the concerns of the County necessary to the exercise of its corporate powers;

WHEREAS, pursuant to Neb. Rev. Stat. § 23-103 (Reissue 2012), the powers of the County as a body are exercised by the County Board;

WHEREAS, Sarpy County entered into an Agreement with the firm of Austin Peters Group, Inc. for professional services to assist in the development of a strategic plan for Sarpy County (Resolution 2013-75);

WHEREAS, pursuant to that Agreement, the Austin Peters Group, Inc. has developed a plan entitled “Sarpy County Government Strategic Plan for 2014-2016” a copy of which is attached hereto; and

WHEREAS, approving and adopting the “Sarpy County Government Strategic Plan for 2014-2016” is in the best interests of the citizens of Sarpy County.

NOW, THEREFORE, BE IT RESOLVED BY THE SARPY COUNTY BOARD OF COMMISSIONERS THAT this Board hereby approves and adopts the “Sarpy County Government Strategic Plan for 2014-2016” with the condition that the word “transparent” is added to the Vision Statement so that it reads “Our Vision is to be a responsive, diverse, transparent, and fiscally sound organization, committed to providing abundant opportunities for success, and recognized among the best in the country.”

The above Resolution was approved by a vote of the Sarpy County Board of Commissioners at a public meeting duly held in accordance with applicable law on the 28th day of October, 2014.

*Jim Thompson*  
Sarpy County Board Chairman

Attest:

SEAL

*Debra Houghtaling*  
County Clerk



# Sarpy County Government

## Strategic Plan for 2014-2016

### 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.
  - 180<sup>th</sup> 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 for 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. Sarpy County Vision, Mission and Values

Our **Vision** is to be a responsive, diverse, transparent, and fiscally sound organization, committed to providing abundant opportunities for success, and recognized among the best in the country.

It is our **Mission** to provide our community with exemplary and fiscally responsible services necessary to promote a healthy, safe and prosperous Sarpy County

### We Value:

- **Honest and Ethical behavior** – embrace open, forthright interaction among employees and the public and adhere to strong moral principles in performing our work
- **Respect** – value and honor diversity and demonstrate a deep regard for the dignity, needs, beliefs, and ideas of every citizen, customer, and employee
- **Integrity** – ensure our actions match our words and demonstrate a high level of character at all times
- **Responsiveness** – display individual and organizational commitment to serving the public
- **Professionalism** – adhere to a high standard of conduct, competence, and performance
- **Accountability** – embrace transparency in our work and accept responsibility for our job performance, actions, behavior, and the resources entrusted to us.
- **Teamwork** – recognize the common mission of all and commit to work together within and beyond our traditional work groups and organizational boundaries
- **Initiative and Innovation** – accept that creativity, leadership and responsible risk taking are necessary to achieve high performance

### **III. 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. Create a County business incentive policy and revise as needed to align with the community's vision for growth.
- c. Support the Sarpy County Economic Development Corporation in purchasing options for land that represent prime sites for new business locations.
- d. Complete development of a new Comprehensive Plan and adopt zoning and subdivision regulations.
- e. Coordinate 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. Study the use of debt financing for County road improvements and take action accordingly.
- c. Study the feasibility of charging state government for the cost of incarcerating their prisoners in the County jail and charging Sarpy County cities for prosecuting misdemeanor cases; 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. Prepare a plan for use of a dedicated County sales tax to finance public safety initiatives and seek voter approval.
- g. Expand options for credit card payments for County fines and user fees.
- h. Continue 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. Complete the update to the 2006 Wastewater and Water Infrastructure Study to determine the need for a new sewer service for underdeveloped areas of the County.
- b. Consider the need for formation of a separate governmental entity for providing expanded sewer services and take action accordingly.
- c. Prioritize County road improvements based on feedback from key stakeholder groups at an annually-convened Road Summit.
- d. Adopt a long-term County Facilities Plan that estimates costs of individual facility improvements and prioritizes projects and implement a short-term funding plan for the next three years.
- e. Adopt and implement a County Technology Plan that reduces courthouse foot traffic, ensures cyber-security 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. Improve juvenile justice programs by developing alternative programs to prevent detention and beginning implementation of a plan for adequate juvenile justice facilities.
- c. Enhance cooperation in the delivery of law enforcement services with other agencies in the County.

- d. Achieve a successful transition to the Board of Corrections for management of the County's corrections programs.

**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 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.
- d. 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 relevant 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.
- e. Evaluate the need for a compensation policy that rewards high performance and expand the use of non-financial employee recognition practices.
- f. 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 10-28-2014*