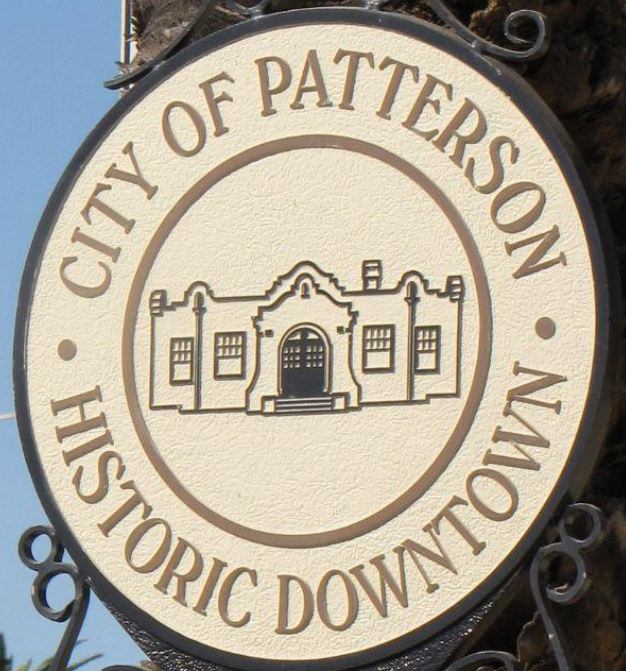


CITY OF PATTERSON STRATEGIC PLAN

2024 - 2028



WELCOME



Dear City of Patterson Community Members,

As we look towards the future, the City's leadership, staff, and community members have come together to collaboratively develop this strategic plan, which will steer our actions over the next five years. This plan builds upon the City's previous strategic plan and outlines our future goals, as well as describes the strategies we'll use to address the evolving needs of our community in the coming five years.

The plan is organized into the following sections:

- Strategic Framework: Mission, Vision, and Values
- Strategic Goals
 - Goal 1: Economic Development
 - Goal 2: Community Livability and Quality of Life
 - Goal 3: Community Amenities, Infrastructure and the Built Environment
 - Goal 4: Financial Stability
 - Goal 5: Efficient and Effective Government
- Appendix A: Annual Planning Cycle

We'd like to express gratitude to all who contributed their input, helping mold this plan into a valuable tool that will guide us to a promising future for the City of Patterson.

Michael Clauzel
Mayor

Fernando Ulloa
City Manager, Interim

Shivaugn Alves
Council Member, District A

Jessica Romero
Council Member, District B

Dominic Farinha
Council Member, District C

Carlos Roque
Council Member, District D

STRATEGIC FRAMEWORK

Our strategic plan is grounded in our **vision** for the community in the future, our **mission** as a City, and the organizational values that we strive to uphold.

OUR VISION

Patterson is a friendly, safe, and vibrant city that embraces its small-town spirit while fostering sustainable growth.

OUR MISSION

Provide excellent City services that help our community members thrive. We strive to ensure public safety, encourage economic opportunities, collaborate on expanding educational innovations, advance healthcare access, modernize our infrastructure, offer outstanding amenities, and cultivate a welcoming community for our families.

OUR VALUES

Accountable

We are honest, professional, and reliable. We take responsibility for our actions and communicate openly with each other and the community.

Collaborative

Our team is our strength. We are intentional in our communications and understand that working together empowers our alignment and leveraging each other's perspectives.

Community-Centered

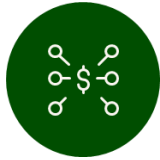
We are dedicated to engaging with our community, seeking their input on key decisions, and fostering strong partnerships with our stakeholders to provide outstanding public service to our families and visitors.

Future Forward

Our commitment to the future drives us to constantly explore innovative solutions that guarantee the city's financial and environmental sustainability while meeting the current and future needs of our community.

STRATEGIC GOALS

With input from City Council, staff, and community members, we have set the following strategic goals to guide our work for the next five years.



Economic Development

Promote a diverse and resilient economy that encourages sustainable growth, attracts and retains businesses, and offers quality employment opportunities to residents.



Community Livability and Quality of Life

Create a great place to live by ensuring safe neighborhoods, increasing emergency preparedness, and supporting access to housing and healthcare.



Community Amenities, Infrastructure and the Built Environment

Develop and maintain physical city infrastructure that supports sustainable growth.



Financial Stability

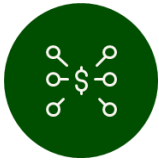
Ensure the City has adequate and sustainable financial funding to deliver high-quality services to residents by maximizing revenue and ensuring transparency in all facets of the City's financial management.



Efficient and Effective Government

Deliver high-quality services by streamlining government operations and investing in people, technology, and community engagement.

In the following section we have listed each goal area, along with the specific objectives and priority actions the City intends to take to accomplish each goal.



Goal 1: Economic Development

Promote a diverse and resilient economy that encourages sustainable growth, attracts and retains businesses, and offers quality employment opportunities to residents.

OBJECTIVES & ACTIONS

1.1 Expand the local economy by supporting local businesses and attracting new enterprises to the City.

- A. Develop and implement a comprehensive Economic Development Plan that provides a vision and framework for attracting new businesses and supporting existing businesses. Activities may include:
 - Creating incentives to attract retail locations and restaurants.
 - Creating local and regional economic development partnerships to promote the area.
 - Exploring options to increase the diversity of job opportunities within our Commercial and Industrial Park areas.
 - Providing educational and partnership resources to help incubate new businesses and support entrepreneurship.
 - Providing resources and/or support to existing businesses to help them grow and expand.
- B. Implement an online permitting portal to better support local developers, businesses, and community members.
- C. Implement a single point of contact coordinator for permit applicants to better coordinate internal processes and provide a simpler and more comprehensive experience for citizens.

1.2 Transform the downtown area into a vibrant, economically thriving, and culturally rich hub that attracts residents, visitors, and businesses.

- A. Continue efforts on the downtown beautification program.
- B. Accelerate efforts to implement the recently adopted Downtown Master Plan.
- C. Identify financing mechanisms to support the implementation of the Downtown Master Plan.
- D. Update Community Design Guidelines.

1.3 Increase tourism to support local businesses.

- A. Develop a tourism strategy that promotes the community's unique attractions and amenities to visitors.
 - Our vision is to evolve our city into a destination for sports tournaments, business conferences, and community gatherings to bring energy and economic benefits to our city.
 - We will coordinate with public and private organizations to create a dynamic environment that showcases our city and provides spaces for collaboration, innovation, and growth.

1.4 Invest in partnerships.

- A. Increase collaboration and coordination efforts with the school district to expand recreational opportunities for young people.
- B. Establish regular meetings with economic development partners to set and review measured goals

PERFORMANCE INDICATORS

- Retail sales tax revenue
- Number of businesses within the City limits
- Increase in total jobs created
- Percentage of occupied downtown commercial space
- New commercial and residential permit dollar volume
- Transient Occupancy Taxes revenue



Goal 2: Community Livability and Quality of Life

Create a positive environment for our families by ensuring safe neighborhoods, increasing emergency preparedness, and supporting access to housing and healthcare.

OBJECTIVES & ACTIONS

2.1 Maintain and expand public safety services.

- A.** Perform analysis to determine the feasibility, potential costs, and benefits of developing an internal police department. As part of this analysis, identify and select criteria (ex: population size, City funding levels, etc.) on which to base the timing of this decision.
- B.** Explore options to expand law enforcement presence in the City via the current partnership with the Stanislaus County Sheriff's Department.
- C.** Take steps to improve Fire, Police, and Emergency Medical Services response times.
- D.** Modernize and update Patterson Fire Department's policies and procedures, enhance training requirements, and conduct an evaluation to optimize staff structure.
- E.** Conduct a comprehensive review of the agreement between the West Stanislaus Fire Protection District and Patterson Fire Department
- F.** Continue efforts to build the downtown Public Safety Center and explore alternative solutions if needed.

2.2 Expand residents' capacity to prepare and respond to a major emergency or natural disaster.

- A.** Continue efforts to update the 2017 Emergency Response Plan.
- B.** Strengthen partnerships with regional agencies to improve coordination and response times during emergencies.
- C.** Review, improve, and document internal City emergency management practices.

2.3 Expand access to healthcare.

- A.** Participate in efforts to attract a 24/7 healthcare facility to the City.
- B.** Support and promote the future development of a major healthcare facility for Patterson and the Westside of Stanislaus County through partnerships at the local, county, state, and federal levels.
- C.** Explore options to create a center for children in crisis.

2.4 Work with business partners to provide an adequate supply of housing that is affordable and accessible for current and future generations.

- A.** Update the City's Housing Element.
- B.** Continue supporting the private sector's efforts to develop housing for all socio-economic groups.

2.5 Continue efforts to cultivate partnerships and seek solutions to address homelessness.

- A.** Continue to strengthen coordination and relationships with community partners like the Stanislaus Homeless Alliance, Cambridge Academies, and H.O.S.T. to address homelessness.
- B.** Create a comprehensive response plan to address homelessness in Patterson.
- C.** Explore options to decrease barriers to entry within current shelters and/or create mid- or low-barrier homeless shelters within the community.

PERFORMANCE INDICATORS

- Average police and fire response time
- Number of Property crimes
- Number of Violent crimes
- Traffic accidents/fatalities per 1,000 residents
- Percentage increase in hours of operation for healthcare access in Patterson
- Median annual household income
- Number of affordable housing units permitted compared to the Regional Housing Needs Assessment
- Annual Point In Time count of unhoused individuals



Goal 3: Community Amenities, Infrastructure and the Built Environment

Develop and maintain physical city infrastructure that supports sustainable growth.

OBJECTIVES & ACTIONS

3.1 Develop and implement plans to identify, prioritize, and fund infrastructure projects.

- A.** Develop a long-range (5-10 year) capital improvement plan to support strategic prioritization of city resources.
- B.** Continue efforts to identify financing mechanisms to support the implementation of the City's current master plans. Plans include the Water Master Plan, Sanitary Sewer Management Plan, Parks and Recreation Master Plan, Storm Drainage Master Plan, Urban Forestry Master Plan, Transportation Master Plan, Road Safety Plan, and upcoming Comprehensive Street Maintenance Plan.

3.2 Reduce the negative impacts of traffic and improve the quality of roads within the City.

- A.** Continue efforts to implement the Traffic Master Plan.
- B.** Create a Comprehensive Street Maintenance Plan to improve proactive efforts to ensure Patterson's aging roadway infrastructure is maintained at an acceptable level pending reconstruction.
- C.** Accelerate the design efforts and explore funding options at the state and federal level for the I-5 Interchange project to improve traffic circulation onto Sperry Avenue and expand communication to the public about this project to ensure transparency.
- D.** Explore options at the federal, state, and county levels to increase road maintenance funding.

3.3 Develop and enhance parks, recreational facilities, and community amenities to better serve residents.

- A.** Continue efforts to construct Centennial Park, the Community Center, and Teen Center to meet the recreation needs of residents.
- B.** Collaborate with development partners to construct the Soccer Complex, and complete the buildout of the Sports Complex and community parks that serve the needs of our families.
- C.** Collaborate with development partners, community partners, and government agencies to build community sports amenities such as tennis courts, pickleball courts, and full basketball courts.
- D.** Increase efforts to secure funding for public amenities via grants, public/private partnerships, and/or tax measures.
- E.** Continue to expand the relationship with the Patterson Joint Unified School District to provide recreational opportunities in our community through the development of a Joint Facilities Agreement.

3.4 Continue to actively seek and implement solutions to water quality issues.

- A.** Ensure the City continues to meet Chromium 6 water quality regulations and continue efforts to plan for future Maximum Contaminant Level reductions by working with federal, state, and regional partners to create a solution for Patterson and West Side residents.
- B.** Prioritize implementation of the Wastewater Treatment Expansion Plan.

3.5 Maintain aging City infrastructure and assets.

- A.** Perform a facilities, general infrastructure, and asset assessment and develop a deferred maintenance plan to create a comprehensive and prioritized picture of City infrastructure maintenance and replacement needs.
- B.** Establish a City-wide fleet replacement fund.

PERFORMANCE INDICATORS

- Increase in asset conditions ratings for streets and fleet
- Increase in miles of trails, sidewalks, and bike lanes maintained by the City
- Wastewater treatment plant capacity usage
- Percent of work orders completed biannually



Goal 4: Financial Stability

Ensure the City has adequate and sustainable financial funding to deliver high-quality services to residents by maximizing revenue and ensuring transparency in all facets of the City's financial management.

OBJECTIVES & ACTIONS

4.1 Increase revenue to strengthen the City's long-term financial position.

- A. Explore options to increase tax revenue. Options may include tax measures, increasing the Transient Occupancy Tax or sales tax revenue via economic development activities, creating a special tax district, and/or other available means.
- B. Establish city policy to review and update impact fees a minimum of every five years. Continue to prioritize a fee study review of all city fee structures to include Utility Rates, Impact Fees, and other User Fees every three to five years per established procedure.
- C. Develop and diversify the City's grant funding portfolio to increase the percentage of services funded by external sources.
- D. Coordinate with local government agencies such as Stanislaus Council of Governments and Stanislaus County Board of Supervisors to establish additional sources of funding.
- E. Continue the current close coordination with the Federal and State representatives to provide revenues such as Congressional Direct Funding for priority infrastructure projects.

4.2 Create and strengthen reserve funds to ensure long-term sustainability of City resources.

- A. Develop a long-term capital reserve/asset management funding policy for maintaining and replacing infrastructure assets that is aligned with the City's deferred maintenance plan (see Goal 3).

4.3 Improve internal financial processes.

- A. Document and evaluate the current collection and write-off process to identify opportunities to increase the consistency and effectiveness of operations across all departments that collect fees.
- B. Fully implement the City's cost allocation plan, and review periodically for updates to the allocation percentages.
- C. Update financial policies and procedures to modernize processes (see Efficient and minimize risk of fraud, waste, and abuse (see Effective Government section for more details).
- D. Establish a policy for an annual review of internal financial processes to enhance efficiency and ensure accountability.

PERFORMANCE INDICATORS

- Diversity of revenue sources
- Percent of revenue from grants
- Operating costs/budget ratio
- Revenue and expenditures per capita
- Credit rating
- Reserve fund levels
- Unfunded pension liability as a percentage of General Fund Budget



Goal 5: Efficient and Effective Government

Deliver high-quality services by streamlining government operations and investing in people, technology, and community engagement.

OBJECTIVES & ACTIONS

5.1 Recruit and retain highly-qualified staff.

- A. Ensure competitive salaries and benefits by continuing the practice of reviewing classification and compensation every three to five years and making appropriate adjustments as needed and when possible.
- B. Expand career development opportunities for staff. Activities may include:
 - Exploring the option of instituting an employee mentoring program that pairs new staff with seasoned mentors.
 - Establishing annual career development plans for staff members that identify professional development goals to prepare for future opportunities.
 - Creating a formalized staff training and development program, with a focus on increasing management skills for supervisors. Trainings can be provided either in-house or through a third party.
- C. Strive to conduct periodic employee engagement surveys to track engagement.

5.2 Increase the efficiency of operations by investing in technology and improving processes.

- A. Continue to update cybersecurity infrastructure and staffing resources.
- B. Establish policies to facilitate the implementation of broadband infrastructure.
- C. Explore options to accept online credit card payments for all City services and/or programs.
- D. Review and update policies and procedures to ensure they are aligned with modern standards. High-priority policy topic areas include cash handling, credit cards, emergency preparedness, purchasing, records retention, and travel.
- E. Continue efforts to digitize all City documents in an effort to move toward paperless operations.

- F. Reduce and eliminate the city's dependence on consultants wherever possible.
- G. Establish a policy for the City Manager, Directors, and Supervisors at all levels to innovate to create efficiencies and economies of scale wherever possible throughout the organization.
- H. Establish a policy to eliminate unnecessary and duplicative full and part-time employees through extensive analysis of all city functions by reallocation, reassignment, and attrition.

5.3 Leverage planning and a data-driven approach to ensure City activities are strategic.

- A. Develop annual department work plans based on the Strategic Plan and the City's budget.
- B. Develop a process to monitor Patterson population growth in comparison to needed services (public safety, housing, etc.).

5.4 Provide appropriate support to City Council and other governance groups.

- A. Develop and provide consistent onboarding and training to Council, board, commission, and committee members.
- B. Update The City of Patterson Governance Handbook.
- C. Continue developing processes and resources to orient potential Council candidates to the role.

5.5 Build community connectivity and increase public trust in City government by focusing on community engagement.

- A. Continue efforts to improve and expand communication with residents by utilizing social media and cultivating a City presence at community events.
- B. Continue to support City boards, commissions, and committees as a vital source of resident feedback.
- C. Proactively pursue, and incorporate, resident input into all major planning efforts.
- D. Explore options to establish an annual community survey to track residential concerns over time and ensure that services are consistent with community needs.

PERFORMANCE INDICATORS

- City staff position vacancy rate
- Annual employee turnover rate
- Percent of digitized City documents
- Social media engagement, reach and impressions, sentiment, and followers

APPENDIX A: ANNUAL PLANNING CYCLE

Each year, the City's management team will review the Strategic Plan and select specific objectives and actions they believe will be critical to focus on for the upcoming year. These priorities will then be reviewed, edited, and approved by City Council. Once priorities have been established, the City's management team will develop a high-level implementation plan to identify specific actions, timelines, and responsible parties. At the end of the year, the City's management team will report on progress to City Council.



The general timeline will be as follows:

December - January

- Department Heads review current year activity and prepare Mid-Year Budget Requests and updates.
- City Manager reviews and approves Mid-Year Budget Requests.

January - February

- Finance Department presents Mid-Year Budget to Council for approval.
- Department Heads prepare revenue estimates and expenditure budgets for the following fiscal year and submit proposals to City Manager for review and approval.
- Management selects Strategic Plan objectives/actions for implementation in the following fiscal year and brings the proposal to City Council for review and approval.

April

- City Council reviews and amends the draft budget.

May

- Management presents proposed budget requests to Council as a Budget Workshop.

June

- City Council approves budget for the following year.

July-August

- Based on budget allocations and emergent needs, management develops a high-level implementation plan that describes actions, related timelines, and responsible parties.
- Management reports to City Council on progress toward the strategic priorities from the previous year (July-June).

October

- The planning cycle begins again

ACKNOWLEDGEMENTS

Thank you to everyone who dedicated time and provided valuable input during the development of this strategic plan, including:

- City of Patterson Community Members
- City of Patterson City Council
- City of Patterson Management and Staff

Prepared by Moss Adams LLP