

# Atwater City Council Strategic Plan Presentation

Monday  
March 25, 2019



# Mission, Vision & Values

# Our Mission



The Mission of the City of Atwater is to provide high quality, professional services and a safe family-oriented community where our residents may thrive.

# Our Vision



The City of Atwater is a regional leader in sustainable development offering a safe and welcoming community with a thriving downtown and stable economy that supports our growing population.

# Our Core Values



Integrity

Collaboration

Transparency

Diversity

Respect

Customer Service

Innovation

Responsiveness

# 2020-2025 Goals



1. Ensure Financial Solvency
2. Ensure Safety of Staff and Our Community
3. Promote Transparency through Communication
4. Optimize Organizational Structure
5. Promote Economic Development
6. Improve Quality of Life



Fiscal Responsibility

# 1. Ensure Financial Solvency



1.1 Maintain sound, responsible fiscal policies regulating debt and establishing parameters for reserves.

1.1.a. Set aside funds to achieve 10% of the General Fund in reserves.

1.1.b. Adhere to adopted policies and procedures.

1.1.c. Continue to review and update Master Fee Schedules and Rate Schedules on regular basis.

1.2 Prioritize use of discretionary funds based on the 2020-2025 Strategic Plan Goals.



# 1. Ensure Financial Solvency



1.3 Continue to seek local, regional and federal grant opportunities to support City projects, programs and initiatives.

1.4 Explore options to reduce pension liabilities.

1.5 Provide transparency in all activities related to municipal finance and ensure that financial records are accurate, reliable and timely.

1.6 Explore options for more effective service delivery mechanisms to reduce costs.



## 2. Improve Public Safety



2.1 Ensure adequate funding for appropriate levels of staffing and equipment for public safety personnel.

2.1.a. Develop a program to replace aging equipment and vehicles.

2.1.b. Explore potential public support for a public safety tax.

2.2 Support local and regional partnerships for mutual aid.

.

## 2. Improve Public Safety



2.3 Continue to update emergency operations plan(s), and ensure appropriate staff training and engagement for implementation.

2.4 Support emergency preparedness throughout the community.

2.5 Maintain safe, well-lit streets, roads sidewalks.

## 2. Improve Public Safety



2.6 Monitor treatment, storage and delivery systems to ensure safe, reliable delivery of water.

2.7 Develop an Active Transportation Plan.

2.8 Strengthen Code Enforcement.

2.9 Re-establish the Community Watch program.



# Public Outreach

## 3. Promote Transparency through Communication



3.1 Proactively communicate positive news about the City to residents, businesses and surrounding communities.

3.2 Use social media to disseminate positive news, milestones and accomplishments throughout the community.

## 3. Promote Transparency through Communication



3.3 Promote regional interaction and coordination with surrounding communities and service providers including schools, economic development interests, transportation and non-profit agencies.

3.4 Conduct a Community Survey to identify residents' priorities.

3.5 Conduct a series of Forums to explore key community issues.



# CITY OF ATWATER



## 4. Optimize Organizational Structure



- 4.1 Perform an internal audit of all departments.
  - 4.1.a. Perform a cost/benefit analysis to determine the viability of City services.
  - 4.1.b. Review Staff work-load.
  - 4.1.c. Adjust the organizational structure as needed.

## 4. Optimize Organizational Structure



4.2 Conduct a survey of employees.

4.3 Hire a permanent Public Works Director.

4.4 Invest in professional development training for Staff.



**LAND**

+



**LABOR**

+



**CAPITAL**

## 5. Promote Economic Development



5.1 Implement permit streamlining to attract and support business activities within the City.

5.2 Focus efforts on manufacturing, community development, and construction.

5.3 Explore opportunities to hire an economic development manager.

## 5. Promote Economic Development



5.4 Partner with local educational/academic institutions.

5.5 Explore opportunities for incubator business programs.



## 6. Improve Quality of Life



6.1 Maintain and refresh parks and facilities to provide quality experiences.

6.2 Promote community partnerships and events.

6.3 Explore opportunities to create a “Splash Pad” facility.

6.4 Evaluate the cost of services for recreational programs and explore opportunities for cost savings, program “sharing” and partnerships with non-profit organizations.



## 6. Improve Quality of Life



6.5 Identify potential locations for a community dog park.

6.6 Support Community Clean-Up and other beautification events and opportunities.

6.7 Work with Merced County to address homeless issues and find effective solutions.

# Implementation



Voters

Policy/Goals

Strategies

Tactics

Residents

City Council

City Manager

Staff