



## *STRATEGIC PLAN*

*2021-2023*

### **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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#### **ECONOMIC DEVELOPMENT**

- *Continue to expand tax base with new development and enhance marketing through coordinated efforts with consultant and Tulare County Economic Development Corporation.*

#### **FUTURE GRANTS FOR PRIORITIZED NEEDS**

- *Do not apply for grants unless they will help meet Council's Goals and Priorities.*

#### **STREET IMPROVEMENTS/AGING INFRASTRUCTURE/DEFERRED MAINTENANCE**

- *Determine critical or at-risk services and include in City's Capital Improvement Plan.*
- *Implement policy for new subdivisions to include street maintenance in district assessments.*

#### **SMALL LOCAL BUSINESSES**

- *Notify business owners of grant or loan opportunities through Tulare County Economic Development Corporation and other agencies.*

#### **HOUSING**

- *Streamline process for developers to incentivize construction opportunities.*
- *Promote property that is available for new development.*

#### **DOWNTOWN IMPROVEMENTS**

- *Redesign Farmersville Blvd. in the downtown area to create a more pedestrian friendly model with improvements to street, sidewalks, lighting, and landscaping for short-term and long-term planning.*



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## PRIORITIES & PROPOSED ACTIONS

### TIER 1

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#### **STAFFING**

- *Ensure hiring of the most qualified candidates that will fit our culture of teamwork and continuous improvement. Provide opportunities to cross-train staff, develop new skills and knowledge, and offer words of encouragement and thanks in small tokens of appreciations.*
- *Review opportunities to hire interns to assist departments.*
- *Utilize new equipment or software to increase productivity if the benefits can outweigh the costs; and ensure security measures are in place to protect systems.*
- *Public Works - 6 more employees are needed to run smoothly. Review opportunities to contract out services or hire temporary employees to be funded by cannabis revenue.*
- *Police – Current levels include 16 sworn officers and one civilian position. For succession planning and capacity concerns implement a plan to add positions as needed.*
- *Fire – Establish a plan on the future growth of the Fire Department.*
- *Finance – Identify future needs of Finance and Administration to address ongoing growth within the organization and improved services for the community.*



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## **PRIORITIES & PROPOSED ACTIONS**

### **TIER 2**

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#### **HIGHWAY 198 DEVELOPMENT**

- *Provide wayfinding signs to attract drivers to downtown and government facilities.*

#### **POLICE DEPARTMENT**

- *Use data in marketing material to promote the City.*
- *Continue to provide outreach to the community and youth through educational programs.*

#### **WATER QUALITY & SUPPLY**

- *Maintain a safe and efficient water system.*

#### **CHAMBER OF COMMERCE**

- *Utilize the Tulare Kings Hispanic Chamber as a resource for local businesses.*

#### **TOT (HOTEL) TAX**

- *Prepare ballot measure for November 2022 election and coordinate educational material with an independent committee.*

#### **LEGISLATIVE CHANGES**

- *Staff and Council to remain active and participate in the League of California Cities and review opportunity to contract with a lobbyist firm to protect the interests and needs of the city.*

#### **STREET LIGHTING IMPROVEMENTS**

- *Evaluate opportunities to increase lighting in older residential neighborhoods*