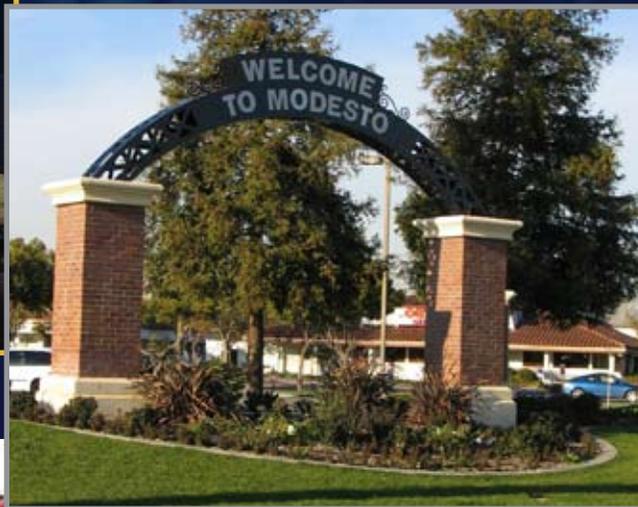


City of  
**MODESTO**

# STRATEGIC PLAN

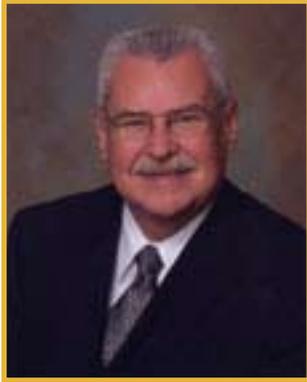
2010-2013

**EMBRACE IT**  
*every day, for every customer*



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**Mayor, Jim Ridenour**

On behalf of the Modesto City Council, I am pleased to present you with Modesto's 2010-2013 Strategic Plan.

This Strategic Plan is a guiding document for the City organization over the next three years providing direction for staff as we move Modesto forward. Centered on commitments, initiatives and performance measures, it is our road map to success as well as an accountability tool.

We are right-sizing and reinventing local government by changing how the City does business. We are focusing outward to what is best for the community and partnering with other agencies, organizations and community groups to get things done.

This document focuses on six strategic commitments to the community. Progress will be monitored by performance measures that tie with each initiative under the broad commitments.

In addition to building on our past and looking toward the future, implementing this strategic plan enables us to move efficiently and effectively to meet the needs of our citizens. Thank you for being an active part of our community.

A handwritten signature in black ink, appearing to read 'Jim Ridenour', written over a light-colored background.

Mayor Jim Ridenour

## MODESTO CITY COUNCIL

**Dave Lopez**

*Vice Mayor, District 1*

**Dave Geer**

*District 2*

**Garrad Marsh**

*District 3*

**Joe Muratore**

*District 4*

**Kristin Olsen**

*District 5*

**Brad Hawn**

*District 6*

## Vision

Modesto: a safe, attractive and vibrant city where people choose to raise a family, grow business and enjoy life.

## Mission

We are a service-driven organization committed to building partnerships that promote a vibrant business community and engaged neighborhoods.

## Values

- We value effective and efficient government with measurable success, accountability, transparency and solution-oriented employees.
- We value the uniqueness of our community and its cultural richness through arts and entertainment and small-town charm.
- We value exceptional customer service, innovative thinking and collaborative partnerships.
- We value partnerships that encourage safe neighborhoods and families as well as an educated community.
- We value a competitive marketplace in which business, organizations and partnerships flourish.

# Vision Mission & Values

Welcome to the City of Modesto's Strategic Plan. This document is the foundation for how the City allocates its resources, prioritizes its initiatives to best serve the citizens of Modesto and responds to future challenges and changes in priorities. This document is our commitment to be a service-driven organization with a culture of excellence where citizens get the best and employees give their best every day. The initiatives in this document move us from where we are to where we want to be and the performance measures provide the criteria to measure our progress along the way.

## The Planning Process

The City's last Strategic Plan was adopted in October 2001. The needs and resources of the City organization have drastically changed since that time, and as such City staff embarked on a new Strategic Plan that better reflects the resources available and the prioritization of those resources. In April 2010, the City Council met for two strategic planning workshops during which the following steps were taken:

- Business and Operations Analysis (SWOT) Conducted:  
Organizational and community strengths, weaknesses, opportunities and threats were discussed. Strengths included: location, strong non-profits, generous community, weather, entertainment, small-town charm, leadership and that the status quo is unacceptable. Weaknesses included: high drop-out rate, poor self-image, crime, weak customer service, current road conditions, traffic, fiscal challenges, lack of investment in the past, skill in workforce and being unfriendly to start-up businesses. Opportunities included: neighborhood associations/engagement, organizational right-sizing, regionalization, partnerships, redefining government, consolidation of services, agriculture as marketing tool, infill growth and redevelopment. Threats included: poor attitudes, crime, gangs, drugs, unemployment, non-competitive fees, over-regulated businesses and employee benefits.
- Vision, Mission and Values Statements Developed:  
Key words were discussed as they related to the City's vision, mission and core values. Definitions were also provided as to what each component should address. For the City's Vision, the Council focused on the inspiration for what they want Modesto to be and three themes were discussed—raising families, doing business and living. For the City's Mission statement, the Council focused on the organization's fundamental purpose and discussed services, partnerships and engaged neighborhoods. For the Values statements, the Council focused what they value about the community as well as the city organization. They arrived at core values for the organization and also the key assets of the community.
- Key Strategic Commitments Developed:  
Discussion of the Strategic Commitments occupied the bulk of both workshops. These commitments from the City Council are used to guide the direction of the community and will have measurable outcomes as initiatives from each department are fulfilled.
- Department Initiatives & Performance Measures Established:  
As the final step in this process, department directors incorporated the City Council's vision and developed initiatives for their respective departments in support of the Strategic Plan. The top initiatives are shown in this document; however, each department has a complete work plan by which they will be evaluated.

# EMBRACE IT

*every day, for every customer*

Exceptional Service

Measurable Success

Build Trust

Results-Oriented

Accountability

Community Outreach

Excite Pride

Innovation

Teamwork

We will be  
a service-driven  
organization with a  
culture of excellence  
where citizens get  
the best and  
employees give  
their best every day.

## Strategic Commitments

The City of Modesto's Strategic Plan is our commitment to make sound decisions about the services provided that are measurable and linked to fiscal resource allocations. Our six (6) Strategic Commitments are:

**#1:** *Build and promote partnerships that engage neighborhoods and create a sense of community.*

**#2:** *Provide a safe and inviting community in which to live, work and visit.*

**#3:** *Provide an innovative and accountable city government that embraces a standard of service excellence through adaptive leadership and responsive public service.*

**#4:** *Foster a vibrant, competitive and diverse economic environment for business.*

**#5:** *Champion education partnerships.*

**#6:** *Promote Modesto.*

### Focus Areas of the City's Strategic Commitments :

Community & Partnerships

Public Safety

Effective City Government

Economic Development

Education

Enhancing Modesto's Image

## Department Initiatives

The Department initiatives listed on the subsequent pages highlight significant projects that form the core of the overall strategic commitments.

Departmental Initiatives will include performance measures that compare actual performance with expected results. The City's performance measures will capture the adjacent focus areas by measuring the following:

- What/How Much we Do? (Effect)
- How Well We Do It? (Quality/Efficiency)
- Is Anyone Better Off? (Outcome/Effect)

# Community & Partnerships

**Build and promote partnerships that engage neighborhoods and create a sense of community.**

## **Initiatives:**

- Actively solicit, maintain and build new partnerships with organizations, volunteer groups and individuals that engage the community to improve neighborhoods.
- Partner with others to provide a wide range of cultural, entertainment, recreational and leisure opportunities that promote a healthy community.
- Support community events and activities that build community and neighborhood identity.
- Develop and deploy programs and partnerships to enhance and maintain the visual beauty of the City.
- Support strong and active neighborhood and business associations.
- Develop progressive code enforcement and neighborhood partnerships that encourage healthy and vital neighborhoods free of crime, blight and decline.
- Provide services and programs that enhance and diversify Modesto neighborhoods.



## *Provide a safe and inviting community in which to live, work and visit.*

### **Initiatives:**

- Create flexible Police units to address and reduce drugs, gang violence and auto thefts.
- Partner with local businesses to improve the downtown experience.
- Provide a safe and reliable network of public transportation, streets and sidewalks that promote walkability.
- Promote, enhance and increase community-based partnerships in crime prevention, fire and life safety and community policing.



STRATEGIC COMMITMENT #2



# Effective City Government

*Provide an innovative and accountable city government that embraces a standard of service excellence through adaptive leadership and responsive public service.*

## **Initiatives:**

- Collaborate with other local governments, community organizations and the private sector to ensure delivery of effective and affordable services to our citizens.
- Foster a work environment of cooperation, collaboration, transparency, productivity and partnerships by implementing “Embrace It... every day for every customer” throughout the organization as an expectation.
- Develop and implement customer satisfaction surveys to evaluate customer experiences with City services on a regular basis and implement appropriate service improvements.
- Integrate the Strategic Plan, departmental work plans and performance measures with the budget and resource allocation process.
- Expand the use of technology to streamline processes, maintain, analyze and provide information, and enhance services.

**EMBRACE IT**  
*every day, for every customer*



# Economic Development

*Foster a vibrant, competitive and diverse economic environment for business.*

## **Initiatives:**

- Encourage business attraction and retention through coordinated partnership efforts with the Chamber of Commerce, the Alliance, Downtown Improvement District, Convention and Visitor's Bureau and other organizations.
- Build upon existing local signature industries and resources by attracting complementary businesses and industries.
- Actively recruit businesses and industries that will bring a diverse foundation to Modesto's economic makeup.
- Build effective partnerships to address regional issues focusing on transportation, land use, utilities, fire and revenue sharing.
- Revitalize the City with a focus on strengthening existing neighborhoods and commercial areas as well as new development and redevelopment opportunities that foster unique and vibrant neighborhoods and business districts.
- Develop a customer liaison program.



## *Champion education partnerships.*

### **Initiatives:**

- Partner with City departments, local educational institutions and community organizations to support and develop programs that involve our youth and encourage them to be productive citizens.
- Partner with and support education institutions and businesses to lower our region's high school drop out rate and increase the college-going rate.
- Partner with educational institutions to help prepare an educated workforce that will foster local economic vitality.
- Support events and activities locally that provide positive outlets for youth as a crime prevention tool.



# Enhancing Modesto's Image

## Promote Modesto.

### Initiatives:

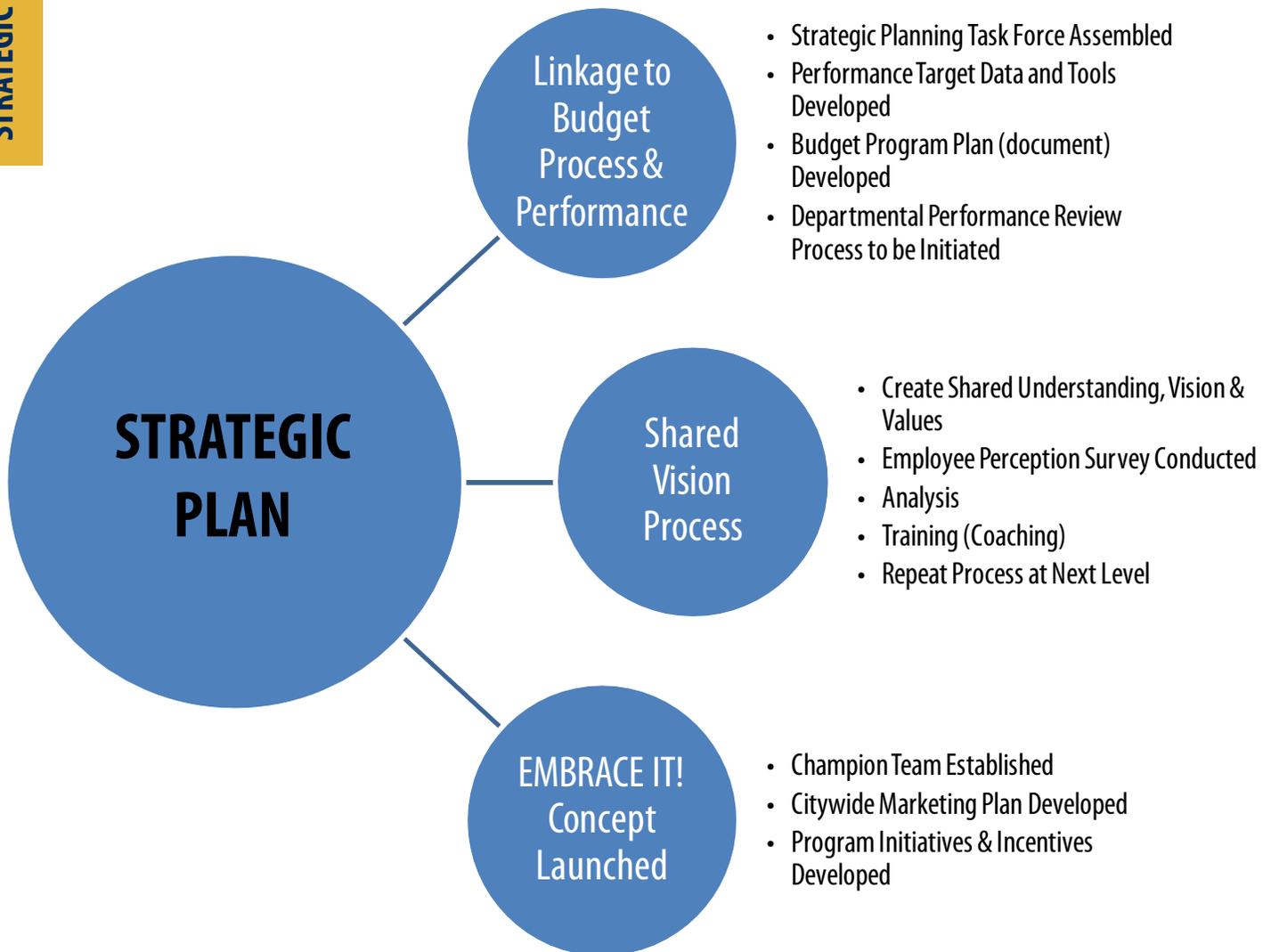
- Promote and enhance Modesto's cultural activities and programs.
- Promoting Modesto as a destination location for both large events and private events.
- Promote the City as an employer of choice.
- Educate the community about City programs and services.
- Partner with local organizations, agencies and community groups to brand and promote Modesto with one cohesive message and identity.



## *Strategic Planning and Budget Adoption Process*

The strategic planning implementation process includes the creation of a Strategic Planning Task Force who will be responsible for developing procedures and tools to be used in finalizing performance measures, data collection, and a final budget outline. The Task Force will be assembled to develop not only the process of accountability, but also the tracking tools and methods. A reporting system will focus on issues, keep the strategic plan in the forefront of the City's priorities, provide feedback to the City's executive team, and create a strategic management philosophy and shared vision.

## *Strategic Plan Project Strands*



## Strategic Planning Process Responsibility Matrix

Implementing a strategic plan requires a strong commitment from top leadership and a focus on communication at every opportunity through focus, clarity and reinforcement. This approach, called strategic alignment, has several advantages when implemented properly, including:

1. Efficient use of increasingly scarce resources,
2. Increased speed of execution,
3. Promoting team efforts towards common goals, and
4. Improving employees' motivation by giving them a sense of contribution to the results of their individual groups and of the organization as a whole.

The first component of a successful strategic alignment is the communication necessary within the organization to understand the elements of the vision and of the key strategic directions needed. Repetition by the leadership and management teams at every opportunity, including community meetings, staff meetings, and operational business reviews allow each employee to understand how he/she contributes to the overall success.

The second component of a successful strategic alignment is absolutely essential— link the results of each employee's job to the progress of the entire organization's strategy and to do it clearly. This is best accomplished by using measures of key performances (*KBMs= key business metrics, or KPMs= key performance metrics*), which can be connected to the employee's annual performance review.

Lastly, establishing the roles and responsibilities for the implementation of the strategic plan is critical. The below matrix provides a simple outline describing the roles and responsibility of staff.

<b>Strategic Planning Process Responsibility Matrix</b>		
<b>Responsible Party</b>	<b>Role</b>	<b>Description</b>
Department Heads	Champion of the Strategic Plan and Budget Program Plans	Advocate of the Strategic Plan and main liaison to City Manager
Division Directors	Sponsors of Strategic Initiatives	Responsible for overseeing multiple goals that fall under a strategic initiative; ensure accountability, allocate resources, address issues
Managers/Supervisors & Employees	Strategy Leaders	Responsible for implementation, management, and completion of specific departmental initiatives

# Embracing a Shared Vision and New Beginning



## *A* New Beginning

Since my appointment in 2008, it has been a pleasure and honor to serve as your City Manager for the City of Modesto. The last two years have been tough for all of us as we have felt the same hardships and successes. Yet, we will continue to look ahead, chart our course and work hard for this wonderful City.

On behalf of the Mayor, Council, Department Directors and City staff, it is with great enthusiasm and anticipation that I share with you the City's 2010-2013 Strategic Plan—our road map to embracing a new beginning and shared vision.

In charting this new journey, we first asked ourselves, have we met your expectations as City residents with excellence or mediocrity? Have we provided you with exceptional customer service on a consistent basis that is unmatched in local government? With certainty, the answer is that we have not, and this is a difficult reality. A reality that demands our attention to serving you better, and a mind-set that focuses on "customer first".

We recognize that in order to reinvent ourselves and how we do business we must change the culture, the very fabric of our City and embrace a culture of service excellence. This will not be an easy journey. It will take time and perseverance, as this is not a sprint it's a marathon! In starting this challenge we know that we cannot do it alone nor can we just leave it alone. Your voice is very important to us, we will need your input, patience and your partnership as we move forward. In the near future, we will hold several community meetings to obtain your input and comments.

In pursuing service excellence in City government, we have developed nine (9) key principles that reflect the standards that we are committed to as an organization. EMBRACE IT, every day, for every customer, is the cornerstone of our commitment. Being a champion of "EMBRACE IT" equates to being a champion of change, working toward a future that embraces community, businesses, partnerships and one that ignites a passion for service, innovation and accountability.

Lastly, please encourage us as you experience City services. Let us know if we are upholding the key principles that we have committed to as an organization.

Thank you for the opportunity to serve you!

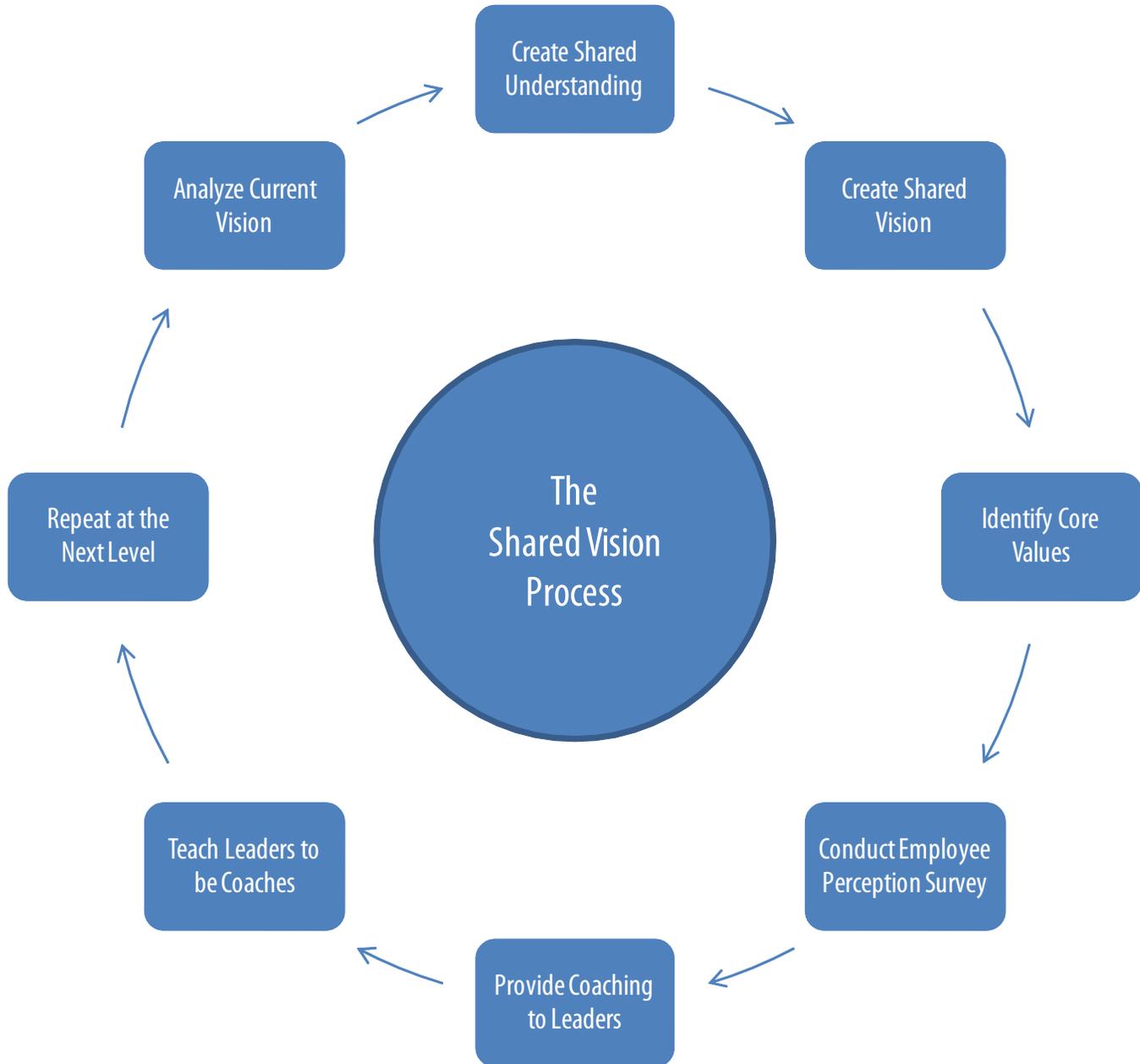
  
Greg Nyhoff

### 9 Key Principles

- E=Exceptional Service**
- M=Measurable Success**
- B=Build Trust**
- R=Results Oriented**
- A=Accountability**
- C=Community Outreach**
- E=Excite Pride**
  
- I=Innovation**
- T=Teamwork**

# Embracing a Shared Vision

## The Process



SHARED VISION PROCESS



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