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## STRATEGIC PLAN

2023-2025

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### MISSION STATEMENT

The mission of the City of Farmersville is to work in partnership with the community to promote a living and working environment that allows for the best quality of life by serving the residents with responsive, consistent, progressive, and professional leadership.

### MOTTO

“Strong Roots.....Growing Possibilities”

### CORE VALUES

#### **Leadership**

We value leadership through staff’s ability to communicate with others and develop trusting relationships. They exemplify honesty, compassion, ethics, and pride in their work.

#### **Professionalism**

We value a professional work environment which provides quality services, demonstrates integrity, and acts with transparent decision-making.

#### **Stability**

We value a stable and reliable organization that is prepared to deal with change. Well planned actions brings security and achievable goals.

#### **Consistency**

We value a consistent level of service in treating all parties equally without bias. Consistency brings reliability, dependability, and trustworthiness.

#### **Efficiency**

We value efficient processes and procedures which are developed through continuous improvement within the organization.



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## STANDARD OPERATING PROCEDURES

*Guidelines that are promoted throughout our normal course of business.*

- Ensure future operations and maintenance are not negatively impacted from grant related projects.
- Work with Tulare County Association of Governments to identify funding for future transportation projects.
- Ascertain opportunities to use SB 1 funds for street maintenance projects.
- Work with Self-Help Enterprises to provide affordable housing through programs and projects
- Respond promptly to inquiries made by potential developers and retailers.



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## CITY COUNCIL GOALS

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### QUALITY OF LIFE

#### *Enhance Core Services and Address Needs of Community*

- Improve infrastructure and facilities.
- Develop and improve City parks to encourage community use.
- Provide an excellent level of current services.
- Provide safe streets for vehicles, bicycles, and pedestrians.

### STRONG & DIVERSE ECONOMY

#### *Support New Development for Residential, Commercial, and Industrial Needs*

- Approve new subdivisions that offer affordable housing.
- Encourage business development to provide more services and jobs to the community.
- Promote Opportunity Zone to attract manufacturers to the Industrial Zone.
- Broaden the tax base to increase City revenue.

### PUBLIC SERVICE

#### *Improve Current Levels of Services*

- Deliver high quality services while managing workforce capacity and resources.
- Improve technological capabilities of the City.
- Utilize grant opportunities to implement and complete prioritized City projects.
- Cultivate a positive work environment.

### COMMUNITY ENGAGEMENT

#### *Effectively Communicate With the Community Including Bilingual Information*

- Encourage community engagement through outreach and interagency partnerships.
- Educate the public through social media and online presence.
- Provide clarification and direction on City policies and processes.
- Promote a positive image to the community.

### FINANCIAL SUSTAINABILITY

#### *Maintain Healthy Finances*

- Adopt conservative Annual Budgets for Operations and Capital Improvement Plan.
- Adhere to Debt Management and other Fiscal policies.
- Fully fund the Budgetary Uncertainty Fund and maintain the Minimum Fund Balance.
- Strategically prepare for a changing legislative landscape and economic conditions.



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## **PRIORITIES & PROPOSED ACTIONS**

### **TIER 1**

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#### **HIGHWAY 198 DEVELOPMENT**

- *Promote City improvements and businesses near Hwy 198 in marketing materials.*
- *Use privately owned digital billboards to advertise local businesses and community events.*
- *Review opportunities to add infrastructure in Highway Commercial Zone.*
- *Develop strategic zoning of residential and industrial to encourage commercial development.*

#### **GENERAL PLAN – CITY LIMITS/URBAN BOUNDARIES**

- *Analyze zoning for potential modifications to Zoning Map inside current city limits.*
- *Determine future growth to accommodate development and consider potential impact to traffic circulation.*

#### **DOWNTOWN IMPROVEMENTS**

- *Implement recommendations in Downtown Specific Plan.*
- *Improve communication between City and Downtown Businesses to address concerns.*
- *Increase presence of public safety.*

#### **OPPORTUNITY FOR MORE BUSINESSES/GROWTH**

- *Promote new residential developments to attract commercial development.*
- *Provide business friendly services to approve permits.*
- *Develop a robust website for Economic Development*



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## PRIORITIES & PROPOSED ACTIONS

### TIER 1

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#### **STAFF**

- *Acknowledge staff for excellent levels of service through employee events and personal recognition.*
- *Continue efforts to communicate and collaborate more with staff.*
- *Encourage training and leadership opportunities.*
- *Maintain the organization's culture with fair and consistent expectations.*
- *Anticipate future needs and utilize succession planning and promoting from within when possible.*

#### **VISALIA PROXIMITY**

- *Attract businesses to Farmersville to keep shopping local and minimize retail leakage.*
- *Continue beautification efforts to develop a separate identity from Visalia, Exeter, and County.*
- *Protect the Sphere of Influence to maintain separation from other developments outside city limits.*



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## **PRIORITIES & PROPOSED ACTIONS**

### **TIER 2**

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#### **AFFORDABLE HOUSING**

- *Encourage development of single-family, multi-family, and mixed-use housing.*
- *Approve requests for annexations to develop more housing.*
- *Allow mixed use of residential and commercial along Farmersville Blvd.*
- *Partner with developers looking to develop multi-family housing for low-income residents.*

#### **TAX BASE**

- *Utilize retail consultants to market Farmersville and attract more commercial businesses.*
- *Identify improvements needed that will appeal to commercial developers.*

#### **TRANSIT SYSTEM**

- *Expand services with Tulare County Regional Transit Agency.*

#### **RAILROAD**

- *Maintain long term planning to address future railroad crossings.*
- *Maintain long term planning for future cross valley rail.*

#### **QUALITY OF WATER**

- *Maintain a safe and efficient water system.*
- *Address issues identified in Water Master Plan and State Mandates.*

#### **GRANTS**

- *Apply for grants that will work to meet the needs of the City without overextending current resources.*