



City of  
**PATERSON**  
California

## Strategic Plan

2017-2021

November 10, 2016

Dear Citizens of the City of Patterson:

It was said many years ago by Benjamin Franklin that if you fail to plan, you plan to fail. In this context we are presenting to you the newest version of the City of Patterson Five-Year Strategic Plan. The purpose of our strategic plan is to help us set a course of action for the next five years by establishing goals for our community and government, determining how to effectively achieve those goals and assessing and reporting our progress.

The strategic plan was developed over a six-month process, including work sessions on goals and objectives with City leadership, staff surveys, department strategy development and refinement, public meetings and feedback from city council members.

The foundation of our planning process was focused on key changes in our recent history that began taking shape in early 2012. With the beginning of economic recovery, hiring a new city manager and the building strong working relations within our city and county, we felt that it was important to include these events when creating our long- term plans.

The planning process was steered by the priorities from everyone including the City Council, City management, and the public at-large. As we adopt and execute this plan, we will leverage and build upon these priorities during the annual budget process, directed at available human and capital resources. As you read through the plan, please note that the goals and objectives are in alphabetical order and not in any particular order or priority.

Strategic planning is a continuous process. We see this plan as a living document and will be updated as our community changes, and as we determine the needed adjustments. This is your plan, your city, your community.

Sincerely,

Luis Molina

Mayor

Sincerely,

Ken Irwin

City Manager

# Mission, Vision & Values

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## VISION

Patterson is a friendly, safe, welcoming city. We encourage a neighborly, small-town spirit while supporting the sustainable growth of our community. We're striving to create a city with:

- A diverse job base and affordable housing;
- A revitalized historic downtown; and
- An engaged, integrated community.

## MISSION

The City of Patterson proudly promotes a healthy, safe, and vibrant community. We are dedicated to delivering excellent services and engaging meaningful public participation.

## VALUES

### *Professionalism*

We operate honestly and communicate openly with each other and the community.

### *Customer Service*

We provide proactive, responsive, friendly service.

### *Collaboration*

We recognize, value, and leverage each other's' strengths, while actively seeking community input.

### *Accountability*

We fulfill commitments and strive to keep our partners informed.

### *Leadership*

We set an example for each other and the community.

OUR STRATEGIC PLAN

# Strategic Goals

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## Community & Economic Development

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*Engage residents and businesses to build the City's capacity to support and attract businesses, create jobs, and grow sustainably.*

## Community Livability & Quality of Life

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*Create a great place to live through community connections, access to recreation, and safe neighborhoods.*

## Efficient & Effective Government

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*Deliver high-quality programs and services sustainably and transparently.*

## Infrastructure & the Built Environment

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*Support growth through investing in infrastructure that meets our community's needs.*



STRATEGIC DIRECTION

## Community & Economic Development

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*Engage residents and businesses to build the City's capacity to support and attract businesses, create jobs, and grow sustainably.*

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### OBJECTIVES & STRATEGIES

#### *Establish economic development department*

- Attract diverse employers for the citizens who live in Patterson
- Support and make physical improvements to attract businesses and amenities downtown
- Support existing property owners with development and business growth goals
- Attract 24/7 health care services to Patterson

#### *Foster pride in ownership for Patterson businesses and citizens*

- Engage citizens in beautification efforts
- Establish citizen and Business Recognition Program
- Hold annual downtown cleanup and "Pride in Patterson" event



## STRATEGIC DIRECTION

# Community & Economic Development

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### *Build community connectivity*

- Utilize social media to connect to residents, businesses, and visitors
- Cultivate a City presence at community events
- Support United Patterson efforts to engage the community

## PERFORMANCE MEASURES

- > Increase in total jobs created
- > Percentage increase in business tax base
- > Percentage of occupied downtown commercial space increase
- > New commercial and residential permit dollar volume per capita
- > Affordable housing units permitted



## STRATEGIC DIRECTION

# Community Livability & Quality of Life

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*Create a great place to live through community connections, access to recreation, and safe neighborhoods.*

## OBJECTIVES & STRATEGIES

### *Build Community Center and complete sports complex*

- Complete the Community Center and sports complex vision
- Secure funding for construction, including exploring public-private partnerships and establishing fundraising partnerships with non-profit and community organizations
- Explore partnerships with the school district to better provide service to the community
- Seek to develop additional recreational facilities and open space to enhance quality of life

### *Cultivate partnerships and seek innovative solutions to address homelessness*

- Develop and strengthen partnerships with the community, including businesses, government, non-profits, and residents
- Identify funding for all-year HOST House operations
- Support the Police Department's new diversion program

### *Engage citizens and businesses in government decision-making and community service*

- Recruit citizens for City board and commission service
- Support United Patterson efforts to engage the community



## STRATEGIC DIRECTION

# Community Livability & Quality of Life

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### *Foster community growth, amenities, and quality affordable housing*

- Explore public-private partnerships for affordable worker and teacher housing
- Attract retail, health care, entertainment, and restaurants to Patterson
- Incentivize affordable multi-family housing through adjusted fee structure

### *Revitalize downtown*

- Develop a plan and secure revenue for a downtown public safety center
- Collaborate with the community to address homelessness prevention and remediation



## PERFORMANCE MEASURES

- > Increase in recreation program registration
- > Increase in code enforcement case resolution percentage
- > Diversion program participation rate increase
- > Addition of miles of trails, sidewalks, and bike lanes maintained by the City
- > Increase in affordable housing units permitted

## STRATEGIC DIRECTION



# Efficient & Effective Government

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*Deliver high-quality programs and services sustainably and transparently.*

## OBJECTIVES & STRATEGIES

### *Develop a long-term financial forecast*

- Establish cost recovery goals and adequate fees for service
- Complete infrastructure master plans and incorporate into comprehensive Capital Improvement Program (CIP)
- Regularly conduct rate studies

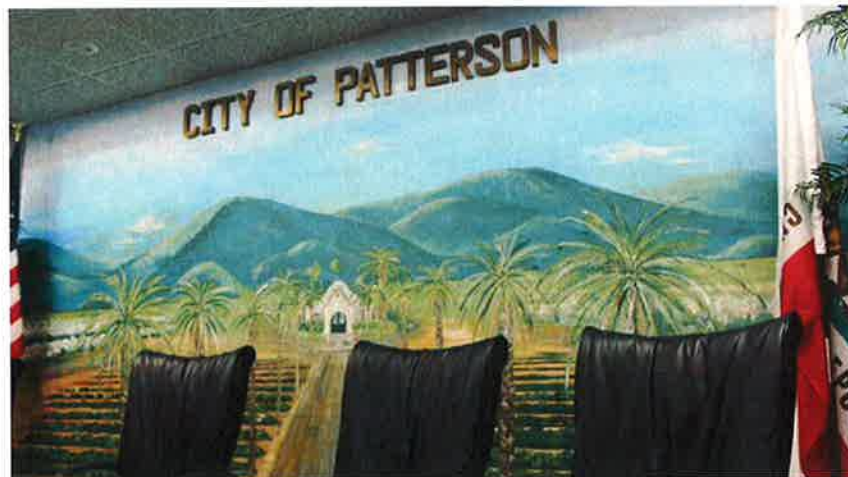
### *Establish a customer service-oriented service delivery model*

- Invest in employee training and development
- Ensure that City programs are staffed appropriate to service needs
- Engage in frequent, transparent communications
- Establish outcome-based performance measures
- Utilize technology to broaden accessibility to City services

### *Foster an environment that encourages career development and training*

- Develop a succession planning program
- Invest in employee training and development

Proactively manage for professional skills development and career growth



## STRATEGIC DIRECTION

# Efficient & Effective Government

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### *Right-size City staff and services to meet community's desired level of service*

- Engage the community to determine service needs
- Conduct needs assessment and gap analysis of internal and external services to determine current and future staffing needs
- Attract qualified staff with a positive culture and competitive salaries and benefits

### *Streamline and improve processes to deliver more services, more effectively*

- Leverage technology to improve efficiency and service delivery, including:
  - Payroll and timekeeping
  - Council meeting technology
  - City server and secure backup technology (virtual or static)
  - Human resources system
  - Planning and permitting system
- Develop a one-stop shop for permitting and development
- Implement online bill pay
- Develop web portal for Fats, Oils, and Grease (FOG) program compliance

## PERFORMANCE MEASURES

- > Lower employee turnover rate
- > Increase in percentage of management and key subject matter expert positions with succession plans
- > Professional development training participation increase
- > Increase in number of business processes improved through reengineering, workflow process improvement, or technology automation
- > Internal service department operating expenditures per City FTE
- > City department customer satisfaction ratings increase for both external and internal customers

## STRATEGIC DIRECTION

# Infrastructure & the Built Environment

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*Support growth through investing in infrastructure that meets our community's needs.*

## OBJECTIVES & STRATEGIES

### *Complete infrastructure master plans and identify financing mechanisms to construct infrastructure that supports future growth*

- The City's infrastructure master plans include:
  - Water
  - Wastewater
  - Parks and Recreation
  - Facilities
  - Stormwater
  - Forestry
  - Transportation
- Address City technology needs, including mobile technology, server, and backup solutions

### *Continue to actively seek collaborative solutions to ground water management and water quality issues*

- Identify funding for and implement Chromium 6 corrective action plan
- Collaborate with regional partners to ensure Sustainable Groundwater Management Act (SGMA) compliance
- Explore options for groundwater recharge

### *Implement Measure L*

- Establish project priorities
- Ensure best leverage and use of funding

## STRATEGIC DIRECTION

# Infrastructure & the Built Environment

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### *Revitalize downtown*

- Proactively manage urban forest
- Establish a downtown Business Improvement District
- Invest in downtown lighting, landscaping, and physical improvements
- Ensure sidewalks are maintained to support pedestrian traffic
- Create a vision and secure funding for renovation of North and South Parks
- Construct infrastructure to support a downtown “restaurant row”

## PERFORMANCE MEASURES

- > Lane-miles of roadway pavement improved
- > Wastewater treatment plant capacity increase
- > Increase in city asset condition ratings for: Streets, storm water, water, sewer, facilities, and fleet
- > Increase in miles of trails, sidewalks, and bike lanes maintained by the City



# Acknowledgements

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- Maricela Vela
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AND

The Citizens of Patterson

PREPARED BY

Moss Adams LLP