



# 2020-2025 STRATEGIC PLAN

## FINAL REPORT

Prepared by  
Kendall Flint  
Steve Flint



# Contents

1

Executive Summary and  
SWOT Analysis

3

Workshop and  
Survey Results

8

Strategic Plan



# Executive Summary

The City of Suisun City City Council directed staff to facilitate the development of a Strategic Plan to better position the City to prioritize the goals of the Council in a fiscally viable manner, aligning fiscal and human resources to achieve the agency's short- and long-term goals. Regional Government Services (RGS) was selected for this effort in June of 2019.

The RGS consultant team met with the Mayor, City Council members, City Manager and key staff to identify key issues, goals and desired outcomes. They also conducted a comprehensive audit reviewing all efforts currently prioritized by the City. This included a review of financial statements, annual budgets, Council meetings and local news reports.

To help guide the process, RGS utilized an approach based on the tenants of "SMART" planning; ensuring that the Plan's goals and strategies are specific, measurable, attainable, realistic and relevant to the City's focus and timely.



The effort included a community outreach component, public workshop, online survey and Council Study Session, resulting in this Strategic Plan.



# SWOT Analysis

While a number of topics and issues were raised throughout this effort, the following table represents the most consistent opinions across the diverse participant groups regarding the City's Strengths, Weaknesses, Opportunities and Threats:



## City of Suisun City 2019 SWOT Analysis

### STRENGTHS

- Waterfront access.
- Sense of "community".
- Unique neighborhoods.
- Historic downtown.
- Access to rail and transportation.
- Proximity to Bay Area.

### WEAKNESSES

- Lack of sales-tax generating businesses.
- Crime rate.
- Poor circulation and traffic.
- Lack of succession planning for staff.
- Entrance to City via Highway 12.
- Overall cleanliness of community

### THREATS

- Lack of funding for fire services and road maintenance.
- Impacts of sea level rise / climate change.
- Increase in homeless population.
- Ability to provide long term funding for dredging.

### OPPORTUNITIES

- Revitalization of the Downtown area.
- Development of underutilized parcels of land in the City.
- Better utilization/capitalization of rail access via Amtrak.





# Public Workshop

## Tuesday, August 27

The City conducted a public workshop to provide the community with an opportunity to share its views on the challenges and opportunities facing the City.

The meeting was promoted on the City's website and through social media channels. In addition, flyers were created and posted throughout the City.



### STRATEGIC PLAN WORKSHOP



HELP US PLAN FOR OUR CITY'S FUTURE

Tuesday, August 27

7:00 PM - 8:30 PM

City Hall Council Chambers  
701 Civic Center Blvd, Suisun City

*If you could change one thing to make Suisun City a better place to live now and in the future, what change would you like to see?*



*What do you think are SuisunCity's biggest assets?*





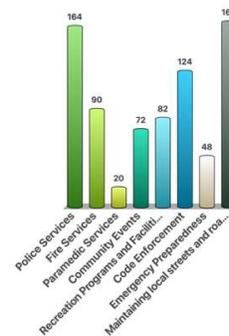
# Public Workshop

The top priorities for workshop participants were:

1. **Maintaining local streets and roads.**
2. **Attracting new businesses.**
3. **Revitalizing Downtown.**
4. **Police services.**
5. **Code enforcement.**

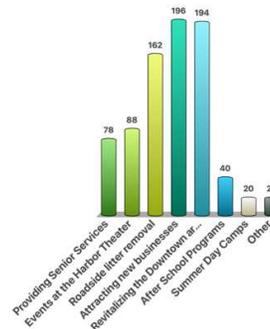
## What are your top FIVE priorities?

1. Police Services
2. Fire Services
3. Paramedic Services
4. Community Events
5. Recreation Programs and Facilities
6. Code Enforcement
7. Emergency Preparedness
8. Maintaining local streets and roads



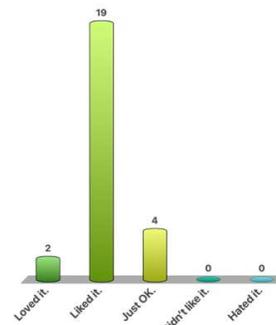
## What are your top FIVE priorities?

1. Providing Senior Services
2. Events at the Harbor Theater
3. Roadside litter removal
4. Attracting new businesses
5. Revitalizing the Downtown area
6. After School Programs
7. Summer Day Camps
8. Other



## How did you like the meeting?

1. Loved it.
2. Liked it.
3. Just OK.
4. Didn't like it.
5. Hated it.





# Online Survey

## Community/Faith Based Groups Contacted

### SENIORS

Casa De Suisun Apartments  
Joseph Nelson Community Center  
Seabreeze Mobile Home Park  
Senior Coalition of Solano County  
Suisun City Senior Center

### SERVICE GROUPS

American Legion Post 182  
DAV Chapter 81  
Fairfield HOST Lions Club  
Fairfield-Suisun Rotary Club  
Fairfield-Suisun Twilight Rotary Club  
Fraternal Order of Eagles  
Native Daughters of the Golden West  
Salvation Army Kroc Center  
Soroptimist Int'l of Central Solano  
VFW Post 2333  
Wednesday Club

### CIVIC GROUPS

Filipino-American Chamber of Commerce  
Filipino-American Community of Fairfield-Suisun-Vacaville  
Filipino Community of Solano County  
FMHI-Solano  
Hispanic Outreach and Latino Access (HOLA)  
Solano Hispanic Chamber of Commerce

### CHURCHES

Fairfield Korean Baptist Church  
Fairfield Suisun Spanish Church  
First Christian Church  
Grace Community Church  
Harbor Community Church  
Macedonia Church of God in Christ  
Marina Church  
Mount Calvary Baptist Church

The City developed and deployed an online survey from August 20 through October 15th. The survey, which was made available in English and Spanish, was taken by 232 participants. It was promoted on the City's website, social media and via community groups and events including the Downtown Arts and Wine Festival.



The top priorities for workshop participants were:

1. Public Safety
2. Economic Development
3. Maintaining Local Streets and Roads

*Complete results are being provided as an attachment however this summary includes highlights from respondents feedback.*

Q2 What is your favorite thing about living in Suisun City? ¿Qué es lo que más le gusta de vivir en Suisun City?

neighbors Home cooling place water Nothing Small town atmosphere Low crime  
people cost weather near water Close Suisun marina Events quiet  
close water area near live feeling Small town feel  
quaint waterfront Nice small town access  
community Crime small Old Town city marsh restaurants  
feel safe boat activities water front Close work location good small community  
nature downtown friendly S Low



# Online Survey

Q3 What is your least favorite thing about living in Suisun City? ¿Qué es lo que menos que le gusta de vivir en Suisun City?

poor road conditions empty maintained homeless people Walters Rd people Old Town  
Homelessness fire increasing residents Suisun City Traffic highway  
neighborhoods lots enough everywhere downtown kept need Hwy  
traffic landscaping shopping High city live Lack lighting  
crime take homeless buildings streets transients  
areas leave businesses Way trash Also restaurants crime rate  
parking now Suisun place police problem town services homeless population grown  
Highway ignored much code enforcement

Q4 What do you think are Suisun City's biggest assets? ¿Cuáles son los mayores atractivos de Suisun City?

businesses Beautiful city parks Suisun nice size Bay Area Water front s potential  
small harbor Community center area Events Marina  
Kroc Center waterfront train station Downtown water  
Location Small town atmosphere small town small town feel people  
district marsh great delta None downtown area Activities diversity

Q5 What do you think are Suisun City's biggest challenges? ¿Cuáles son los mayores desafíos de Suisun City?

Homeless population camps Homeless people improving tax base enough Attracting  
buildings money Attracting businesses area s residents Spending funds filling  
Homelessness coming lack clean businesses infrastructure  
city Keeping crime Homeless police fire Crime parks  
Keeping Bringing Need Code enforcement Police repair streets make  
people care better neighborhoods roads Economic Development downtown ways fires  
safe Growth vacant living



# Council Workshop

## Thursday, October 3

The City Council held a study session on October 3, 2019 which was attended by staff and open to the public reviewed results of the outreach effort and developed their own set of goals and strategies which were captured via notes and then used to develop the draft plan for Council consideration.





# 2020-2025 Strategic Plan

## **Our Mission**

Suisun City's mission is to provide a safe, healthy, inclusive community resulting in an exceptional quality of life where our residents and businesses prosper, and visitors feel welcome.

## **Our Vision**

Suisun City is an active, inclusive, sustainable and flourishing community committed to maintaining harmony between its urban and rural areas, supporting its history, arts and natural environment; and its thriving waterfront district, fostering opportunities for current and future generations.

## **Our Values**

Integrity  
Transparency  
Innovation  
Inclusivity  
Diversity  
Service  
Sustainability  
Community

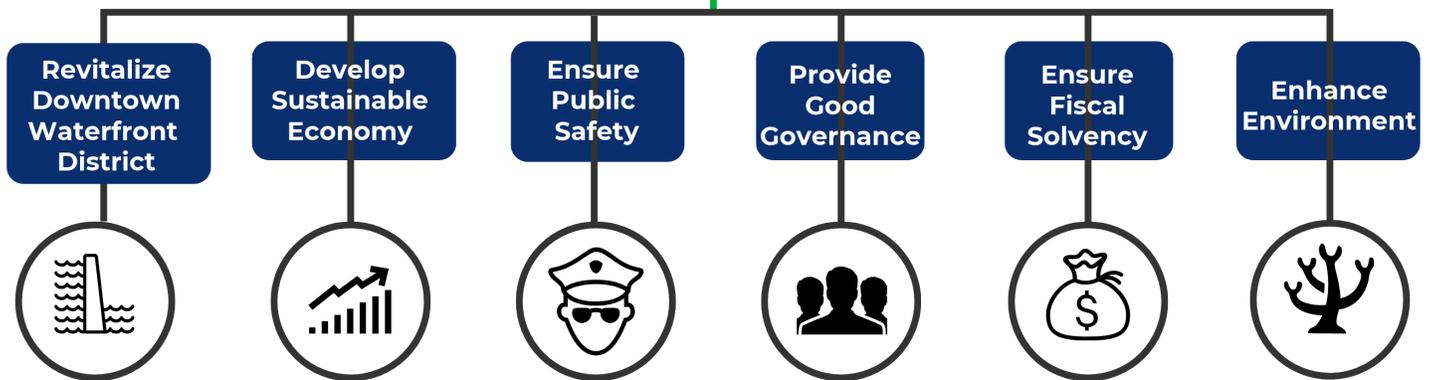


# Goals

## STRATEGIC PLAN

*2020-2025 Strategic Plan Goals*

### QUALITY OF LIFE





# 1. Revitalize Downtown Waterfront District

## Strategies

1. Improve the Downtown District and historic areas.
2. Explore viable tax-enhancing mechanisms to improve infrastructure.
3. Quantify desired districts and business types in Downtown.
4. Explore and enhance partnerships for business development and education.
5. Promote better utilization of waterways.
6. Maintain a clean and attractive Downtown area.
7. Rezone areas around the train depot to allow for more housing opportunities.



## 2. Develop Sustainable Economy

### Strategies

1. Promote sustainable economic growth by attracting small and medium-sized businesses and creating jobs.
2. Increase eco-tourism opportunities through better utilization of ecological assets.
3. Determine the economic viability of specific land uses.
4. Be business friendly and provide excellent customer service.
5. Perform a detailed inventory of underutilized land in the city and develop a plan to activate the property over a ten-year period.



# 3. Ensure Public Safety

## Strategies

1. Establish an acceptable staffing level for police and fire services to maintain public safety and identify funding mechanisms.
2. Improve the quality of local streets, roads, and sidewalks to promote safety for all modes of travel including vehicles, pedestrians and bicycles.
3. Develop a program to keep all public spaces, parks, medians, and neighborhood gateways clean and well maintained.
4. Ensure vacant landowner code compliance.
5. Optimize the use of technology to drive efficiency, productivity and customer service.
6. Develop and implement emergency preparation, response and recovery plans across the organization in collaboration with other community efforts.
7. Pursue cost recovery for first-responders medical calls (insurance policy).
8. Develop an Emergency Operation Center (EOC).
9. Elevate the level of EMS care (Paramedic).
10. Create a coordinated team to address issues not just symptoms by partnering with social services to connect unsheltered residents with resources and housing.



# 4. Provide Good Governance

## Strategies

1. Review and update required planning and financial documents as needed.
2. Develop a community partnership plan to increase community engagement at all levels of the city in events, volunteer opportunity and commission/committee involvement.
3. Develop partnerships with education, governmental and other agencies to deliver services and/or support efforts on behalf of the City.
4. Update the resource management plan.
5. Create diversity in staffing that is representative of the community.
6. Apply appropriate training technology and tools for staff efficiency.
7. Improve productivity, efficiency, effectiveness, customer service and citizen satisfaction in all areas of the municipal organization.
8. Continuously improve the City's governance process.
9. Seek balance between property rights and social responsibility.
10. Develop a web site that is easy to use/navigate.
11. Promote proactive public education through multiple channels including social media and traditional efforts to maximize public participation.
12. Develop a succession plan for staff.



# 5. Ensure Fiscal Solvency

## Strategies

1. Identify new revenue options for consideration by Council.
2. Leverage existing resources appropriately.
3. Initiate an asset management program.
4. Explore privatization or contract opportunities.
5. Maximize grant opportunities.
6. Develop a succession plan for staff.
7. Develop a long-term fiscal policy and asset management plan for all departments.
8. Apply performance based and data driven budgeting.
9. Commit to a balanced budget and prepare for recession.



# 6. Enhance Environment

## Strategies

1. Improve walkability of the entire City.
2. Improve tree inventory and plant more trees.
3. Maintain a clean City.
4. Partner with agencies including Solano County, California Department of Fish and Wildlife and conservation groups to improve and protect wildlife habitat and ecosystems of Grizzly Island and the inland Delta waterways.
5. Explore alternatives to dredging.
6. Engage citizens in ways to educate and change behavior toward more sustainable living principles.
7. Promote community and neighborhood livability.
8. Enhance community connections.