



CITY OF

Kingsburg

2024-2029 Strategic Plan



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CITY OF

Kingsburg

CALIFORNIA

Mission Statement

Kingsburg is committed to leadership that inspires, professionalism that ensures excellence in service, and partnership that fosters community collaboration.

Vision Statement

In Kingsburg, we take pride in our uniqueness, rooted in a rich heritage that shapes our identity. Together, we celebrate the past, engage the present, and build a future full of possibilities.



Goals

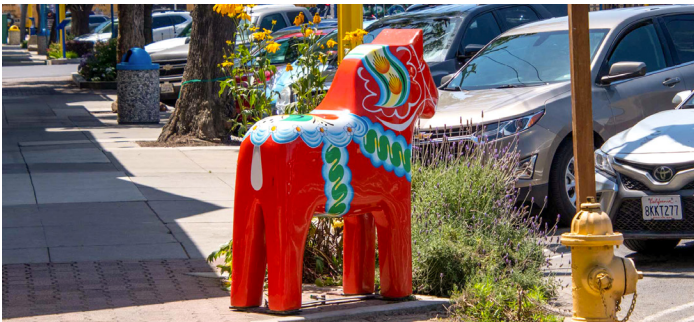
- Preserve the Kingsburg Experience
- Financial Stability
- Support Businesses
- Community Engagement
- Community Safety



Preserve

Preserve the Kingsburg Experience

- Adhere to the Community's adopted growth management ordinance.
- Update the City's General Plan by the end of 2026.
- Promote/preserve the Swedish theme as outlined by downtown revitalization plan.
- Promote and support community events.
- Ensure property maintenance standards are enforced to ensure property values are protected.
- Adopt objective design standards allowed per state law for multi-family residential by 1Q 2024.
- Planning and City Engineer work on North Kingsburg Specific Planning map to commence by end of 2023.
- Invest in all city personnel through leadership development, job training and by providing the resources necessary to perform their job.
- Complete renovations to the Kingsburg Senior Center to provide a resource filled gathering place for our aging population.
- Support Community and Cultural Festivals and Events by working with our community groups to problem solve issues to ensure successful events.
- Update and preserve two historically significant parks/landmarks in Kingsburg, as identified by the CSC (Community Services Commission), within the next five years.
- Implement three sustainability initiatives within the next five years to promote eco-friendly practices in preserving Kingsburg's environment and heritage.
- Examine financing alternatives to support the construction of a new municipal facility.
- Maintain positive working relationships with representatives of the community organizations, state/local agencies and associations, staff, and the public.
- Complete the Fire Community Risk Assessment/Standard of Cover document by end of FY 2024.
- Enhance Public Spaces- Beautify and maintain public spaces, parks, and recreational areas to create a welcoming and attractive environment for residents and visitors – look beyond the street i.e., trash enclosures.



Stability

Financial Stability

- Maintain CalPERS UAL fund to ensure city's pension obligations can be met.
- Invest in solar at city facilities and water wells to offset rising utility rates.
- Work to keep businesses up to date on business licenses, to support services including Business Improvement District.
- Actively seek grant funding for organizational capacity, increased services, and long-range planning needs.
- Identify and explore three new revenue sources for the Community Services Department to generate \$250,000 in additional revenue within the next five years.
- Achieve an annual budget surplus of at least 5% for the next five years by carefully managing expenditures and revenues, implementing cost-saving measures, and monitoring spending.
- Examine Finance department goals, objectives, policies, and procedures annually to ensure best practices.
- Maintain administrative and financial internal control systems and procedures to ensure audit compliance and remove fraud risk.
- Renew Measure E Public Safety Sales Tax at 1% to support existing personnel and equipment investments.
- Prioritize preventive maintenance to extend the life of assets to minimize emergency repairs and replacements.
- Maintain the Community Facilities District(s) to finance public services and the improvements that provide a special benefit to those properties and residents.



Stability

Financial Stability

Promote stability and transparency by submitting for and achieving:

- Government Finance Officer's Distinguished Budget Award annually.
- Government Finance Officer's Annual Comprehensive Financial Report Award annually.



- Increase Fire Department revenue by 5% annually from additional diverse streams by offering unique, for-profit Training, establishing fee structures for Community Risk Reduction, and increasing returns from Operational Resource Deployment to California Wildland incidents.
- Increase Ambulance Enterprise Revenue streams by 10% by end of FY 2024 through increased efficiency in operations, best utilization of part-time Firefighter EMT (Emergency Medical Technician) and BLS unit utilization as well as ambulance fee adjustments.
- Successfully utilize grant writers to obtain supporting grants for needed fire and ambulance equipment and apparatus annually.
- Develop and maintain a budget that accounts for both recurring operational and maintenance expenses and long-term capital projects.
- Implement energy-efficient practices and technologies in municipal facilities, operations, and maintenance to reduce energy consumption and greenhouse gas emissions.
- Monitor investment vehicles to maximize interest earnings while ensuring low risk and long-term liquidity of city portfolio.

Support

Support Businesses

- Partner with the District Chamber of Commerce to provide necessary support for community events.
- Provide support to the Downtown Business Improvement District (BID) to help maintain less than 10% vacancy rate in the district.
- Continue to fund local business incentives (façade, upper floor rehabilitation, tax rebates, etc.); notify business owners of incentives and provide up-to-date marketing materials.
- Take advantage of opportunities to staff a booth or information table for Community Development outreach during community events.
- Establish partnerships with the Chamber of Commerce, BID, and local businesses for collaboration on special events and local business promotion opportunities.
- Provide 14-business day turn-around on Fire related Plan Checks beginning FY 2024.
- Provide additional FAQs for Fire related permits, fees, and inspection processes on departmental web page by end of FY 2024.
- Reach 100% of BSFE inspections by end of FY 2024.
- Update Development Impact Fee Nexus Study to ensure we remain market competitive when attracting new commercial development.
- Improve ISO Rating for the Fire Department and City from a 2 to a 1 over next 5-year ISO rating cycle.
- Police Officers conduct foot patrols and interactions with business owners in the business and commercial areas.
- Provide necessary pedestrian and vehicle infrastructure to aid in customer experience.
- Partner with Fresno Economic Development Corporation to aid in business expansion and retention.



Engagement

Community Engagement

- Publish the E-newsletter, the Kingsburg Carrier on a weekly basis.
 - Grow the Kingsburg Carrier contacts/subscriber list by 3% annually.
 - Grow the Kingsburg social media contacts/engagement (Facebook, Instagram, X, YouTube, Nextdoor).
 - Provide opportunities for in-person engagement (Coffee with the Cop, LMT/staff volunteer days, Trunk or Treat).
 - Update and maintain City website to provide useful, unique experience.
 - Develop photo library in conjunction with Fresno County and local photography efforts.
 - Continue to be a resource for community members and businesses of new projects and provide pertinent information in various formats.
 - Provide education opportunities to current and prospective residents, business owners, and stakeholders on City development and maintenance standards.
 - Implement planning and building GovPilot modules by end of 2023 to improve end user experience.
- Collaborate with local organizations and develop a comprehensive annual calendar of community events and activities in Kingsburg with at least 25 events, including cultural festivals, sports tournaments, and family-oriented activities.



Engagement

Community Engagement

- Ensure communication with our customers regarding Utilities (fall/spring clean-up, Disposal Organics, and water quality reports) by utilizing several media formats.
- Have all front-facing staff complete customer service training.
- Increase FIRE MED subscriber list by 5% annually over next 3 years to offset increases in ambulance costs.
- Increase fire prevention outreach by 10% to all members of Kingsburg greater community through utilization of the safety trailer and Community Risk Reduction group at all large community events, all public schools and by request annually.
- Complete implementation of IMAGE TREND software integration into departmental web page to increase transparency of response times, call types and time on task for department personnel and equipment by the end of FY 2024.
- Create interactive online maps (GIS (Geographic Information Systems)) or tools that allow residents to explore infrastructure projects, construction schedules, and maintenance activities in the city.
- Promote public/private Kingsburg Fiber optic broadband network as an affordable alternative for all residents and businesses.
- Have each police department employee participate in at least two community engagement opportunities each year. Examples are: tours of the police station, handing out backpacks with KCAPS, attending a community event either on duty or in conjunction with KPOA (Kingsburg Police Officers Association), initiating a social media post, or attending a community meeting.
- Create opportunities for community members to participate in volunteer clean-up events, tree planting, or maintenance activities in partnership with Public Works Adopt a Trail-Park – Walkway.
- Communicate with the public on Public Works projects, plans, and activities through multiple channels, newsletters, and social media.



Safety

Community Safety

- Ensure 1% Public Safety Tax (Measure E) funds are utilized for public safety efforts as outlined by Kingsburg voters.
 - Organization-wide effort to renew Measure E to protect existing investments and ensure long-term public safety.
 - Repair or replace pedestrian tripping hazards the city right-of-way within 90 days of notice, depending upon severity of the hazard.
 - Invest in solar lighting at parks, public parking lots, and other public areas.
 - Support the Public Safety Committee through membership coordination and public outreach of their purpose.
 - Respond to Customer Service Requests within 2 business days of receiving reports of concern by the public in the Community Development Department.
 - Install security cameras in key areas of Kingsburg parks to deter and monitor suspicious activity within the next five years.
 - Provide emergency response training to 80% of city staff and residents, which includes basic first aid and CPR within the next five years.
 - Decrease morbidity and injury in all age groups by 5% annually due to preventable fire, rescue and EMS incidents.
- Increase free smoke detectors installation by 50% or 260 Kingsburg Households by end of FY 2024.
 - Decrease EMS Response times in 93631 area code by 5% or 13 seconds by end of FY 2024.
 - Increase safety at fire, rescue and EMS incidents with addition of assigned Safety Officer/Chief Officer on all scenes within 5 minutes by end of FY 2024.
 - Decrease fire response times in 93631 area code by 5% or 13 seconds by end of FY 2024.



Safety

Community Safety

- Decrease outside agency answering of ALS/paramedic calls in 93631 by 25% or 25 calls in FY 2024.
- Take measures to increase the representation of women in all ranks of law enforcement.
- Have a police report return rate of 10% or less.
- Have a detective case clearance rate of 60% of all assigned cases.
- Conduct an operational audit every year (examples: property & evidence, case clearance, response times, weapons/tools/other critical property inventory, etc.).
- Ensure that public infrastructure, roads, sidewalks, and utilities, are well-maintained and in good condition to facilitate smooth transportation and access to businesses.
- Continue to develop and implement disaster preparedness plans to minimize disruptions to businesses during emergencies and support recovery efforts.
- Complete necessary testing and monitoring of city water to ensure all State and Federal guidelines are met.
- Install new water lines in identified neighborhoods to meet updated fire flow requirements.
- Explore groundwater recharge opportunities to protect groundwater supplies.
- Maintain 24/7 reliable water system operation for the community.

