

CITY OF MODESTO STRATEGIC PLAN 2020-2025



The Strategic Plan
includes

- Vision*
- Mission*
- Goals and*
- Strategies*



Prepared for the City of Modesto by Management Partners



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MESSAGE FROM THE CITY MANAGER

To the Mayor and City Council, Community Members and City Staff,

We are pleased to present the City of Modesto's 2020 – 2025 Strategic Plan. The plan serves as a roadmap for Modesto's promise as a place where our inclusive community can prosper, and innovation grows.

The attached document is the result of a year-long planning process that included the community, city management, and city staff. Through the process, the Council and executive team identified ten long-range goals and specific strategies for reaching those goals.

Our vision, mission, and goals focus on engaging with and serving the community. The strategies implementation action plan allows us to proactively, efficiently, and effectively provide that service.

Respectfully,

Joe Lopez
City Manager
October 2019



STRATEGIC PLAN OVERVIEW

The City of Modesto's **strategic plan** contains the elements shown in the graphic below. Regular progress reporting is an important task that ensures plan implementation. In addition, Council agenda reports may reference the goals and strategies contained in this plan. These steps keep the Council and public informed of how well the plan is being implemented.



CITY OF MODESTO LEADERSHIP

CITY COUNCIL



Ted Brandvold,
Mayor



Mani Grewal,
District 1
Councilmember



Tony Madrigal,
District 2
Councilmember



Kristi Ah You,
District 3
Councilmember



Bill Zoslocki,
District 4
Councilmember



Jenny Kenoyer,
District 5
Councilmember



Doug Ridenour,
District 6
Councilmember

Executive Team

- Joseph Lopez, City Manager
- Caluha Barnes, Deputy City Manager
- Scotty Douglass, Deputy City Manager
- Adam Lindgren, City Attorney
- Stephanie Lopez, City Clerk
- Galen Carroll, Chief of Police
- Rick Armendariz, Assistant Police Chief
- Alan Ernst, Fire Chief
- DeAnna Christensen, Director of Finance
- Jaylen French, Community and Economic Development Director
- Bill Sandhu, Public Works Director
- Laurie Smith, Parks, Recreation and Neighborhoods Director
- William Wong, Director of Utilities
- Norma Santoyo, Human Resources Director
- Charlie Haase, Chief Information Officer
- Thomas Reeves, Community and Media Relations Officer

STRATEGIC PLANNING PROCESS



The Strategic Plan was built using input from an array of stakeholders representing diverse interests including the City Council, members of the City's Advisory Boards and Commissions, community members and City staff.

Strategic planning plays an important role in the City's policy development and prioritization processes and has included the creation of annual action plans since FY 2008-09. The City's FY 2018-19 budget includes five overarching goals, the first of which is the adoption of an updated strategic plan. The City's prior strategic plan was adopted by the City Council in March of 2015 and served as a roadmap for FY 2015-16 through FY 2018-19.

The City of Modesto engaged Management Partners to assist with the development of the strategic plan. To update the plan, a wide range of stakeholders were invited to provide input and develop goals and strategies. Stakeholders included the following:

- City Council
- Members of Citizen Advisory Boards and Commissions
- Community members
- City Staff

CITY COUNCIL AND CITY MANAGER INTERVIEWS

Management Partners conducted one-on-one **interviews** with each member of the City Council and the City Manager. These interviews clarified the overall direction for the strategic plan and offered insights into the City Council's and the City Manager's assessment of the City's **strengths**, **limitations**, **opportunities**, and **threats** (SLOT); their **key priorities** for the next five years; and their **expectations** for the strategic planning process.

A STRATEGIC PLAN ENSURES MODESTO IS PURSUING ITS GOALS WITH INTENTION AND PURPOSE.

697 community members provided their opinions and vision for the future as part of an online community survey.

7 Town Hall meetings were attended by Modesto residents and led by City Staff between March 21st and April 17th, 2019.

CITY BOARDS AND COMMISSIONS FOCUS GROUPS

Management Partners convened a series of **focus groups** with the chairs and vice-chairs of the Modesto's Citizen Advisory Groups. Community leaders were asked to share their input on Modesto's key accomplishments, its major challenges, and their thoughts about the future for the City. The focus group format allowed for a synergy of ideas and inclusion of different perspectives.

ONLINE COMMUNITY SURVEY

The City partnered with California State University (CSU) Stanislaus to design and conduct an **online community survey** in the spring of 2019. Residents were asked to provide their opinions on Modesto as a place to live, their satisfaction with City services, and their priorities for the City's future.

STAFF QUESTIONNAIRE

The City's executive team was invited to respond to a **survey** to provide their input. Like the individual interviews with the City Council and City Manager, the purpose of the questionnaire was to solicit the team's input about the City's strengths, limitations, opportunities, threats, and obtain information about major ongoing and future projects and initiatives.

TOWN HALL MEETINGS

Based on information gathered during the focus groups and via the online survey, City staff facilitated a series of seven **town hall meetings**, one in each City Council district, as well as an additional meeting for community members unable to attend in their district. These meetings were designed to elicit community feedback on the City's strengths, its needs for the future, and potential strategic goals.

STRATEGIC PLANNING WORKSHOPS

Finally, the City of Modesto leaders participated in two full-day **strategic planning workshops**. In the first workshop, executive staff developed the major components of the strategic plan, including drafts of the vision and mission statements and the strategic plan areas of focus, goals and strategies. The second workshop engaged the Council to review and refine the vision, mission, goals and strategies for the City for the next five years. The outcomes of the Council workshop led to the vision, mission, goals and strategies reflected in this document.

25 chairs and vice-chairs of Modesto's 18 boards and commissions offered their ideas during focus groups held in February 2019.

18 members of the City's management team shared Strengths, Limitations, Opportunities, and Threats via a survey.

25 members of the City's City Council, executive leadership, and management team attended full-day strategic planning workshops on June 27th and August 6th, 2019.

VISION



The vision statement is an aspiration with a focus on the future. It is a statement of where the organization is going.

Modesto is an inviting and safe community with thriving neighborhoods.

MISSION



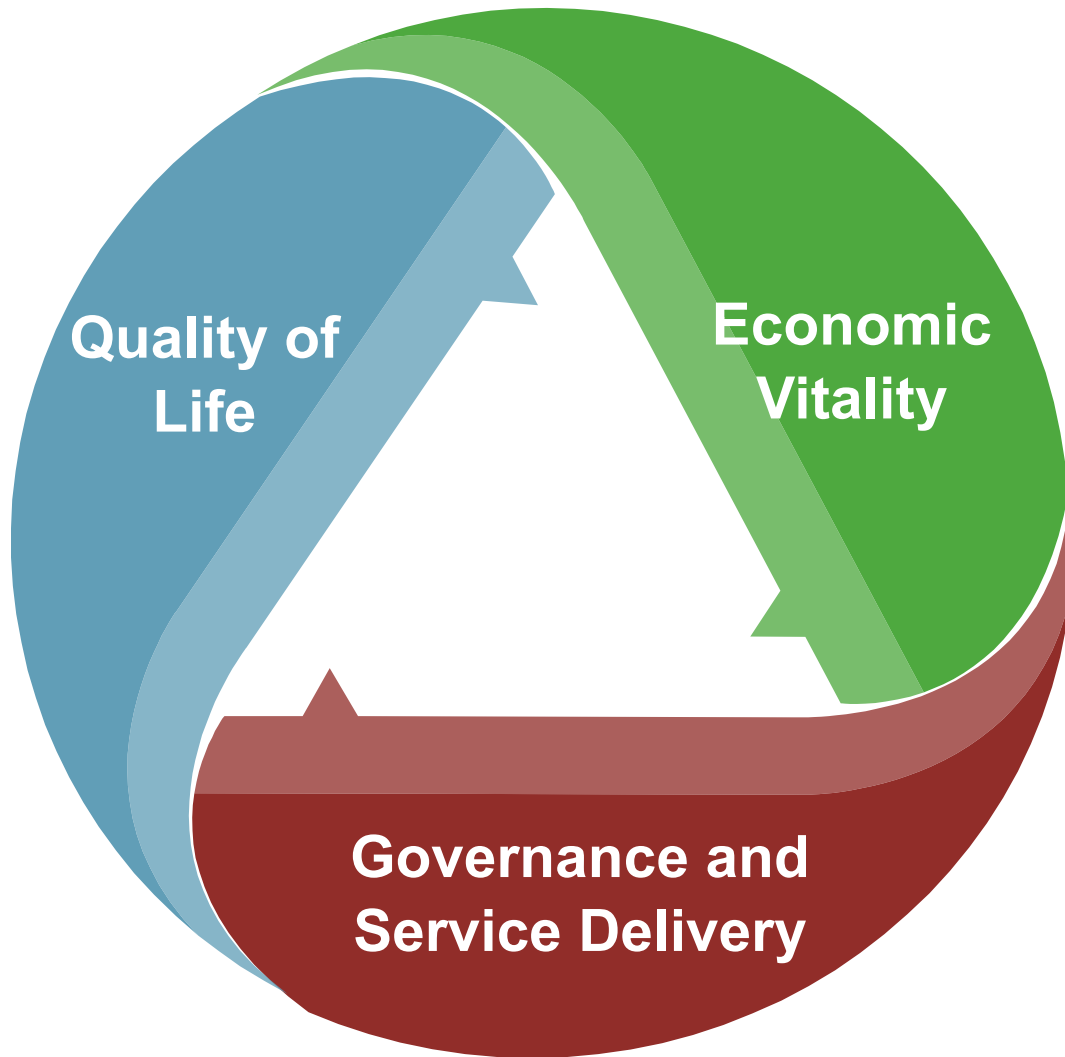
A mission is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

We are committed to the delivery of exceptional public services and building partnerships that promote economic prosperity and engaged neighborhoods.

AREAS OF FOCUS

The Strategic Plan contains three overarching areas of focus. A summary of the identified areas of focus, along with their definition statement is provided below.

QUALITY OF LIFE	Engage partners across the community to ensure the safety, resilience, and attractiveness of Modesto.
ECONOMIC VITALITY	Retain and attract residential, commercial, and industrial development to meet the community’s needs today and for the next generation.
GOVERNANCE AND SERVICE DELIVERY	Build community trust in City government through responsive, transparent and efficient service delivery.



QUALITY OF LIFE GOALS AND STRATEGIES



ENGAGE PARTNERS ACROSS THE COMMUNITY TO ENSURE THE SAFETY, RESILIENCE, AND ATTRACTIVENESS OF MODESTO.

Goal A. Improve community safety and quality of life through a combination of prevention and intervention efforts that address safety and its underlying issues.

Goal B. Increase pride in Modesto's diverse neighborhoods and business districts through beautification efforts and by investing in community assets and amenities.

Goal C. In partnership with public agencies and other key stakeholders, develop and implement a comprehensive housing and homelessness action plan.

Goal D. Provide safe, efficient, and reliable infrastructure through proactive community investment, maintenance and sustainability efforts.



GOAL A. IMPROVE COMMUNITY SAFETY



Improve community safety and quality of life through a combination of prevention and intervention efforts that address safety and its underlying issues.

STRATEGIES

1. Develop and implement a Public Safety Strategic Plan.
2. Engage staff and local organizations in public safety efforts.
3. Utilize public safety and quality of life key performance indicators to identify, analyze, and report on trends.
4. Establish a quality of life task force to tackle chronic problem areas.
5. Utilize technology to pinpoint hot spots and monitor impact.
6. Motivate and encourage staff and community members to identify and mitigate blight issues.



GOAL B. INVEST IN BEAUTIFICATION EFFORTS



Increase pride in Modesto's diverse neighborhoods and business districts through beautification efforts and by investing in community assets and amenities.

STRATEGIES

1. Evaluate the City's property maintenance and nuisance abatement codes as well as the code compliance process.
2. Determine priority areas for proactive code enforcement.
3. Evaluate current waste removal and city beautification policies and procedures.
4. Establish and implement a comprehensive citywide recycling and compost plan.
5. Develop a new solid waste plan increasing availability of bulky item pick up.
6. Create and implement a comprehensive tree health, maintenance, and replacement program and education campaign.
7. Create an inventory of City owned vacant or underutilized properties and develop a real estate disposition plan.
8. Review and update the Tuolumne River Regional Park Master Plan.



GOAL C. DEVELOP HOMELESSNESS AND HOUSING PLAN



In partnership with public agencies and other key stakeholders, develop and implement a comprehensive housing and homelessness action plan.

STRATEGIES

1. Develop and implement a comprehensive homelessness action plan that reduces encampments in public spaces, ensures the provision of supportive services, and identifies strategies for permanent housing.
2. Conduct a housing market analysis and implement a comprehensive housing strategy to position the City of Modesto to leverage alternative revenue sources (i.e., other government grants, loans, private and nonprofit funds).
3. Establish and implement policies that encourage the development of workforce affordable housing.



GOAL D. ENSURE SAFE, EFFICIENT, AND RELIABLE INFRASTRUCTURE



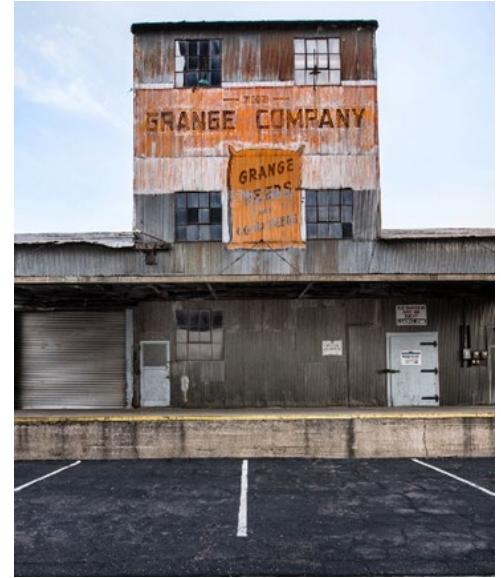
Provide safe, efficient, and reliable infrastructure through proactive community investment, maintenance and sustainability efforts.

STRATEGIES

1. Create and implement a comprehensive street and road maintenance plan.
2. Develop a comprehensive public transit plan.
3. Collaborate with the Altamont Commuter Train (ACE) to complete service improvements and station enhancements in Modesto.
4. Develop and implement a strategy to resolve illegal dumping and related nuisance abatement services.
5. Establish a plan to increase frequency of forestry and solid waste services in high-traffic areas.
6. Establish and implement an annexation policy that aligns with the City's long-term financial sustainability principles (including a robust review of the short- and long-term revenue and expenditures).
7. Develop and implement a citywide traffic management plan.



ECONOMIC VITALITY GOALS AND STRATEGIES



RETAIN AND ATTRACT RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL DEVELOPMENT TO MEET THE COMMUNITY'S NEEDS TODAY AND FOR THE NEXT GENERATION.

Goal E. Drive the success of a vibrant and economically sustainable business climate.

Goal F. Build and promote a recognizable and desirable identity for the City of Modesto.

Goal G. Make downtown Modesto a regional destination.



GOAL E. DRIVE ECONOMIC VITALITY



Drive the success of a vibrant and economically sustainable business climate.

STRATEGIES

1. Update the General Plan consistent with city vision.
2. Develop a citywide business incentive plan that fosters economic diversification (i.e., infrastructure investments, business attraction, retention and grow local entrepreneurs).
3. Collaborate with local hospitals and medical providers to create a medical district.
4. Develop public-private partnerships with local firms and educational institutions.
5. Collaborate with universities and colleges to offer educational and vocational services to train and develop current and future residents to meet local business workforce needs.



GOAL F. BUILD THE MODESTO BRAND



Build and promote a recognizable and desirable identity for the City of Modesto.

STRATEGIES

1. Develop and implement a City of Modesto communication plan and branding campaign.
2. Engage and train the community to serve as ambassadors of Modesto's "brand."
3. Engage stakeholders and develop a comprehensive community marketing strategy.



GOAL G. MAKE DOWNTOWN A DESTINATION



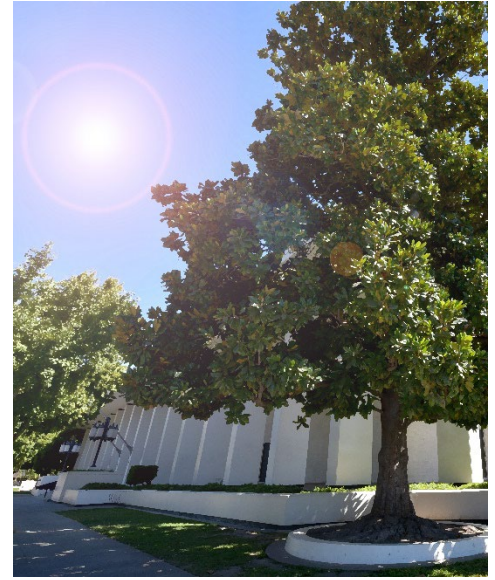
Make downtown Modesto a regional destination.

STRATEGIES

1. Create a downtown economic development strategy (including infill housing, mixed-use development, business retention and attraction, and placemaking).
2. Collaborate with downtown partners to expand upon existing successful downtown events and entertainment offerings.



SERVICE DELIVERY GOALS AND STRATEGIES



BUILD COMMUNITY TRUST IN CITY GOVERNMENT THROUGH RESPONSIVE, TRANSPARENT AND EFFICIENT SERVICE DELIVERY.

Goal H. Achieve long-term financial sustainability.

Goal I. Promote trust and engagement between the community and the City.

Goal J. Build a high-performance organization.



GOAL H. ACHIEVE FINANCIAL SUSTAINABILITY



Achieve long-term financial sustainability.

STRATEGIES

1. Pursue new and alternative revenue sources.
2. Apply private and public sector best practice financial strategies.
3. Address the City's pension liability and healthcare costs in alignment with long-term financial goals.
4. Conduct a comprehensive review of the City's organization structure to ensure efficient and effective operations and service delivery.
5. Review and update the citywide capital improvement plan and deferred maintenance needs.



GOAL I. PROMOTE TRUST AND ENGAGEMENT



Promote trust and engagement between the community and the City.

STRATEGIES

1. Develop and implement a broad community engagement plan to enhance public dialogue and trust.
2. Evaluate the effectiveness of the City's open government/transparency program.
3. Develop a comprehensive neighborhood capacity-building strategy.
4. Collaborate with community and civic organizations.
5. Develop a multi-lingual communications plan.



GOAL J. BUILD A HIGH-PERFORMANCE ORGANIZATION



Build a high-performance organization.

STRATEGIES

1. Develop an innovation and efficiency plan that utilizes private sector best practices.
2. Formalize the City's performance management system.
3. Streamline the development review process.
4. Commission a comprehensive review of City codes.
5. Implement the organizational workforce development and talent management plan.
6. Attract and retain high performance employees.
7. Explore "Smart Cities" initiatives and develop related policies to leverage technology to address key community needs and interests.





This strategic plan is designed to guide the work and future of the City of Modesto. The plan articulates the organizational vision and mission of the City of Modesto and establishes a goals and strategies as a guide for decision making.

An accompanying implementation action plan sets forth timelines and assignments for implementing the strategic plan.

City of Modesto Project Team

Joe Lopez
City Manager

Caluha Barnes
Deputy City Manager

Edgar Garcia
Management Analyst



CITY OF
MODESTO
C A L I F O R N I A

1010 10TH ST
MODESTO, CA 95354
(209) 577-5200