



# Lindsay City Council Goals, Strategies, and Action Plan 2023-2025

## **Mission Statement**

*The mission of the City of Lindsay is to deliver quality services in a financially sustainable, transparent manner while prioritizing safety, infrastructure, community, and quality of life.*

## **City Council**

Hipolito A. Cerros, Mayor  
Yolanda Flores, Mayor Pro Tem  
Rosaena Sanchez, Councilmember  
Ramiro Serna, Councilmember  
Ramona Caudillo, Councilmember

## Mission Statement

*The mission of the City of Lindsay is to deliver quality services in a financially sustainable, transparent manner while prioritizing safety, infrastructure, community, and quality of life.*

## Overview

In the fulfillment of the duties set above, the Council, in collaboration with City staff, is committed to the following set of five overarching goals:

*Goal 1. Ensure the City is Fiscally Sustainable and Resilient.*

*Goal 2. Provide a Safe, Clean Community Environment for All.*

*Goal 3. Expand the Economic Base in Lindsay.*

*Goal 4. Invest in Critical Streets, Water, and Sewer Infrastructure.*

*Goal 5. Improve the Quality of Life for People that Live and Work in Lindsay.*

## Accomplishments

As the City of Lindsay moves forward, it is important to look back and recognize past accomplishments, as well as identify future potential for growth. Focusing on the City's successes is important for maintaining and expanding upon the City's momentum for positive change.

*Goal 1. Ensure the City is Fiscally Sustainable and Resilient.*

- Hired 10 Interns
- Completed 32 recruitments City-wide
- Negotiated the sale and closed escrow on McDermond Field House
- Developed a Long-Range Financial Plan
- Approved an American Rescue Plan Act Spending Plan
- New City Auditor Contract
- Hired Interim Director of Recreation
- Updated User Fees
- Established a 115 Trust
- Updated City's Cash Handling Policy
- **Improved financial stability**
- Hired City Services Project Manager
- Awarded \$400K by USDA
- Began the Report Writing Room remodel
- **A balanced budget**
- **Clean City Audit**

*Goal 2. Provide a Safe, Clean Community Environment for All.*

- Establishment of Volunteer Fire Program
- Organize/Cleanup of Wellness Center
- Approved a Social Media Policy
- Installed cameras at City Hall
- Purchased two Public Safety vehicles
- **Hired a Director of Public Safety**
- Hosted the first Community Police Academy
- Developed a Designated Exchange Zone
- Established a Public Safety Chaplain
- Implemented Body Cameras
- Began a Neighborhood Watch Program
- Began a Business Watch Program
- **Hired a Full time Community Service Officer (Formerly Animal Control)**
- Implemented Stop Sticks/Pursuit Termination devices in all on duty vehicles
- Implemented Narcan in all units
- Hosted a successful Active Shooter Training for employees
- All employees received level 1 National Incident Management System training
- Implemented a Homeless Outreach Officer
- Hosted Emergency Operations Center Training
- Hired second School Resource Officer

*Goal 3. Expand the Economic Base in Lindsay.*

- **Updated Mobile Vending Ordinance**
- New contract with Friday Night Market operator approved
- Team California membership
- **Purchased 122 E. Honolulu St. & 190 S. Elmwood Ave.**
- Approved Conditional Use Permit for second dispensary

*Goal 4. Invest in Critical Streets, Water, and Sewer Infrastructure.*

- Completed the Mariposa Basin Project
- Concept design for Lindsay Transit Center
- **Agreement with Tulare County to repair Lindmore Street**
- **Completed Slurry Seal construction on 21 streets for a total of 797,274 Square Feet**
- **Completed Cape Seal construction on 15 streets for a total of 503,730 Square Feet**

*Goal 5. Improve the Quality of Life for People that Live and Work in Lindsay.*

- **\$298,000 dollars given to Lindsay families in Mortgage, Rent, and Utility Assistance**
- **\$30,000 dollars expended in shower head distribution, toilet replacement rebates, and turf rebates**
- Received additional \$4.5M funding for Olive Bowl Park project.

- Gave away over 350 food kits for Thanksgiving to Lindsay Residents
- Partnered with Healthy Start Family Resource Center on Winter Coat Drive for local kids
- **Hosted many events including: Santa Night, Tree Lighting Festival, National Night Out, and Lindsay Camp Out**
- Partnered with Rawhide baseball team and held fundraiser for Little League baseball
- Installed historic bell at City Hall
- Employee Wellness Patio built
- Developed Patch Projects (Cancer Awareness/Autism Awareness)
- Developed the Kiwanis Employee of the Quarter Award
- Developed and hosted the first Memorial Day Sunset Service

## 2023-2025 Goals, Strategies, and Action Plan

### *Goal 1. Ensure the City is Fiscally Sustainable and Resilient.*

Plan for stable and consistent fiscal solvency through prudent management of general fund reserves, facility replacement reserves, pension obligations, and consistent evaluation for cost and operational efficiencies.

**Maintain and update policies and procedures accordingly to meet current laws, regulations, and best practice standards.**

#### Strategies

- Operate City government in a fiscally responsible and prudent manner to ensure that the City of Lindsay makes sound fiscal decisions.
- Develop, update, and maintain fiscal policies to ensure appropriate oversight and best practices.
- Review the City's fees and rates schedule.
- Ensure that enterprise funds generate appropriate revenue and not a drag on the General Fund.

#### Action Items

1. Implement Corrective Action Plan in Response to State Auditor Report 2020-804.  
**Partial Completed. Waiting on final determination from the State Auditor.**
2. ~~Fund City's Section 115 Trust.~~  
**Completed.**
3. ~~Adopt & Implement a Five-Year Financial Planning Policy.~~  
**Completed.**
4. Create a rolling five-year financial forecast.  
**Finance will implement during the Budget Cycle.**

5. Review all rates and fees for municipal services as needed or at least every 5 years.  
**Ongoing.**
6. Review Water, Sewer & Refuse rates every five years.  
**Underway.**
7. Continue property tax billing for sewer and refuse services.  
**Completed/Ongoing.**
8. **Update Personnel Rules and Regulations.**

## ***Goal 2. Provide a Safe, and Clean Community Environment for All.***

Ensure an appropriate response to community needs including fire preparedness, public safety and crime prevention, and public health emergencies by prioritizing the pursuit of reliable funding sources, community-centered policing, and transparency.

### Strategies

- Increase Fire Department personnel.
- Explore additional training opportunities.
- Identify funding sources other than the General Fund for public safety equipment.
- Work with community partners and other governmental agencies on crime prevention.
- Ensure that the City of Lindsay is prepared for emergencies.
- Engage and effectively respond to the Community's safety concerns.

### Action Items

1. ~~Analyze and evaluate the effectiveness of using a combined police and fire department.~~  
**Completed.**
2. ~~Consider the addition of two (2) full-time firefighter positions if the City's budget permits.~~  
**Completed.**
3. ~~Identify public safety equipment needs and collaborate with Senator Melissa Hurtado's office to identify potential funding sources.~~  
**Completed.**
4. ~~Continue the use of the Wellness Center as a community testing and vaccine site in response to COVID-19.~~  
**Completed.**
5. Ensure all City staff receive level 1 NIMS training.  
**Completed/Ongoing.**
6. **Bid and award contract for downtown fire damaged properties.**
7. **Expand the Volunteer Firefighter program.**
8. **Develop a priority list for the \$2M State of California Direct allocation.**

### ***Goal 3. Expand the Economic Base in Lindsay.***

Increase economic activity and job creation in the City to increase revenue and diversify the local economy.

#### Strategies

- Grow the number of employment opportunities in Lindsay.
- Assist business growth for existing businesses.
- Recruit retail and other sales or excess tax generating businesses.
- Focus on the redevelopment of Downtown Lindsay.

#### Action Items

1. Identify beautification and property rehabilitation projects in the Downtown Lindsay.  
**Ongoing.**
2. Expand the City's retail base by developing marketing plans to recruit retailers.  
**Ongoing.**
3. Support the City's existing small businesses and small business expansion. ~~through the development of a small business grant program.~~
4. Develop relationships with property owners and potential cannabis growers to develop cannabis cultivation projects.  
**Ongoing.**
5. Cultivate working relationship between City staff and business owners to gather information and assist when appropriate. **Ongoing**
6. **Organize meetings with local developers/investors to promote key sites in Lindsay.**
7. **Review and update the City's business sign ordinance.**
8. **Review Cannabis dispensaries Conditions of Approval and revenues.**
9. **Review Transit Occupancy Tax.**

### ***Goal 4. Invest in Critical Streets, Water, and Sewer Infrastructure.***

Replace deteriorated streets, enhance infrastructure for water and sewer.

#### Strategies

- Continue to monitor drought conditions throughout the state and in the region.
- Develop and maintain infrastructure resources to support sustainable growth.
- Ensure funding is in place for long-term fiscal stability.
- Make Community Facilities Districts part of all new projects.
- Ensure City's street fee is accurate and updated on a regular basis.
- Work with and partner with Tulare County on funding street projects that our residents use.

### Action Items

1. Implement American Rescue Plan Spending Plan and complete identified projects.
  - I. Infrastructure Projects (56% of Total ARPA Funds)
    - i. Water Projects: \$1,549,350.00
    - ii. Sewer Projects: \$242,500.00
  - II. Focus on repairing streets – **Ongoing**
  - III. Complete Linda Vista Project – **Underway**
2. **Communicate and educate the public on water issues and costs.**
3. **Identify critical needs in the Water and Sewer Systems**
4. **Collaborate with Senator Melissa Hurtado's office to identify potential funding sources.**

### *Goal 5. Improve the Quality of Life for People that Live and Work in Lindsay.*

Improve and enhance the condition of public amenities, parks, streetscapes, and **transit system** to bolster the quality of life for our community and impart a positive impression on City visitors.

### Strategies

- **Improve City's water quality.**
- Provide high quality recreation options for residents of all ages.
- Fund Recreation activities without using General Fund.
- Invest and redevelop parks.
- Continue to development important partnerships with Lindsay Unified School District and Lindsay.
- Bring much needed housing, employment, youth, and family services to the residents of Lindsay.
- Determine potential recreation sites.
- Create a work environment for City employees that promotes and supports employee development, growth, and community.

### Action Items

1. Continue financial support Wellness Center and health and wellness activities in the City.
2. Complete renovation of Olive Bowl/Kaku Park.  
**Ongoing.**
3. ~~Review the long-term goals for McDermont Fieldhouse.~~  
**Completed.**
4. Redevelop 284 E. Hermosa St. as a Resource Center for housing, employment, youth, and family services.  
**Ongoing.**
5. ~~Review Friday Night Market operations.~~

Completed.

6. Explore funding opportunities for improvements at Harvard Park.
7. Install improvements to Sierra Vista Landscape and Lighting Assessment district.
8. Explore funding opportunities & install additional murals within the City.
9. Conduct assessment of the City through a community survey.
10. Support Community Diversity.
11. Explore funding and design opportunities for additional park amenities such as pickle ball and Frisbee Golf.
12. Provide Customer Service training to employees on a regular basis.
13. Continue to explore additional funding opportunities for the Lindsay Transit Center.