



# STRATEGIC PLAN

## Adopted March 20, 2023



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## Message from the Mayor

It is my pleasure to present to you our City's Strategic Plan based on input from the community, City Council and staff. This plan signals to all New Fairview is preserving our rural heritage, seeking opportunities to partner with others, protect our residents, improve our public infrastructure and manage the growth upon us. The Strategic Plan includes the City's first ever Vision and Mission Statements, Core Values and Strategic Goals and Objectives.

I expect this Plan to serve as a guide and provide the City Council, staff and the citizens of New Fairview with an in depth list of things that we need to attend to. This Strategic Plan is an all-encompassing systematic approach that permits the current and future City Councils the ability to best allocate the resources entrusted to us by our citizens. It will give us the ability to prioritize the actions that have to be taken in order to meet the overall goals that we need to fulfill in order to generate the results that the citizens expect and deserve.

Many hours have been invested in the creation of this Strategic Plan, including the creation, implementation and results tabulation of the New Fairview Citizen Survey. I would like to personally thank the ninety (90) respondents to the survey. Your input was valuable in helping the City Council identify and prioritize strategic objectives and goals.

This Strategic Plan has been placed on the City website and will be used in the upcoming Fiscal Year 2023-24 Budget discussions. The plan will also be used by staff in our daily operations and they will identify some key performance indicators for each strategic goal and report the progress made. The City Council will then review these progress reports and have discussions with staff. Strategic plans are not static documents; they change as new circumstances arise, both internally and externally. As such, the City Council will review the plan at least once a year to determine if any changes are needed, and to ensure that we are addressing priorities identified by the community.

# Welcome to New Fairview

Located just 15 minutes north of the Alliance Corridor, amongst rolling hills and open plains, the City of New Fairview residents enjoy all the benefits of living in a semi-rural atmosphere, with the amenities of a short 30-minute drive to downtown Fort Worth. The Metroplex is one of the fastest-growing areas in the state, consisting of 12 counties, more than 200 cities and more than 8 million people. The combination of an ideal location, strong Texas economy, and staggering population growth has resulted in New Fairview seeing a 31.2% growth rate from 2021 to 2022 for an estimated population of 2,060. This made New Fairview one of the top ten (10) fastest growing cities by percent in the North Central Texas Council of Governments region.

By area, New Fairview is the largest city in Wise County, consisting of approximately 16 square miles, bounded by U.S. Highway 287 to the west, the Wise and Denton County line to the east, and Texas 114 approximately four miles to the south. New Fairview was originally settled by immigrants from the Illinois Valley, who creatively named the area, the “Illinois settlement”. The settlement's name was later changed to Fairview, due to the scenic vistas of the rolling hills and the surrounding prairies, only to be changed once again, in 1999, to New Fairview, when the city alderman discovered they were sharing their name with 14 other cities in Texas. The many large tracts of land remaining in the city have predominantly been held by families for generations, who have a strong ranching and dairy farm history, as well as having more than 400 active Barnett Shale gas wells.

The City of New Fairview is served by the Northwest and Decatur ISD, which are a primary driver of the new housing development seen between U.S. 287 and I-35.

# Strategic Planning Process Overview

Strategic planning is a process in which an organization's leaders define their vision for the future and identify their organization's goals and objectives. The process includes establishing the sequence in which those goals should be realized so that the organization can reach its stated vision. It is important to involve as many people as possible to get diverse input when engaging in the strategic planning process to better understand community priorities. On December 8, 2022, the City launched a New Fairview Citizen Survey that collected input from residents on various city related topics. The survey was concluded on January 16, 2023, with 90 respondents to the survey.

On February 3, 2023, the City Council held a strategic planning retreat to review the results of the citizen survey. The Council reviewed the results of the 2021 City strategic planning initiative, and sample vision statements, mission statements, core values, and strategic goals and objectives from other cities. The strategic planning retreat focused primarily on what the City of New Fairview needs to do to realize its vision for the community's future and accomplish the mission of the organization. The strategic planning process was more policy-oriented and less about how to carry out the day-to-day operations and delivery of public services.

On February 20, 2023, staff had a work session discussion with the City Council on the draft vision statement, mission statement, core values, and strategic goals and objectives based on the input from the strategic planning retreat. Staff was directed to prepare a resolution for the adoption of a vision statement, mission statement, core values, and strategic goals and objectives. On March 20, 2023, the City Council passed Resolution (222303-04-123) adopting the Strategic Plan for the City, including a Vision Statement, Mission Statement, Core Values, and Strategic Goals and Objectives.

# Vision, Mission, and Core Values

An organization's Vision is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community. Vision statements act as a goal for an organization to strive toward and must align with its mission, strategic planning, culture, and core values. Below is the City Council's shared vision for New Fairview's future.

## **NEW FAIRVIEW VISION**

New Fairview is a thriving rural community determined to balance old and new while strategically managing growth and sustainability for the next generation.

Whereas the Vision Statement describes the idealized future state of the community, a Mission Statement describes the organization's purpose. It defines the "business" of the organization and its relationship with its customers. The Mission Statement supports the vision and serves to communicate purpose and direction to employees, customers, and other stakeholders. This is a main building block to the formulation of the strategic plan. Below is the City Council's shared mission for the organization.

## **NEW FAIRVIEW MISSION**

New Fairview is committed to governing with integrity and fiscal responsibility to ensure the overall quality of life for our citizens by providing excellence in public safety, economic growth, public infrastructure and community services.

Core Values are the fundamental principles that guide how members of the organization conduct themselves while carrying out the mission in pursuit of the vision. Together, the values provide an ethical framework for decision-making and action. In a values-led organization, the values create

a moral compass for the organization and its employees. It guides decision-making and establishes a standard against which actions can be assessed. These core values are an internalized framework that is shared and acted on by leadership. Below are the City Council’s shared Core Values for the organization.

**NEW FAIRVIEW CORE VALUES**

Integrity

Service

Trust

Transparency

Respectful

Accountable

Family Friendly

Fiscally Responsible

Preservation of our Natural Beauty

# Strategic Goals and Objectives

A Strategic Plan should focus on a handful of Strategic Goals for an organization. These Strategic Goals should be aligned with the mission and vision statements and should each contain Strategic Objectives. The Strategic Objectives should be actionable, measurable, and easy to understand so that they can be used in making operational decisions. The Strategic Plan serves as a roadmap that can be used to prioritize resources, including the budget, goals, and operational initiatives.

A set of Strategic Objectives were identified and discussed using the ideas generated by the City Council, and based on the Citizen Satisfaction Survey, in a brainstorming activity during the strategic planning retreat. The objectives were then ranked by the City Council, without staff participation. The objectives receiving three or more votes were then grouped into strategic goals, for a total of six (6) Strategic Goals. Below are the City Council's shared Strategic Goals and Objectives for the organization.

## **GOAL 1 – Protect the Public**

OBJECTIVE 1.1 – Improve Animal Control Services.

OBJECTIVE 1.2 – Improve Code Enforcement.

OBJECTIVE 1.3 – Grow Public Safety Services.

## **GOAL 2 – Invest in Infrastructure**

OBJECTIVE 2.1 – Better Roads and Drainage.

OBJECTIVE 2.2 – Convert Multi-Purpose Building to public safety use only.

OBJECTIVE 2.3 – Build a Public Works Building.

## **GOAL 3 – Manage or Growth**

OBJECTIVE 3.1 – Respect for our rural heritage.

OBJECTIVE 3.2 – Keep existing new residential minimum to one (1) acre lots.

OBJECTIVE 3.3 – Update the Zoning Map.



**GOAL 4 – Exercise Fiscal Responsibility**

OBJECTIVE 4.1 – Sustain a low Property Tax Rate.

OBJECTIVE 4.2 – Seek grant opportunities.

OBJECTIVE 4.3 – Seek interlocal opportunities.

**GOAL 5 – Parks & Beautification**

OBJECTIVE 5.1 – Develop and enhance Community Events.

OBJECTIVE 5.2 – Enhance the beautification of the community.

**GOAL 6 – Advance our Interests**

OBJECTIVE 6.1 – Improve Communication.

OBJECTIVE 6.2 – Protect Extraterritorial Jurisdiction.

OBJECTIVE 6.3 – Develop and Economic Development Plan.