

## VISION, GUIDING VALUES AND STRATEGIC INITIATIVES

### VISION

*The Vision of the City of Greenville is to build on our hometown values and rich heritage as a diverse community, by providing cost-effective, quality services to create an enjoyable, vibrant place where families and businesses choose to live, grow and prosper.*

### GUIDING VALUES

#### **Promote Quality Education**

- Greenville ISD
- Paris Junior College
- Texas A&M University-Commerce
- Greenville Christian School
- Phoenix Charter School
- Include educational development of employees and community workforce

#### **Provide a Safe Community**

- Excellence in Fire, Police and EMS Services
- Eliminate sub-standard structures and blighted neighborhoods
- Foster positive relationships with community youth
- Eliminate gang and drug activity
- Improve community perception

#### **Promote Economic Vitality and Create a Sustainable Community**

- Full-service City
- Responsible expansion of public infrastructure
- Planned development
- Balanced residential development
- Recruit targeted business and industry
- Pursue implementation of select Smart Growth principles
- Diverse offerings

#### **Become a Destination for Visitors, Residents and Businesses**

- Welcoming Spirit
- A place where people choose to live
- Open for business – Customer friendly
- Maximize existing assets
  - Audie Murphy/American Cotton Museum
  - Majors Field Airport
  - SportsPark
  - Golf Course
  - Library/Genealogy Center
  - Unique Businesses
  - Music Venues
  - Historic Preservation

#### **Promote Family Values**

- Small town character
- Faith based
- Athletic offerings
- Identify proper land use
- Protect and enhance historic & architectural heritage through the wise use of economic incentives and building standards

#### **Effectively Manage City Operations**

- Operate with openness and transparency to achieve the highest level of public trust
- Address needs from a long-term perspective
- Achieve goals
- Use technology to our advantage
- Invest in our employees
- Pay market wages and compensate fairly
- Enhance productivity
- Promote training and development of workforce



## CITY COUNCIL STRATEGIC INITIATIVES

### Initiative 1

#### *Continue to Make Greenville a Safe Place to Live and Work*

- Continue supporting the School Resource Officer (SRO) Program to facilitate safety in public schools.
- Pursue drug enforcement aggressively through expanded police services.
- Reduce gang activity within the City.
- Expand traffic control programs through additional traffic units.
- Facilitate expanded participation in police programs such as Citizens on Patrol (COPS), Neighborhood Watch, and Citizens Police Academy (CPA).
- Construct a new fire station to replace the current fire administration facility and Fire Station No. 1.
- Qualify police officers at least twice annually.
- Promote home ownership within the City and conduct housing assessments each year.
- Ensure that a ratio of at least 2 police officers (on the street) per 1,000 population is met and review the adequacy of this metric annually.
- Develop and maintain existing public education programs regarding public safety.
- Maintain the current Insurance Services Office (ISO) Public Protection Classification (PPC) rating of 3 and review opportunities to improve the rating to a 2.
- Focus on the elimination of urban blight and neighborhood decay through better enforcement of existing codes.

### Initiative 2

#### *Develop Solutions to Address the Problems of Aging Neighborhoods*

- Aggressively enforce City codes with a strong focus on high grass and weeds, junk and junk vehicles, substandard structures, and building maintenance.
- Develop a sidewalk replacement program and drainage improvement program.
- Reduce with the intent to eliminate neighborhood blight through sustained and focused litter control programs, neighborhood revitalization programs, historic preservation, right-of-way maintenance, and infrastructure maintenance (sidewalks and streets).
- Adopt and enforce quality building and development standards.
- Encourage the development of attractive subdivision entryways and maintenance of existing entryways.
- Coordinate with Keep Greenville Beautiful in improving community appearance.
- Implement programs that encourage investment in aging neighborhoods.

### Initiative 3

#### *Enhance and Strengthen Community Trust*

- Complete Annual Community Satisfaction Surveys and report results to citizens.
- Conduct a series of topic specific Town Hall Meetings.
- Televisе City Council meetings.



- Use a variety of methods to communicate with citizens including:
  - City website
  - Social Media
  - Newspaper articles
  - Government Access Channels
  - Inserts in Utility Bills
  - Quarterly newsletters
- Annually adopt and review these Guiding documents.
- Adopt an Ethics and Conduct Policy for Public Officials.
- Annually conduct Retreats to assess progress and provide direction to City Staff.
- Implement a tracking system for customer concerns.

#### **Initiative 4**

##### *Focus on Improving and Expanding City Infrastructure*

- Continue partnering with TxDOT to maintain state roadways and rights-of-way within the City.
- Implement a sustaining annual Street Maintenance Program employing effective maintenance techniques.
- Review and possibly adopt a drainage (storm water) improvement and maintenance program.
- Adopt a multi-year capital improvement program annually.
- Pursue the adoption of a Street Reconstruction Bond Program.
- Ensure that water and sewer infrastructure is properly maintained.

#### **Initiative 5**

##### *Manage the City's Finances with Excellence and Wisdom*

- Develop and maintain a more interactive budgetary process that provides time for public consumption and review.
- Continually look for cost cutting measures without sacrificing service levels.
- Begin budgetary process with the effective tax rate in mind.
- Continue participating in the State's Financial Transparency Program.
- Make decisions that maintain or improve the City's Bond Rating.
- Continue pursuing excellence in financial reporting based on criteria set by Government Financial Officers Association (GFOA).

#### **Initiative 6**

##### *Promote Economic Development and Business Prosperity*

- Encourage positive community stewardship from existing industries and businesses.
- Pursue companies to locate in Greenville that are known for being good partners and stewards within the community (good industry and business).
- Expand and diversify tax base.
- Use economic development tools, where appropriate, such as Tax Increment Reinvestment Zone (TIRZ)/ Tax Increment Finance (TIF) or Section 380 agreements to achieve economic development objectives.
- Develop and promote a community branding strategy.
- Focus on recruiting and retaining quality retail development within the community.



- Actively participate in the North Central Texas Council of Governments and the Metropolitan Planning Organization.
- Focus on balanced growth of residential developments to include high-end homes.
- Develop a strategy for expanding and improving City recreational services to promote economic development such as the SportsPark or the Wright Park Golf Course.

**Initiative 7**

***Promote the Growth and Welfare of Greenville's Educational Institutions***

- Partner with Greenville's education institutions on projects that are beneficial to Greenville.
- Provide enhanced code enforcement around school campuses to improve aesthetics.
- Focus on projects that improve access to school campuses.
- Continue the Facility Use Agreement with Greenville Independent School District.
- Continue and expand programs that provide positive interaction between the City and schools, i.e. Kid's Camp, Explorers, Arbor Day and Drug Free Greenville.
- Continue working with educational institutions on Emergency Management training.



*Students from Greenville Christian School and Congressman Hall at the Capitol steps*



