

CITY OF LA VISTA
MAYOR AND CITY COUNCIL REPORT
JANUARY 20, 2026 AGENDA

Subject:	Type:	Submitted By:
2025 - 2027 STRATEGIC PLAN	RESOLUTION ORDINANCE ◆ RECEIVE/FILE	RACHEL CARL CITY CLERK

SYNOPSIS

The completed FY25-FY27 Strategic Plan document has been completed and designed in accordance with the Strategic Priorities and Goals adopted by the City Council. The City Council is being asked to accept the completed plan document by a simple motion.

FISCAL IMPACT

N/A

RECOMMENDATION

Receive and file

BACKGROUND

On February 24, 2024, the City Council held a Strategic Visioning Session at the La Vista Public Library. The City Council, with support and input from staff representing all departments, updated the strategic vision, priorities, and goals of the City. On May 21, 2024, the City Council passed Resolution No. 24-061 approving the Strategic Plan Priorities and Goals. Staff was tasked with establishing the initiatives, or action items, that support the accomplishment of strategic goals.

Each department met and established initiatives for their department that support the overall strategic priorities and goals adopted by the City Council. All employees were invited to participate in this process, and individual department plans were created detailing the initiatives. This designed Strategic Plan document outlines the initiatives that staff have identified to support each strategic goal. The Plan marks the culmination of extensive collaborative work by elected officials and staff, and it will serve as a clear roadmap for advancing the City Council's strategic priorities.

Staff has been working on the initiatives in the plan throughout the last year and will return to Council with a progress report in the spring.

Attached are the 2024-2027 Strategic Plan adopted on May 21, 2024 and the designed FY25-FY27 Strategic Plan.



FY25 - FY27

Strategic Plan



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Elected Officials

Mayor



Douglas Kindig

City Council Ward 1



Kim Thomas



Terrilyn Quick

City Council Ward 2



Ron Sheehan



Kelly Sell

City Council Ward 3



Alan Ronan



Deb Hale

City Council Ward 4



Jim Frederick



Kevin Wetuski

Executive Leadership

Interim City Administrator / Managing Director of Community Services

Rita Ramirez

Managing Director of Administrative Services

Kevin Pokorny

Managing Director of Public Safety

Mike Schofield

Managing Director of Public Works

Joe Soucie

Vision

An authentic place where community isn't just a word, but a way of life; where passion, pride, and progress ensure a bright future.



Mission

We serve our community with respect and integrity, driven by a passion for excellence and collaboration. We engage with residents and stakeholders to ensure our actions meet high standards and every voice is heard.



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.

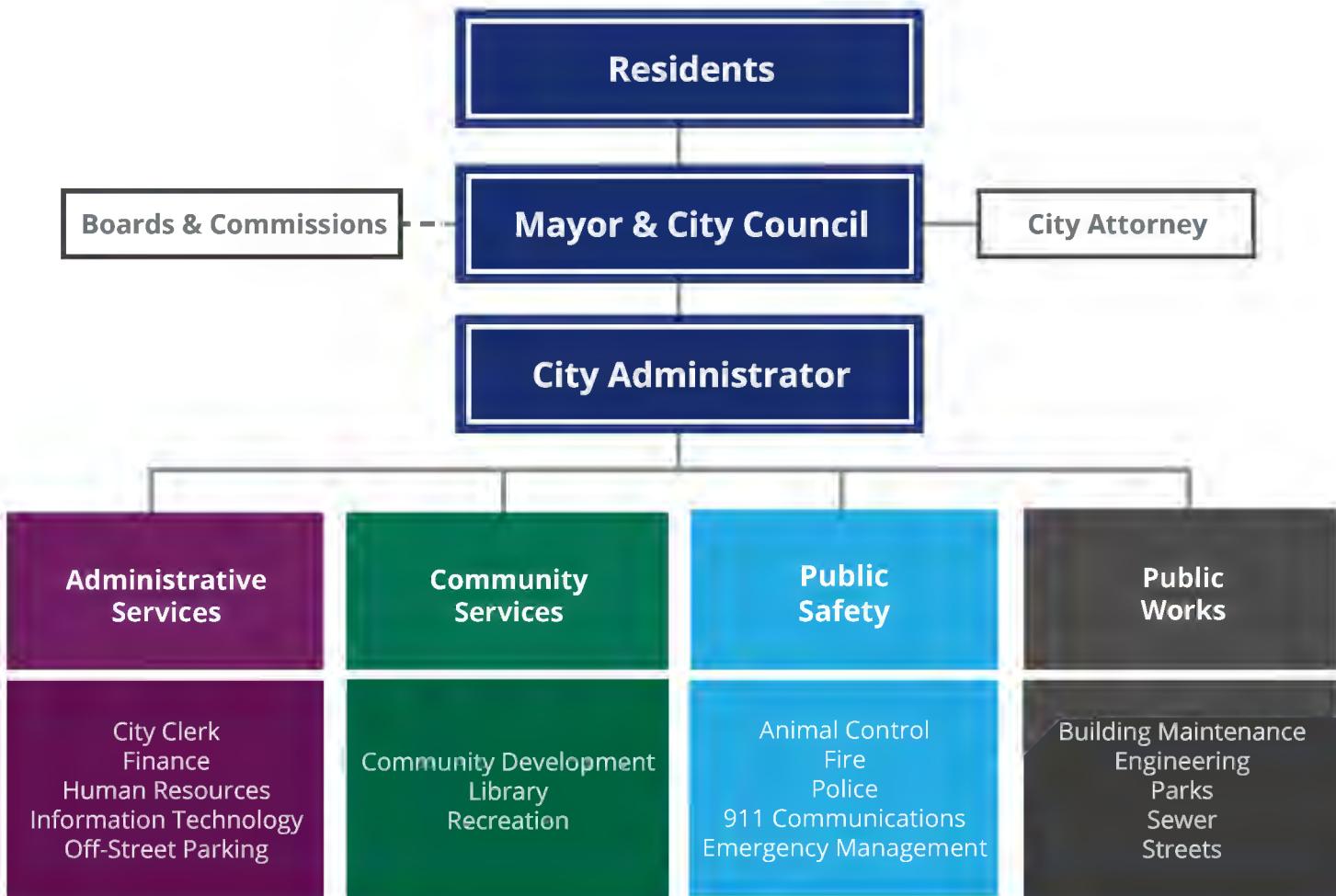
Integrity

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.

Organization



Introduction

As a progressive and professionally managed local government entity, the City of La Vista strives to fulfill its mission of providing exceptional municipal services for its residents 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. Decisions related to municipal operations, growth and development, and capital investments are considered in the strategic planning process.

A collaborative effort between the Mayor, City Council and City leadership, this document is the product of many hours of planning and review that started at a strategic planning workshop conducted on February 24, 2024. Through this work, the five priorities previously identified by the City Council were again affirmed for 2024 - 2027:

- Quality of Life and Community Identity
- Economic Vitality
- Infrastructure Investment
- Safe Community and Thriving Neighborhoods
- Governance and Fiscal Responsibility

Within the organization's strategic planning framework, the Mayor and City Council establish the overarching priorities and goals. Staff is then responsible for developing the supporting initiatives and identifying the specific tasks required to advance those priorities.



At their May 21, 2024 meeting, the Mayor and City Council formally approved the strategic priorities and goals and directed staff to develop corresponding initiatives. Following this direction, staff convened both by department and as a cross-departmental work group to develop initiatives aligned with the approved goals. Department managers then identified the initiatives their teams would lead, forming the foundation for each Department Plan.

The document before you represents the culmination of extensive collaborative work by elected officials and staff. It outlines the initiatives that, together with the Council-approved priorities and goals, will guide the City's efforts over the next three years. This plan serves as a clear roadmap for advancing the City Council's strategic priorities.

Strategic Planning Cycle





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.



Goals & Initiatives

Goal 1.1

Provide unique, high-quality community events and amenities for residents and visitors

Strategic Initiatives		Department
1.1.1	Identify 3 alternative funding sources for senior programming & seniors in need	Recreation
1.1.2	Develop a campaign to attract a regional event	Recreation

Goal 1.2

Ensure the quality and availability of recreational, athletic and educational services

Strategic Initiatives		Department
1.2.1	Research & evaluate current trends & implement based on community needs	Library
1.2.2	Expand the reach of the Library's social media presence by ensuring that content is relevant for the community	Library
1.2.3	Create & implement policy & procedures to activate outdoor spaces & host Recreation activities	Recreation
1.2.4	Develop process for tracking measurable data that aligns with department & City needs	Recreation



Goal 1.3

Provide and maintain safe, accessible and healthy City parks, trails and public spaces

Strategic Initiatives		Department
1.3.1	Update the Parks Master Plan	Recreation
1.3.2	Installation of new wayfinding signs in all City parks	Public Works
1.3.3	Complete improvements to parks based on Parks Matrix & CIP	Public Works

Goal 1.4

Raise awareness of what makes La Vista a great place to live, visit and do business

Strategic Initiatives		Department
1.4.1	Oversight & implementation of comprehensive Signage & Wayfinding Plan	City Administration
1.4.2	Establish a comprehensive Communication Plan	City Administration
1.4.3	Wayfinding implementation	Community Development
1.4.4	Develop & implement background check standards for department volunteers that align with City policies	Recreation
1.4.5	Engage volunteers	Recreation





Economic Vitality



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.

Goals & Initiatives

Goal 2.1

Create a readily identifiable downtown core that is unique and vibrant

Strategic Initiatives		Department
2.1.1	Program ongoing & new events in the downtown core	City Administration
2.1.2	Create pedestrian experience enhancements	Community Development
2.1.3	Main Street extension planning	Community Development
2.1.4	Create & implement holiday lights strategy	Public Works

Goal 2.2

Continue investment in infrastructure and facilities

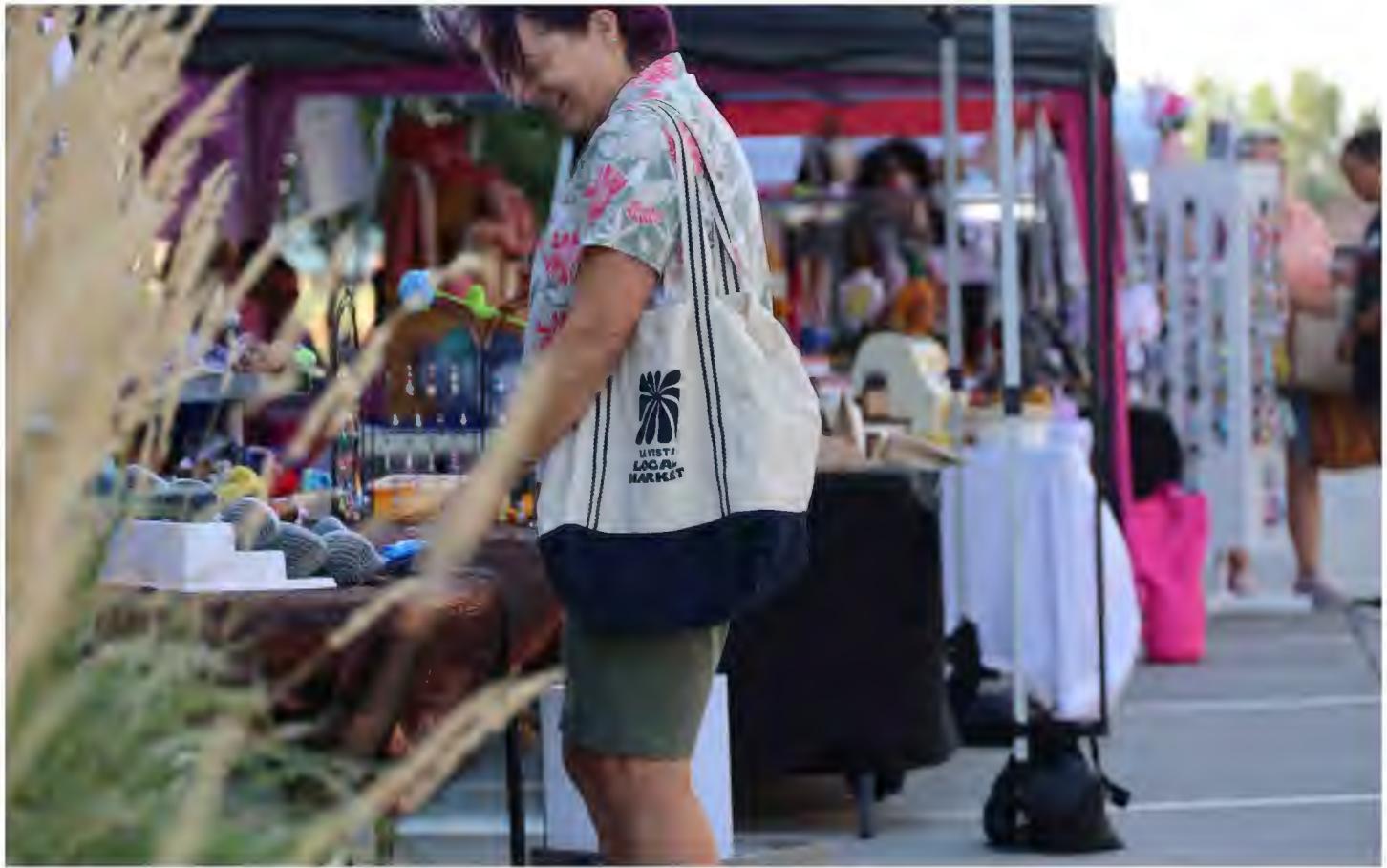
Strategic Initiatives		Department
2.2.1	UBAS parking lot preservation	Public Works
2.2.2	Identify potential alternative funding sources & partnerships	Public Works

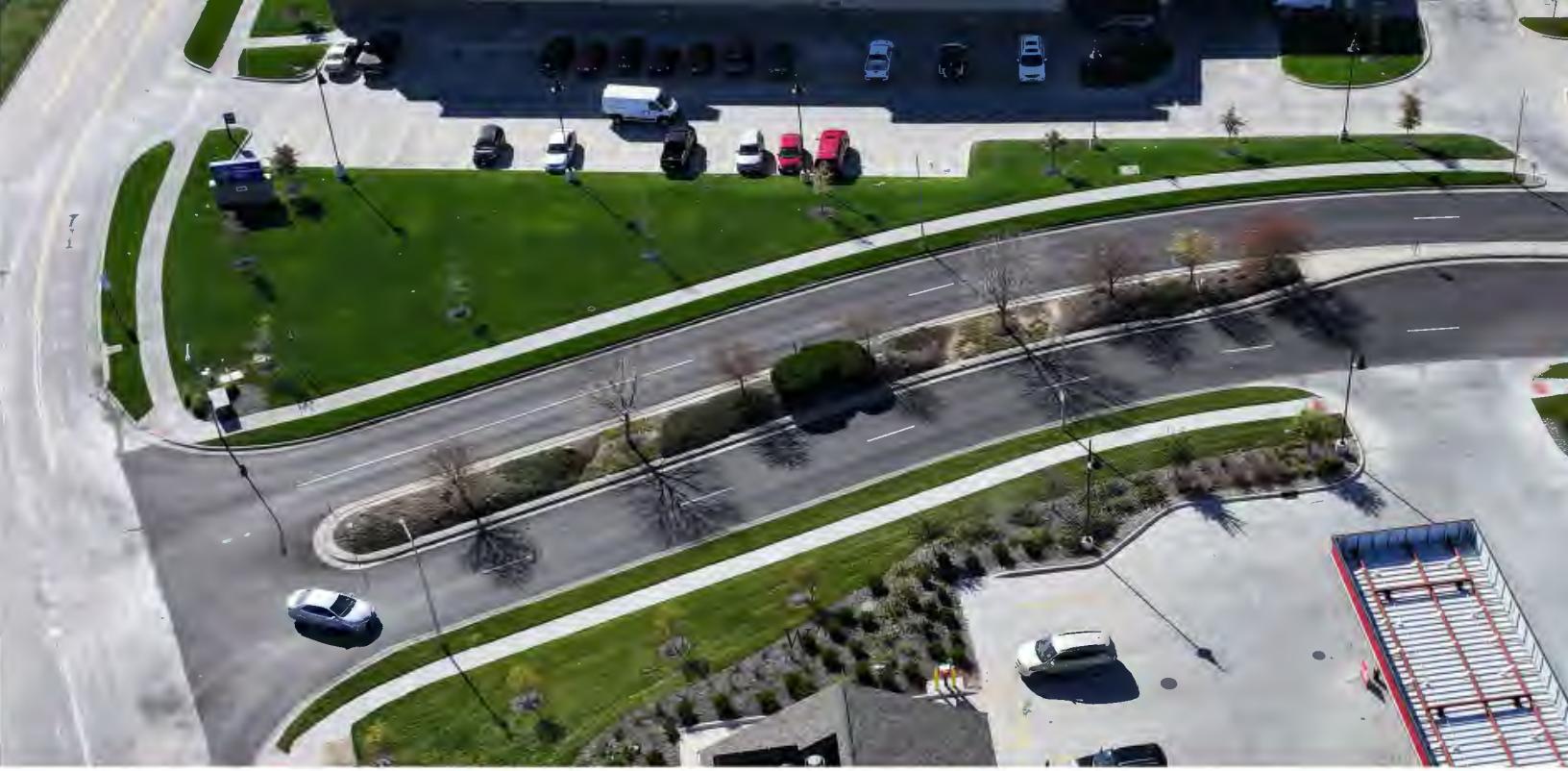
Goal 2.3

Strengthen local and regional coordination and collaboration related to business and economic development

Strategic Initiatives		Department
2.3.1	Local business outreach	Community Development







Infrastructure Investment

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.



Goals & Initiatives

Goal 3.1

Meet growing infrastructure and facilities demands

Strategic Initiatives	Department
3.1.1 City Hall campus improvements	City Administration
3.1.2 Oversight & leadership for 84th Street redevelopment	City Administration
3.1.3 Ensure continued successful operations of the public spaces & parking facilities in City Centre & Central Park	City Administration
3.1.4 Complete space utilization study & develop implementation plan	Library
3.1.5 Planning for PW expansion - Sewer Division building	Public Works
3.1.6 Increase level of sanitary sewer maintenance	Public Works
3.1.7 Develop & implement a comprehensive maintenance plan for all City buildings & components	Public Works
3.1.8 Develop a residential crack sealing program	Public Works
3.1.9 Storm sewer inlet top repair	Public Works
3.1.10 Signalized intersection improvements	Public Works
3.1.11 Giles Road Widening	Public Works



Goal 3.2

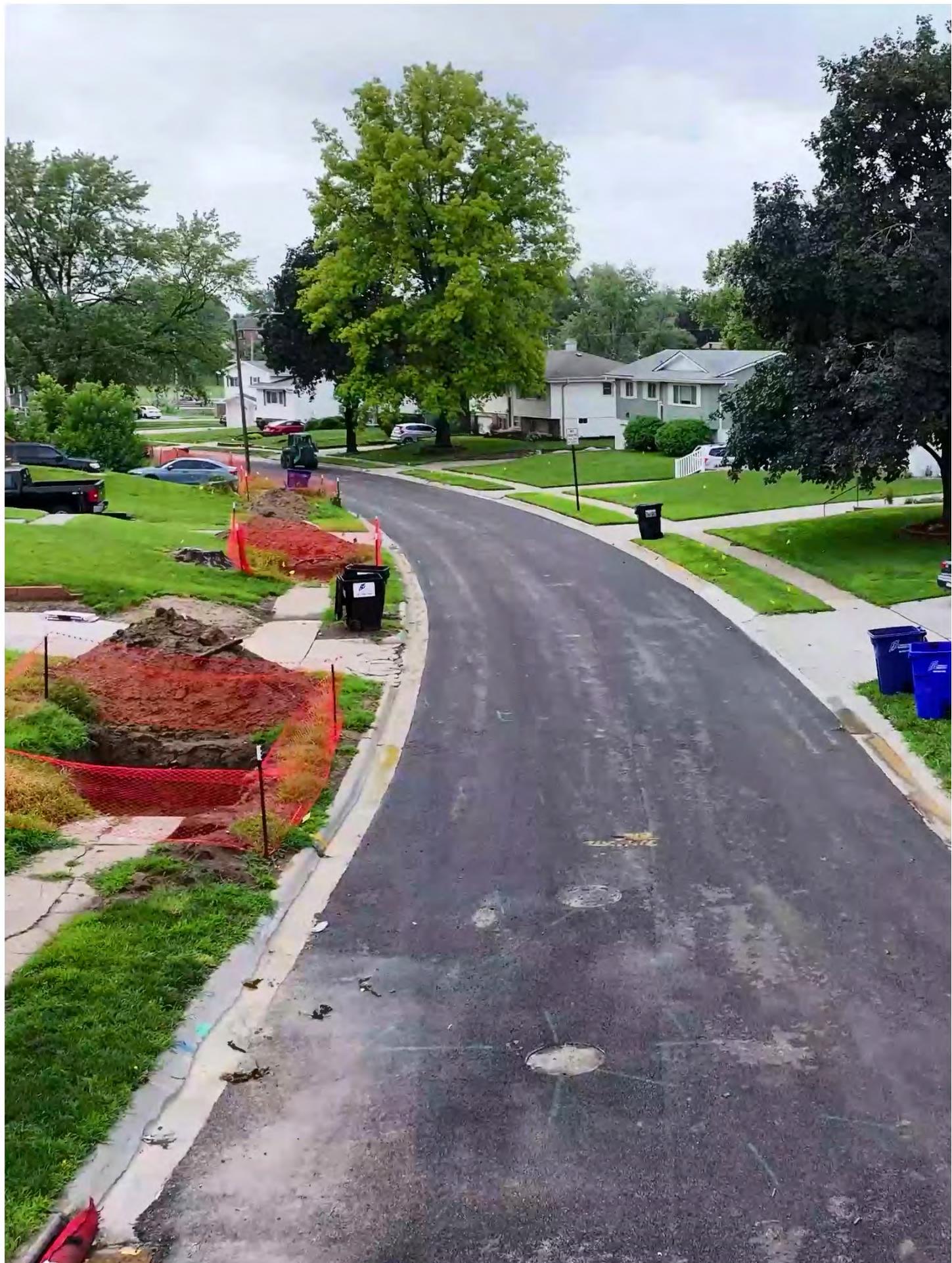
84th Street Redevelopment

Strategic Initiatives		Department
3.2.1	Streetscape improvements	Community Development
3.2.2	Central Park Phase 3 improvements	Community Development
3.2.3	Design & construction of temporary surface parking in City Centre	Community Development
3.2.4	New swimming pool construction	Recreation

Goal 3.3

Provide a safe, efficient and well-connected multimodal transportation system that contributes to a high quality of life

Strategic Initiatives		Department
3.3.1	Implementation of the Active Mobility Plan	Community Development
3.3.2	Identify locations and install bike sharing stations	Community Development
3.3.3	Concrete base repair - Parkview Heights neighborhood	Public Works
3.3.4	UBAS street rehabilitation - Parkview Heights neighborhood	Public Works
3.3.5	Val Vista, Mayfair & Southwind crack sealing	Public Works
3.3.6	Eastport Parkway & Port Grace Roundabout	Public Works





Safe Community & Thriving Neighborhoods

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 and 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.

Goals & Initiatives

Goal 4.1

Meet or exceed professional standards for police, fire and emergency services

Strategic Initiatives		Department
4.1.1	Expansion of technology	Police
4.1.2	Conduct focused community survey	Police
4.1.3	Proactive public outreach & education	Police
4.1.4	Achieve Law Enforcement Accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA)	Police





Goal 4.2

Ensure that City neighborhoods are safe, appealing and enduring

Strategic Initiatives		Department
4.2.1	Implement Rock the Block program	Community Development
4.2.2	Work on legislative changes to the Neglected Building Registration program	Community Development
4.2.3	Proactively work in problem areas at problem times	Police
4.2.4	Create & implement Crime Analyst/Intelligence Analyst position	Police
4.2.5	Mitigate environmental causes of crime & disorder by utilizing Crime Prevention through Environmental Design (CPTED) principles	Police

Goal 4.3

Promote quality development and land use practices

Strategic Initiatives		Department
4.3.1	Update zoning/subdivision regulations	Community Development





Governance & Fiscal Responsibility

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 residents. Public facilities will be maintained in a state of good repair so they can effectively support municipal operations and services.



Goals & Initiatives

Goal 5.1

Govern in a transparent, efficient, accountable and responsive manner

Strategic Initiatives		Department
5.1.1	Conduct National Community Survey	City Administration
5.1.2	Update CIP process	City Administration
5.1.3	Develop education materials & training on records management	City Clerk
5.1.4	Create a standardized request for proposals (RFP) process	City Clerk
5.1.5	Enhance CIP reporting to include return on investment	Finance
5.1.6	Create a Popular Annual Financial Report (PAFR)	Finance
5.1.7	Complete review & updates to the City's financial policies	Finance
5.1.8	Integration of new Human Resources Information System (HRIS)	Human Resources
5.1.9	Improve citizen request process by implementing a new Citizen Request Management (CRM) solution	Information Technology



Goal 5.2

Ensure the City's ability to meet service demands and obligations

Strategic Initiatives		Department
5.2.1	Identify grant opportunities for infrastructure investment associated with capital projects	Finance
5.2.2	Reinstate monthly sales tax reporting	Finance
5.2.3	Review current revenue sources, collection, and controls	Finance





Goal 5.3

Strengthen the City's organizational capacity and promote a trained, talented and energized workforce

Strategic Initiatives		Department
5.3.1	Revamping compensation, retirement & benefits structures	Human Resources
5.3.2	Modernize the onboarding process to reflect a quality experience for new employees	Human Resources
5.3.3	Establish a comprehensive leadership training & development program	Human Resources
5.3.4	Develop a method to measure employee satisfaction & engagement	Human Resources
5.3.5	Create professional/success profiles to identify talent pools & create Individual Development Plans (IDPs) for succession planning	Human Resources
5.3.6	Formalize end-user technology training	Information Technology
5.3.7	Workforce development	Public Works
5.3.8	Achieve APWA Accreditation	Public Works



Goal 5.4

Expand use of technology to improve services

Strategic Initiatives		Department
5.4.1	Improve digital accessibility	City Administration
5.4.2	City Council chambers upgrade	City Clerk
5.4.3	Use of online municipal code software	City Clerk
5.4.4	Implement agenda management software	City Clerk
5.4.5	Migrate BS&A Software to the cloud & implement new features	Finance
5.4.6	Develop a mobile device & connectivity strategy for field staff	Information Technology
5.4.7	Enhance internal IT staff capability by filling IT Technician position	Information Technology
5.4.8	Implement online permitting system through conversion to BS&A Cloud	Community Development
5.4.9	Research & implement text opt-in notice	Library
5.4.10	Increase Library users online with ease of access due to technology	Library

