City of La Vista
Strategic Plan
2018 - 2020
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Elected Officials

**Mayor**
Douglas Kindig

**Council President**
Ward 1
Kim Thomas

**Council Member**
Ward 1
Mike Crawford

**Council Member**
Ward 2
Ron Sheehan

**Council Member**
Ward 2
Terrilyn Quick

**Council Member**
Ward 3
Alan W. Ronan

**Council Member**
Ward 3
Deb Hale

**Council Member**
Ward 4
Kelly Sell

**Council Member**
Ward 4
Jim Fredrick

Executive Leadership

**City Administrator**
Brenda Gunn

**Assistant City Administrator**
Rita Ramirez

**Police Chief**
Robert S. Lausten

**Director of Administrative Services**
Kevin Pokorny

**Director of Public Works**
Joe Soucie
Introduction

As a progressive and professionally managed local government, the City of La Vista strives to fulfill its mission of providing “exceptional municipal services” for its citizens while planning for the community’s pending needs. In accordance with that philosophy, City leaders use the Strategic Plan as a tool to organize the present and to lead us where we want to be in the future. Considered in the strategic planning process are decisions related to municipal operations, growth and development, and capital investments.

Planning Process

A collaborative effort between the Mayor, City Council, and City leadership, this document is the product of a planning workshop conducted on April 29, 2017. Through this work, five strategic priorities were identified for Fiscal Years 2018, 2019 and 2020: Quality of Life and Community Identity, Economic Vitality, Infrastructure Investment, Safe Community and Thriving Neighborhoods, and Governance and Fiscal Sustainability. Within this framework, goals, objectives, action items, and key performance measures were developed that together serve as a road-map that will guide the City’s efforts for the next three years.
Organizational Alignment

- Strategic Plan Goals
  - Department Plans
    - Allocate Resources (Budget)
      - Strategies and Performance Measures
        - Performance Management Program
          - Communicate
            - Strategic Plan Goals
Mission

The City of La Vista is dedicated to providing exceptional municipal services with the highest level of integrity, professionalism and excellence.

Vision

La Vista’s vision is to be a place where community isn’t just a word, but a way of life; where strong leadership and a diverse economic base have built a great city; where passion and pride will ensure a bright future. The vision for La Vista is based on how we experience the City every day; a place where it is possible to Live Long, Work Hard, Shop Local, Have Fun, Move About and Prosper.

Values

Accountability
We will be responsible for our decisions and actions as stewards of the financial, informational, physical, environmental and human resources entrusted to us.

Integrity
We will maintain high ethical standards in our personal and professional conduct.

Public Service
We are committed to providing high quality public services to the citizens through communication, teamwork, professionalism, dedication to duty, courtesy and respect.
Quality of Life & Community Identity

The City will provide programs, gathering places and events where the community can come together to participate in opportunities of learning, recreation and celebration in a clean, well-maintained and safe environment. Sustainable relationships with the community will be cultivated through citizen engagement, outstanding customer service and clear, accessible communication.
Quality of Life & Community Identity
Strategic Goals

GOAL 1.1 Focused outreach and utilization of communication methods to engage citizens and deliver outstanding customer service

GOAL 1.2 Support and improve the City’s unique, high-quality community events and cultural services for residents and visitors

GOAL 1.3 Improve the availability and effectiveness of recreational, athletic, educational and park services

GOAL 1.4 Promote lifelong learning through reading programs, materials circulation, support for area schools, and specialized programs

GOAL 1.5 Maintain safe, accessible, and healthy City parks and trails

GOAL 1.6 Create new public spaces and connections

GOAL 1.7 Raise awareness of what makes La Vista a great place to live, work, play, shop, visit, and do business
Objectives

OBJECTIVE 1.1.1 Create new opportunities to engage citizens of all ages

OBJECTIVE 1.1.2 Increase awareness of the City’s programs, activities, and special events

OBJECTIVE 1.1.3 Develop a cohesive strategy for communicating with citizens

OBJECTIVE 1.2.1 Plan and produce community based projects directed at improving the quality of life and creating a sense of community for all residents

OBJECTIVE 1.2.2 Identify funding for and integrate arts and cultural elements into public places

OBJECTIVE 1.2.3 Seek partnerships for cultural and artistic programming

OBJECTIVE 1.3.1 Ensure that recreation programming engages a diverse range of youth, adults, seniors, and those with special needs

OBJECTIVE 1.4.1 Ensure that library programming engages a diverse range of youth, adults, seniors, and those with special needs

OBJECTIVE 1.5.1 Ensure that parks, recreation, and trail facilities are safe, well-maintained, and usable year-round

OBJECTIVE 1.5.2 Pursue implementation of comprehensive recreational trails network

OBJECTIVE 1.5.3 Promote the ecology of streams and open drainage systems by incorporating them into trail systems through the use of interpretive elements

OBJECTIVE 1.6.1 Create public spaces that attract and engage children and serve as gathering spaces for citizens

OBJECTIVE 1.7.1 Enhance the City’s identity and appearance through well-maintained green space, parks, public facilities, major corridors, gateways and medians

OBJECTIVE 1.7.2 Ensure that public spaces and buildings reflect design excellence and are attractive spaces

OBJECTIVE 1.7.3 Strengthen perceptions of La Vista by developing an identity that projects La Vista’s image as a distinct place within the region
Quality of Life & Community Identity

Action Items

**ACTION ITEM 1.1.2.1** Develop annual community event guide

**ACTION ITEM 1.1.2.2** Update City’s website

**ACTION ITEM 1.1.2.3** Expand reach of City’s social media presence

**ACTION ITEM 1.1.3.1** Develop and adopt a comprehensive communications plan

**ACTION ITEM 1.3.1.1** Examine recreation programming needs through a comprehensive leisure services study

**ACTION ITEM 1.3.1.1** Examine library programming needs through a comprehensive leisure services study

**ACTION ITEM 1.4.1.1** Identify opportunities to support the efforts of PLVCS

**ACTION ITEM 1.4.1.2** Provide increased volunteer opportunities through library

**ACTION ITEM 1.4.1.3** Implement projects as identified in park improvement plans and CIP

**ACTION ITEM 1.4.1.4** Adopt and implement 1 and 5 Year Tree Plan

**ACTION ITEM 1.5.1.1** Develop life-cycle replacement plan for park assets

**ACTION ITEM 1.5.1.3** Develop maintenance and operations plan for Civic Center Park

**ACTION ITEM 1.5.1.4** Develop Streetscape Plan for 84th Street to include landscaping and wayfinding

**ACTION ITEM 1.6.1.1** Partner with La Vista Community Foundation to develop a concept for a memorial area in Civic Center Park

**ACTION ITEM 1.7.3.1** Create a comprehensive branding strategy
Quality of Life & Community Identity
Key Performance Indicators

- Senior Activity Participation
- Adult Activity Participation
- Youth Activity Attendance
- Citizen Survey Results for “Community Engagement”
- Number of Social Media Followers
- Number of Unique Website Visitors
- Total Number of Programs and Activities Offered
- Number of Library Educational Programs for Diverse Needs
- Number of Documented Safety Checks
- Number of Improvement Projects
- Linear Feet of Recreational Trails
- Number of Family Centric Facilities or Features
La Vista’s business community is diverse and robust, encompassing a wide range of commercial and industrial activity. The City will promote economic vitality and a business environment that encourages private investment and job growth, positioning the City for a healthy, sustainable economic future. The City will support growth that provides economic stability while enhancing the quality of life in La Vista, including the development of distinct, enduring, and walkable mixed-use shopping, residential, entertainment and recreation destinations.
Economic Vitality
Strategic Goals

**GOAL 2.1** Establish La Vista as a destination

**GOAL 2.2** Work with stakeholders to create a readily identifiable downtown core that is unique and vibrant with a mixture of entertainment, housing, specialty shops, offices, and other commercial uses

**GOAL 2.3** Plan and invest in infrastructure, facilities, services personnel, and equipment to meet projected needs and opportunities

**GOAL 2.4** Seek diverse, high quality development and stable jobs that strengthen and maximize the sales and property tax base and contribute to an exceptional quality of life

**GOAL 2.5** Strengthen local and regional coordination and collaboration related to business and economic development
### Economic Vitality

#### Objectives and Action Items

<table>
<thead>
<tr>
<th>Objective 2.1.1</th>
<th>Identify, prioritize, and incentivize targeted locations for redevelopment and capital improvement along 84th Street</th>
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</thead>
<tbody>
<tr>
<td>Objective 2.1.2</td>
<td>Maintain and enhance urban design standards for key corridors that require thoughtful site design and creative, enduring architecture that will elevate the City’s identity as a welcoming destination</td>
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<tr>
<td>Objective 2.1.3</td>
<td>Identify and market destinations that are unique to La Vista and seek opportunities to attract additional, supporting economic development into the City</td>
</tr>
<tr>
<td>Objective 2.2.1</td>
<td>Focus on public infrastructure projects that will drive or complement private investment and projects that create a return on investment</td>
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<tr>
<td>Objective 2.3.1</td>
<td>Ensure progress and completion of signature public improvement projects</td>
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<tr>
<td>Objective 2.3.2</td>
<td>Allocate funding in Biennial Budget to satisfy operational growth</td>
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<tr>
<td>Objective 2.4.1</td>
<td>Market La Vista as the progressive, opportunity-rich city in the region, supported by access to transportation and infrastructure systems</td>
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<tr>
<td>Objective 2.4.2</td>
<td>Leverage key developments to target desirable, up-market commercial tenants</td>
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<tr>
<td>Objective 2.4.3</td>
<td>Develop quality of life assets, including trails, civic spaces, parks, urban amenities, and technology infrastructure, that are attractive to prospective employers and employees</td>
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<tr>
<td>Objective 2.5.1</td>
<td>Strengthen relationships between the City and local businesses</td>
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<tr>
<td>Objective 2.5.2</td>
<td>Encourage county-wide economic development through participation in the Sarpy County Sewer Agency</td>
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<tr>
<td>Objective 2.5.3</td>
<td>Maintain strong relationships with the Sarpy County Chamber of Commerce, Sarpy County Economic Development Corporation, Greater Omaha Economic Development Partnership, and the State to assist in securing new economic development opportunities</td>
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<tr>
<td>Objective 2.5.4</td>
<td>Work with community partners to increase the number and quality of events that draw citizens and visitors</td>
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**Action Item 2.4.1.1** Create a comprehensive brand strategy
Economic Vitality

Key Performance Indicators

- Funding for streetscapes including plazas, public art, pedestrian amenities and wayfinding
- Acres of Green Space
- Capital Improvement Plan Quarterly Progress
- Linear Feet of Trails
- Number of Public Wi-Fi Hotspots
- Number of New Business Contacts
- Number of New Business Outreach Events
- Business Outreach Event Attendance
La Vista supports a reliable, safe and connected community through well-planned, well-maintained and sustainable public infrastructure. The City will prioritize and invest in strategic infrastructure improvements that support the City’s economic development vision and goals.
Infrastructure Investment
Strategic Goals

GOAL 3.1  Develop, fund, and align multi-year Capital Improvement Plan with Biennial Budget

GOAL 3.2  Support strategic investment in well-planned and maintained public infrastructure and facilities that meet projected growth and development demands

GOAL 3.3  Provide a safe, efficient, and well-connected multimodal transportation system that contributes to a high quality of life
# Infrastructure Investment

## Objectives and Action Items

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>OBJECTIVE 3.2.1</strong></td>
<td>Develop and implement a financial strategy to repair and maintain the City’s roads</td>
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<tr>
<td><strong>OBJECTIVE 3.2.2</strong></td>
<td>Develop life cycle replacement and deferred maintenance schedule for major capital assets</td>
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<tr>
<td><strong>OBJECTIVE 3.2.3</strong></td>
<td>Evaluate efficiency and effectiveness of sewer operations in order to address the system’s maintenance and expiration needs</td>
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<td><strong>OBJECTIVE 3.2.4</strong></td>
<td>Ensure that the City’s municipal facilities support operational efficiency and can meet the service demands associated with community growth</td>
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<tr>
<td><strong>OBJECTIVE 3.2.5</strong></td>
<td>Support long-term, cost effective sustainable energy efficiencies for City operations</td>
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<tr>
<td><strong>OBJECTIVE 3.3.1</strong></td>
<td>Evaluate transportation connections, accessibility and options within the City</td>
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<td><strong>OBJECTIVE 3.3.2</strong></td>
<td>Continue proactive traffic enforcement in an effort to decrease vehicle accidents</td>
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<tr>
<td><strong>OBJECTIVE 3.3.3</strong></td>
<td>Ensure streets, sidewalks, bike lanes, and multi-modal paths are well-maintained and free of hazards</td>
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<thead>
<tr>
<th>Action Item</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>ACTION ITEM 3.2.1.1</strong></td>
<td>Prioritize and complete arterial and collector street maintenance</td>
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<tr>
<td><strong>ACTION ITEM 3.2.1.2</strong></td>
<td>Prioritize and complete local street maintenance</td>
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<tr>
<td><strong>ACTION ITEM 3.2.3.1</strong></td>
<td>Update sewer rate study</td>
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<tr>
<td><strong>ACTION ITEM 3.2.5.1</strong></td>
<td>Complete audit measuring the efficiency of existing facilities and operations</td>
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Infrastructure Investment
Key Performance Indicators

- Capital Improvement Plan Quarterly Progress
- Capital Improvement Plan Funding Level
- Kilowatt Hours of Electricity Billed
- Units of Natural Gas Billed
- Gallons of Water Used
- Vehicle Accident Reports
- Citizen Requests for Maintenance
La Vista strives to be a safe, secure and welcoming place to live, work, play, learn and do business. If help is needed at any time of the day, the response from well-trained staff is timely, courteous & professional. Preventable problems are avoided. The City will promote the preservation and stability of older residential neighborhoods and ensure that buildings are up to code.
Safe Community & Thriving Neighborhoods
Strategic Goals

GOAL 4.1
Maintain safety and livability for all residents and visitors by providing community-focused, effective and high-quality police, fire, and emergency medical services that meet or exceed professional standards

GOAL 4.2
Ensure that City neighborhoods are safe, appealing, and enduring
Safe Community & Thriving Neighborhoods

Objectives

**OBJECTIVE 4.1.1**
Promote safety through citizen involvement and continue to build lasting and respectful relationships with the community

**OBJECTIVE 4.1.2**
Reduce identified property crimes that impact neighborhoods

**OBJECTIVE 4.1.3**
Enhance support operations to promote efficiency and effectiveness

**OBJECTIVE 4.1.4**
Maximize field operations efficiency through tactical analysis

**OBJECTIVE 4.1.5**
Research and emulate proven best practices in public safety

**OBJECTIVE 4.1.6**
Integrate technology into operations

**OBJECTIVE 4.1.7**
Enhance the City’s capacity to respond to emergencies, natural disasters, catastrophic acts, and other events that threaten the health and safety of the community

**OBJECTIVE 4.2.1**
Uphold a high standard of property maintenance and enforce ordinances to prevent erosion of property values and quality of life

**OBJECTIVE 4.2.2**
Preserve safety, walkability, and attractiveness of residential areas

**OBJECTIVE 4.2.3**
Support and partner with homeowner and neighborhood associations to address their issues or concerns

**OBJECTIVE 4.2.4**
Invest in the maintenance and rehabilitation of neighborhood infrastructure

**OBJECTIVE 4.2.5**
Maintain and improve pedestrian crossings
### Safe Community & Thriving Neighborhoods

**Action Items**

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<th>Action Item</th>
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<tr>
<td><strong>4.1.4.1</strong></td>
<td>Deploy resources to decrease response time to emergency calls</td>
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<td><strong>4.1.6.1</strong></td>
<td>Implement body worn cameras to enhance transparency in community policing</td>
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<td><strong>4.2.1.1</strong></td>
<td>Proactive code enforcement</td>
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<td><strong>4.2.1.2</strong></td>
<td>Conduct proactive property maintenance education and outreach</td>
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<td><strong>4.2.2.1</strong></td>
<td>Develop relationships between public safety personnel and neighborhoods to promote cooperation and safety</td>
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<tr>
<td><strong>4.2.3.1</strong></td>
<td>Attend neighborhood/HOA meetings</td>
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<tr>
<td><strong>4.2.3.2</strong></td>
<td>Provide meeting space for neighborhood association meetings</td>
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Safe Community & Thriving Neighborhoods

Key Performance Indicators

- Citizen Survey Results for “Safety”
- Number of Codes Enforcement Complaints
- ISO Fire Rating
- Rate of Voluntary Compliance (Codes)
- Average Days from Case Initiation to Voluntary Compliance (Codes)
- Number of Citations for Code Violations
- Number of Rental Properties Inspected
- Number of property crimes that impact neighborhoods
- Percentage of crimes in progress and Priority 1 calls responded to in 4 minutes or less
- Crime clearance rate for Part 1 crimes
With an engaged work force, the City will provide responsible stewardship of public resources and deliver exceptional municipal services. Innovative and responsible policies and business practices will be implemented to effectively manage fiscal and human resources. The City will maintain a stable financial environment that is transparent and allows for an outstanding quality of life for our citizens. Public facilities will be maintained in a state of good repair so they can effectively support municipal operations and services.
Governance & Fiscal Responsibility
Strategic Goals

**GOAL 5.1** Govern in a transparent, efficient, accountable, and responsive manner

**GOAL 5.2** Ensure sound stewardship of financial resources resulting in the City’s ability to meet service demands and obligations without compromising future capacity

**GOAL 5.3** Strengthen the City’s organizational capacity and promote a talented and energized workforce

**GOAL 5.4** Foster regional collaboration and partnerships to maximize mutually beneficial outcomes and leverage resources

**GOAL 5.5** Foster meaningful public involvement/engagement

**GOAL 5.6** Identify and implement innovative technology initiatives to improve services
Governance & Fiscal Responsibility

Objectives

**OBJECTIVE 5.1.1** Provide consistent, clear, and timely information to maximize decision-making and transparency

**OBJECTIVE 5.1.2** Prepare and implement annual update to strategic plan

**OBJECTIVE 5.1.3** Develop and implement City-wide performance measurement program to evaluate the efficiency and effectiveness of operations

**OBJECTIVE 5.1.4** Ensure exceptional customer service and proactive communication through accessible, responsible, and knowledgeable employees

**OBJECTIVE 5.2.1** Complete long-range financial plan that provides for stability and growth

**OBJECTIVE 5.2.2** Continue to improve the biennial budget document and process

**OBJECTIVE 5.2.3** Develop life cycle replacement and deferred maintenance schedule for major capital assets

**OBJECTIVE 5.3.1** Transition Human Resources from a functional area to an independent department

**OBJECTIVE 5.3.2** Encourage a culture of initiative, innovation, and continuous improvement in all departments and work units

**OBJECTIVE 5.3.3** Recruit, retain, and develop diverse municipal workforce

**OBJECTIVE 5.5.1** Encourage citizens to participate on Boards and Commissions

**OBJECTIVE 5.5.2** Improve access to City information and communication with staff and elected officials by upgrading website

**OBJECTIVE 5.5.3** Connect with community through expanded use of social media

**OBJECTIVE 5.5.4** Refine goals and objectives for the Mayor’s Youth Leadership Council

**OBJECTIVE 5.5.5** Conduct National Citizen Survey 2019

**OBJECTIVE 5.6.1** Update IT Plan

**OBJECTIVE 5.6.2** Select and implement electronic records management system to allow improved access to records, comply with State archive requirements, and reduce costs in responding to records requests

**OBJECTIVE 5.6.3** Evaluate and implement technology to support the efficient facilitation of performance measures tracking, reporting, and communication

**OBJECTIVE 5.6.4** Develop business continuity plan

**OBJECTIVE 5.6.5** Update City’s Website

**OBJECTIVE 5.6.6** Develop a City Mobile App
Governance & Fiscal Responsibility

Action Items

**ACTION ITEM 5.1.1.1**  Provide accurate and timely financial reports

**ACTION ITEM 5.1.2.1**  Develop and update annual department operations plans

**ACTION ITEM 5.1.2.2**  Implement Envisio tracking software

**ACTION ITEM 5.1.3.1**  Document existing efforts of performance management

**ACTION ITEM 5.1.3.2**  Identify performance benchmarks and establish targets

**ACTION ITEM 5.1.3.3**  Prepare annual performance report to be shared with residents

**ACTION ITEM 5.1.4.1**  Evaluate and implement practices that will enhance customer service accessibility

**ACTION ITEM 5.2.1.1**  Incorporate financial and budget priorities that accomplish the highest priorities and demonstrate results

**ACTION ITEM 5.2.1.2**  Maintain diverse revenue sources, stable property tax, and adequate reserves

**ACTION ITEM 5.2.1.3**  Assess and update City’s budget and tax policies to evaluate sustainability of revenues

**ACTION ITEM 5.2.1.4**  Maintain adequate reserve to ease impact of economic fluctuations

**ACTION ITEM 5.2.1.5**  Ensure ongoing sales tax revenue set-aside is adequate to satisfy State incentive refunds

**ACTION ITEM 5.2.2.1**  Connect budget process with strategic plan and department operations plans

**ACTION ITEM 5.2.2.2**  Establish measurable objectives

**ACTION ITEM 5.3.1.1**  Develop department vision and implementation strategy that aligns with City’s mission, vision, and values

**ACTION ITEM 5.3.1.2**  Refine newly implemented performance management system to maximize system functionality

**ACTION ITEM 5.3.2.1**  Encourage leadership support and cross-departmental collaboration

**ACTION ITEM 5.3.2.2**  Provide employees with the tools and consistent message that they are empowered to identify ideas and opportunities for improvement

**ACTION ITEM 5.3.3.1**  Maintain competitive compensation and benefits

**ACTION ITEM 5.3.3.2**  Support leadership training and development

**ACTION ITEM 5.3.3.3**  Evaluate strategies that will enhance employee engagement and satisfaction

**ACTION ITEM 5.3.3.4**  Implement additional wellness initiatives to enhance current programs
Governance & Fiscal Responsibility
Key Performance Indicators

- Citizen Survey Results for “Services Provided”
- Citizen Survey Results for “Customer Service”
- General Fund Reserve as a % of Operating Expenses
- Sewer Fund Reserve as a % of Operating Expenses
- Employee Survey Results for “Benefits”
- Employee Survey Results for “My Supervisor Treats Me With Respect”
- Employee Turnover Rate
- Employee Survey Results for “Access to Training Opportunities”
- Number of Wellness Program Participants
- Number of Employee Development Program Participants
- Average Number of Days to Fill Vacancy