

STRATEGIC PLAN

While the Comprehensive Plan articulates aspirations for the City of Falfurrias, the overarching perspective through the planning process has been to identify achievable goals and realistic strategies. As noted, implementation will require focused effort by citizens, staff, and city leaders. A detailed summary of strategic actions to implement the plan is included in the tables that follow. It is anticipated that these actions be considered when annual operating and capital work plans and budgets are developed and adopted.

The vision, goals, and policy objectives articulated in **Section 3** establish long-term aspirations and guidance for the City. These form the basis for multi-year strategic plans and annual work plans which establish budgeting priorities and allow for mid-course corrections to adapt to changing conditions. Linking the Comprehensive Plan to the strategic planning effort creates continuity and a means to advance the goals of the comprehensive plan.

STRATEGIC PRIORITIZED GOALS

Five Strategic Goals were established by the **City Council during the 2014-2019** budget planning cycle. These include:

City Services: Develop and implement fiscal sustainability policies to support core services that proactively ensure the health, safety, and welfare of our citizens; attract, develop, and maintain a high performing workforce; and fund internal infrastructure needs for a high-quality infrastructure.

Sustainable Growth: Encourage and make effective use of infill, mixed use, traditional neighborhood development and redevelopment as well as employment centers to take advantage of infrastructure and transportation systems, maximize efficiencies in providing City services, and retain retail services within the City limits.

Economic Vitality: Through collaboration and partnership with City enterprise, other public entities, private entities, and the military, support economic development efforts that attract, retain, and create quality jobs to ensure a diverse economic base, a resilient and growing City tax base, and thriving neighborhoods.

Quality of Life: Maximize resources that provide quality of the City services and programs, including adherence to aforementioned City Services, Sustainable Growth and Economic Vitality goals; enhancing conveniences for our citizens; preserving environmental resources including our natural landscape; and providing the art, cultural, and recreational amenities befitting the size and geographic location of the City of Falfurrias.

Civic Engagement: Fully realize the talents and positive contributions of non-profits, private and public entities, the military, civic leaders, political leaders, and engaged citizens to develop a shared sense of community and help achieve the Council's vision.

Specific actions to effect the strategic goals will frequently address more than one of the strategic focus areas and require multiple years to develop and implement. Key actions are summarized in this implementation plan to provide a roadmap for staff and the community. It is anticipated that the implementation timeline, specific steps, and performance indicators will be identified or refined during annual budgeting processes and adjusted based on changing conditions.