

CITY COUNCIL
Alma Hernandez, Mayor
Princess Washington, Mayor Pro Tem
Jenalee Dawson, Councilmember
Marlon L Osum, Councilmember
Amit Pal, Councilmember



CITY COUNCIL MEETING

A G E N D A
SPECIAL MEETING OF THE CITY COUNCIL
OF THE CITY OF SUISUN CITY
SATURDAY, OCTOBER 26, 2024
9:30 AM

Suisun City Council Chambers - 701 Civic Center Boulevard - Suisun City, California

CITY COUNCIL STRATEGIC PLANNING WORKSHOP

*CITY COUNCIL MEETINGS ARE HELD IN-PERSON
PUBLIC PARTICIPATION IS ALSO AVAILABLE VIA ZOOM*

ZOOM MEETING INFORMATION:

WEBSITE: <https://zoom.us/join>

MEETING ID: 878 7840 0687

CALL IN PHONE NUMBER: (707) 438-1720

*REMOTE PUBLIC COMMENT IS AVAILABLE FOR THE CITY COUNCIL MEETING BY EMAILING
CLERK@SUISUN.COM (PRIOR TO 8 AM), VIA WEBSITE, OR ZOOM CALL IN PHONE NUMBER (707) 438-1720*

*(If attending the meeting via phone press *9 to raise your hand and *6 to unmute/mute for public comment.)*

ROLL CALL

Councilmembers

CONFLICT OF INTEREST NOTIFICATION

(Any items on this agenda that might be a conflict of interest to any Councilmembers should be identified at this time.)

WELCOME BY THE MAYOR

AGENDA REVIEW

ICEBREAKER

OVERVIEW OF THE STRATEGIC PLAN FRAMEWORK

REVIEW OF THE CITY OF SUISUN CITY'S TRENDS OVER THE PAST FIVE YEARS AND ENVIRONMENTAL SCAN

OVERVIEW OF STAKEHOLDER INPUT AND EMERGING THEMES

DISCUSSION OF GOALS AND STRATEGIES

- Working Lunch.

PUBLIC COMMENT

(In accordance with Section 54956(a), public comments are limited to items on this closed session agenda, and to no more than 3 minutes unless allowable by the Mayor/Chair. Speaker cards are available on the table near the entry of the meeting room and should be given to the City Clerk. By law, no prolonged discussion or action may be taken on any item raised during the comment period.)

CITYWIDE VISION, MISSION, AND VALUES

REVIEW OF DISCIPLINE, FOCUS, AND IMPLEMENTATION BEST PRACTICES

WORKSHOP CLOSING COMMENTS AND WRAP-UP

ADJOURNMENT

Public Access To Agenda Documents

A complete packet of information containing staff reports and exhibits related to each item for the open session of this meeting, and provided to the City Council, are available for public review at least 72 hours prior to a Council /Agency/Authority Meeting at Suisun City Hall 701 Civic Center Blvd., Suisun City. Agenda related writings or documents provided to a majority of the Council/Board/Commissioners less than 72 hours prior to a Council/Agency/Authority meeting related to an agenda item for the open session of this meeting will be made available for public inspection during normal business hours. An agenda packet is also located at the entrance to the Council Chambers during the meeting for public review. The city may charge photocopying charges for requested copies of such documents. To the extent feasible, the agenda packet is available for online public viewing on the City's website: <https://www.suisun.com/Government/City-Council/Agendas>.

The City Council/Agency/Authority hopes to conclude its public business by 10:00 p.m. No new items will be taken up after 10:00 p.m., unless so moved by a majority of the City Council, and any items remaining will be agendized for the next meeting. The agendas have been prepared with the hope that all items scheduled will be discussed within the time allowed.

Accommodations

If you require an accommodation to participate in this meeting, please contact the City Clerk at (707) 421-7302 or clerk@suisun.com. The City's reasonable accommodation policy is available for review on the City's website at www.suisun.com/government/city-council/, you may request an electronic copy or have a copy mailed to you. Please note that for accommodations that are not readily available, you must make your request as soon as you can prior to the time of the meeting.

Decorum

All participants are expected to conduct themselves with mutual respect. Conduct that disrupts meetings will be addressed in accordance with Section 54957.95 of the Government Code.

Ordinances

Ordinances are city laws contained in the Suisun City Municipal Code. Enacting a new city law or changing an existing one is a two -step process. Government Code 36934 provides, except when, after reading the title, further reading is waived by regular motion adopted by majority vote all ordinances shall be read in full either at the time of introduction or

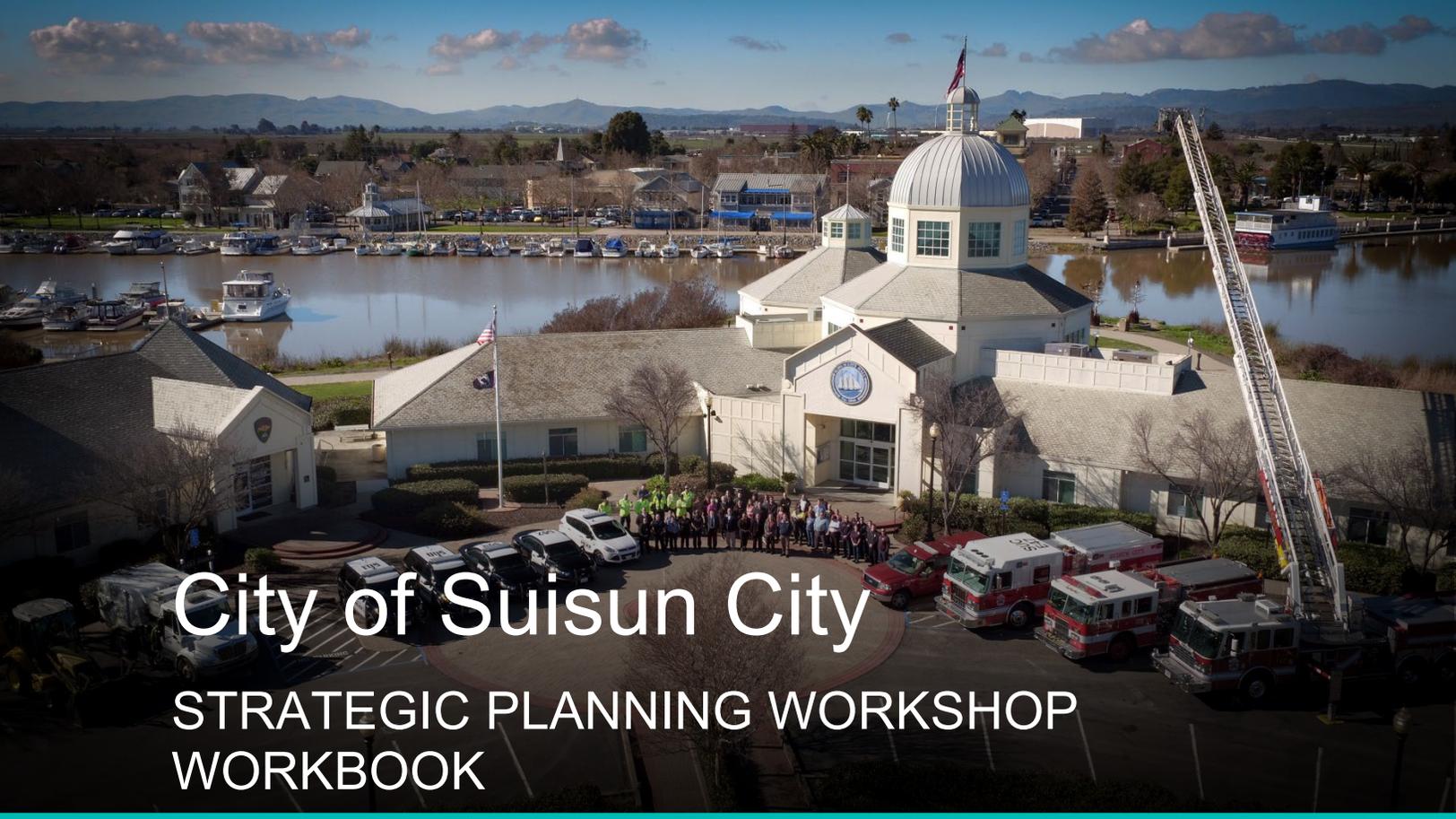
passage; provided, however, that a reading of the title or ordinance shall not be required if the title is included on the published agenda and a copy of the full ordinance is made available to the public online and in print at the meeting prior to the introduction or passage.

Certification of Posting

Agendas for regular and special meetings are posted in accordance with the Brown Act at Suisun City Hall, 701 Civic Center Boulevard, Suisun City, CA. Agendas may be posted at other Suisun City locations including:

- Suisun City Fire Station, 621 Pintail Drive, Suisun City, CA;
- Joe Nelson Center, 611 Village Drive, Suisun City, CA;
- Harbor Master Office, 800 Kellogg Street, Suisun City, CA.

I, Bianca Vasquez, Administrative Assistant for the City of Suisun City, declare under penalty of perjury that the above agenda was posted and available for review, in compliance with the Brown Act.



City of Suisun City

STRATEGIC PLANNING WORKSHOP WORKBOOK

October 26, 2024

9:30 am – 4:00 pm
Council Chambers

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Introduction

This workbook will be used during the October 26, 2024 strategic planning workshop.

Meeting Objectives



Gain an understanding of the value of strategic planning



Build consensus on the City's mission, vision, values, goals, and strategies



Strengthen team cohesion

Meeting Participants

- Mayor Alma Hernandez
- Mayor Pro Tem Princess Washington
- Councilmember Jenalee Dawson
- Councilmember Marlon Osum
- Councilmember Amit Pal
- City Manager Bret Prebula
- Recreation, Parks and Marina Director Janet Hull
- Information Technology Manager Rowland Roberts
- Development Services Director Jim Bermudez
- Finance Director Lakhwinder Deol
- Fire Chief Brad Lopez
- Human Resources Administrator Christina Penland
- Police Chief Aaron Roth
- Public Works Director and City Engineer Nouae Vue

Meeting Facilitators

- Christine Butterfield, Senior Manager
- Magda Gonzalez, Special Advisor

Meeting Agenda

- Welcome by the Mayor
- Opening comments from the facilitators
- Icebreaker exercise
- Overview of the strategic planning framework

- City staff's presentation of the environmental scan
- Overview of stakeholder input and emerging themes
- Discussion of goals and strategies
- Review and confirm or modify the citywide vision, mission, and values
- Discipline, focus, and implementation of best practices
- Public comments
- Workshop closing comments and wrap-up

Information Gathered

As part of the strategic planning process, input has been gathered from councilmembers, department directors, City staff, and community members.

Interviews with Councilmembers

The Baker Tilly team met with each member of the City Council early in the information-gathering phase. We sought to learn about their key policy interests and views about the strategic planning process (Attachment A).

Employee Survey

All employees were invited to complete an electronic survey in September to share their opinions and ideas about the City and the strategic planning process. The survey asked about the City's strengths, weaknesses, opportunities, and challenges. Respondents were also asked to provide feedback on the City's existing vision, mission, values, and goals. Lastly, the survey asked employees to identify one significant need of the City that they hoped would be included in the updated strategic plan. A total of 34 employees responded (Attachment B).

Community Survey

An electronic community survey was deployed via the City's website, social media pages, and distribution through the City's GovDelivery system. The survey sought to understand community stakeholders' opinions about whether the City's strengths/opportunities and limitations/challenges that were identified in the City's 2019 strategic plan are still relevant. The survey also asked about respondents' ideas on the City's vision statement and overarching goals. The community survey received 412 responses (Attachment B).

Department Directors Questionnaire

The City Manager distributed a questionnaire to the department directors about major plans, projects, and initiatives. Assessing which plans, projects, and initiatives are **currently underway and approved** versus **desired but not yet underway or approved** will help inform the goals and strategies developed during the strategic planning workshop (Attachment C).

Community Meetings

The City Manager met with three community groups to gather input from key stakeholders about the City's strategic plan (Attachment D). Representatives from the following groups were included:

- Local businesses, realtors, and developers;
- Environment and climate; and
- Public safety.

Environmental Scan

Slides have been prepared by City staff and will be presented during the strategic planning workshop. The environmental scan shows key factors that should be considered as the strategic plan is developed.

Structure of Strategic Plan

Structure of the Strategic Plan

The Strategic Plan is a document that will reflect the policy and project priorities of the Council. It will provide guidance for budgeting and annual staff work plans.

After adoption of the Strategic Plan, Baker Tilly will provide a template for an Implementation Action Plan that City staff can use in making assignments and establishing timelines for implementing the strategies. It is in that document that some of the detailed tasks can be incorporated that are not appropriate in the policy document.



Vision, Mission,
and Values



Goals



Strategies



Implementation
Action Plan

Strategic Plan Roles

The roles and responsibilities of various community stakeholders that pertain to the strategic plan are summarized below.

City Council

The City Council plays a critical role in the City's strategic planning process. Council's responsibilities include reflecting on past community trends, ongoing needs, interests, hopes and aspirations of the community to set the vision for the future. The vision guides the development of goals, strategies and the related Council policies, along with the programs and services delivered by the City staff team. The Council has legislative oversight to review and approve key strategic projects, ordinances, and resolutions that align with the City's strategic plan. Council's challenge in strategic planning is exercising the discipline to remain focused on the strategic plan, vision and goals. Discipline and focus are critical to Suisun City's ability to deliver meaningful progress and measurable results on the goals and strategies.

City Manager and Staff

The City Manager plays a central operational role in the strategic planning process. The City Manager is responsible for implementing the strategies that drive the strategic plan goals through day-to-day management and coordination of City staff, departments and operations. The City Manager is tasked with operationalizing the Council's vision and goals into practical programs, services, and projects. The City Manager may also provide professional advice and analysis to the Council regarding opportunities and impediments tied to the strategic plan goals, including assessing the feasibility of initiatives, recommending alternatives, and helping the Council understand the potential impacts of various decisions.

Boards and Commissions

The City's Boards and Commissions play an advisory role to the City Council and provide expertise, input, and community perspectives that help shape policies and initiatives. The advisory work of the City's Boards and Commissions informs the Council's policy decision-making process. Their involvement ensures that the strategic plan reflects and represents diverse viewpoints and addresses the community's interests.

Community Members

Community members' involvement ensures that Suisun City's vision, mission, goals and strategies reflect the culture, true interests, aspirations, and values of the people who live there. It is important that community members share their perspectives, priorities, and concerns and remain involved by receiving progress reports and continue to contribute and provide input as the Council and City Manager make progress on the strategic plan. This feedback helps City leaders continuously identify emerging issues that matter to residents and community stakeholders and celebrate strategic plan successes.

Goals and Strategies

As a starting point for discussion, we have provided a set of strategies associated with each of the draft multi-year goals. These strategies were drawn from City Council interviews, the departments' questionnaire submittals, stakeholder questionnaires, and community meetings.

Strategic Plan Goals and Strategies Criteria

These are examples of criteria for Council's consideration in determining what to include in the Strategic Plan:

- Is it a non-routine item?
- Does it represent topics important to the Council?
- Will it help the Suisun City move forward?
- Will it require significant staff effort?
- Will it require an investment of existing or new resources?
- Will it continue as of November 1, 2024 or begin over the Strategic Plan timeframe?

The final Strategic Plan should be one that can be resourced, assigned, and implemented during the next several years. (NOTE: Specific tasks that contribute toward a strategy should go into the Implementation Action Plan or a department's work plan, rather than the Strategic Plan.)

Definitions

Goals

A brief statement of the desired outcome to be achieved over multiple years, in the *long term*

Goal Statement

A description of what success looks like in five years

Strategies

Array of policies, programs and major initiatives designed to move the City toward achieving the goals

Goal Area Themes

The themes that emerged for the City of Suisun's goal areas are listed below.

- Sustainability and Stewardship
- Community Vibrancy
- Public Safety and Community Appeal

Draft Goals and Strategies for Discussion

GOAL AREA A: Sustainability and Stewardship

Example Goal Statement: Develop strategies, policies and programs that result in long-term social, economic and financial sustainability for our community.

Draft Strategies	Status <i>(currently underway or not yet underway)</i>	Time Span (number of years to complete)	Fiscal Year to Begin Strategy
1. Financial Plan Development through 2028	Currently underway		
2. Finance Policies Update including budget transfer policy	Currently underway		
3. Update Impact and Master Fee Study			
4. HDL Business License Program and related implementation	Currently underway		
5. Climate and Adaptation Plans (sea level rise and ongoing analysis)	Currently underway		
6. Legislative Platform (with Gonsalves and Sons)	Currently underway		
7. Explore outsourcing options for city services (public safety services, waste management, maintenance services)	Currently underway		
8. Citywide Restructuring of the LLDs/CFD	Not yet underway		
9.			
10.			



Discussion Questions

1. Are any critical strategies missing?

2. Should any strategies be deleted?

3. Any overall input or comments about the proposed strategies?

GOAL AREA B: Community Vibrancy

Example Goal Statement: Establish a shared vision of community vibrancy based on market demand and the interests of our community members along with private and public partners.

Draft Strategies	Status <i>(currently underway or not yet underway)</i>	Time Span <i>(number of years to complete)</i>	Fiscal Year to Begin Strategy
1. Economic Development Strategy and Implementation Plan a. North Bay Clinic b. Redevelopment of opportunity sites (Sunset building feasibility review, postage stamp lot)	Currently underway		
2. Communication Plan	Currently underway		
3. Marina Development Plan	Not yet underway		
4. Logistics Annexation (Highway 12 and Suisun Logistics)	Currently underway		
5. Downtown Specific Plan	Currently underway		
6. Parking Study	Currently underway		
7.			
8.			



Discussion Questions

1. Are any critical strategies missing?

2. Should any strategies be deleted?

3. Any overall input or comments about the proposed strategies?

GOAL AREA C: Public Safety and Community Appeal

Example Goal Statement: Create an attractive and safe Suisun City for community members today and tomorrow.

Draft Strategies	Status <i>(currently underway or not yet underway)</i>	Time Span <i>(number of years to complete)</i>	Fiscal Year to Begin Strategy
1. Cannabis Saturation Analysis	Currently underway		
2. Unhoused Master Plan a. Unhoused staffing unit b. New policies including citation program			
3. Garbage Contract	Currently underway		
4. Illegal Dumping Cleanup Program	Currently underway		
5. Capital Improvement Plan (CIP) including Council Chambers updates, public safety equipment, computer replacements and plan	Currently underway		
6. CIP/Roads Annual Workplan and Advanced Planning	Currently underway		
7. Implementation of new technologies (NeoGov, GovInvest, Tyler Technologies)	Currently underway		
8. Humphrey Canal Project	Not yet underway		
9. Explore options for Public Safety Service Provision	Currently underway		
10. Cartograph Implementation	Currently underway		
11.			
12.			



Discussion Questions

1. Are any critical strategies missing?

2. Should any strategies be deleted?

3. Any overall input or comments about the proposed strategies?



Vision, Mission, and Values

As part of the strategic planning process, the City's vision statement, mission statement, and set of values will be confirmed or modified.

Vision: The desired future of the City of Suisun City

Current 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.

Characteristics of effective vision statements

- States the desired future for Suisun City,
- Short enough to be easily remembered,
- Does not repeat what is in the mission statement, and
- Is written in the present tense as if the City is already there.

Proposed Alternate 1

NOTES

Mission: State the purpose of the organization – why it exists

Current 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.

Characteristics of effective mission statements

- Clearly states the purpose of the organization and the reason for the organization’s existence,
- Short enough to be remembered,
- Does not repeat what is in the vision statement, and
- Is written in the present tense because it is what we do now.

Proposed Alternate 1

NOTES

Values: Drive behaviors of all members of the City (i.e., Council, Boards and Commissions, and staff)

Characteristics of effective values

- Clear enough for people to understand their meaning,
- Few enough to be easily remembered,
- Applicable to all levels of the organization, and
- Consistent with what executive leadership expects.

Organizations sometimes create an acronym to make the values easy to remember. For example, the Cypress Police Department uses **TIP: Teamwork – Integrity – Professionalism**

The City’s current values and values suggested in the employee survey responses are listed below.

We will engage the workshop participants in a discussion to identify the top five values among the following. If there are value concepts that are not captured in those that emerge as the top preferences, then the definitions can be crafted to ensure that the final list incorporates everything that is important.

Current Values	Values Suggested in Employee Survey
Integrity	Dedication
Transparency	Communication
Innovation	Visionary
Inclusivity	Diversity, equity, inclusion (all three together)
Diversity	Safety
Service	Security
Sustainability	Stewardship
Community	

Of these potential organizational values, what do you view as your **five** core organizational values?

1. _____
2. _____
3. _____
4. _____
5. _____

Attachment A: Council Interview Themes

Baker Tilly conducted individual interviews with each of the Councilmembers in August 2024. The themes that emerged from the interviews are summarized below.

What is one word that describes Suisun City today?

- Hope
- Directionless
- Potential (3)

What is one word you hope will describe Suisun City 20 years from today?

- Accomplished
- Accountability with taxpayer dollars
- The best
- Resilience
- Flourishing
- Thriving and resilient

Share the most important decision that you've made during your term.

- Decisions around public safety
- Micro transit
- Voted against wage increases and severance pay, which would result in a bigger structural deficit
- Change in City Manager
- Issuing the request for proposal for City Attorney services
- Budget approval and staff salary augmentation
- Stabilized public safety staffing and paused senior center property disposition

What do you love about Suisun City?

- The people
- The history and location
- The community really cares about the City and everyone knows everyone else
- The waterfront
- Resilience and interconnectedness of the community
- Small-town vibe and diverse/inclusive culture in the community

What do you believe are the City's strengths?

- Access to waterfront, harbor, and marshland (draws people to the downtown)
- Accountability
- Active and engaged Council
- Diversity of housing inventory for all income levels in the community
- Ecotourist destination

- Engaged, tight-knit, and inclusive culture of the community
- First responders' positive interactions with the community
- Local nonprofits are the heart of the community
- Proximity to Travis Air Force Base
- Resiliency
- Signature holiday events
- Transparency
- Transportation hub

Where do you see limitations, weaknesses and/or challenges to the City's work and efforts to progress?

- Lack of public information staffing and additional engagement; more communications staff resources
- City infrastructure: potholes, cleanliness of the community, code violations, unevenness of the roadway
- Lack of revenues
- No local physicians in the city (have dentists and vets) but only mobile clinic that refers to facilities outside the community
- No economic development plan
- Not on I-80
- Landlocked
- Employee retention is a challenge
- Opposition to low-income housing
- Lack of Council discipline to stay focused and communicate a clear shared vision
- Stubbornness
- Fear
- Shortsightedness
- Closedmindedness
- Location - flood/dredging/maintenance costs of the waterfront
- Don't have the resources to cover the costs of our services
- Lack of community information and education about the City's challenges

What are the opportunities that the City should pursue?

- Economic development plan needs to move forward
- Marketing of the community including
 - *Tell our story*, strengthen our reach, and highlight our assets
 - *Nourishing* new businesses
 - *Placemaking*: Yacht club and fishing
- Safe pedestrian crossing
- Dealing with our unhoused community members

- Community physical visioning for the future
- Capitalize on waterfront, marina, and marshland
- Bring back the museum
- Make the waterfront a historic district and include it on the national registry
- 34-acre lot prime for redevelopment (logistics center or other). Our upcoming economic development strategy and plan along with our collaboration with the Solano Economic Development Corporation
- Our diversity and unique community culture
- Downtown infill property development opportunities
- Fishing grant dollars for the harbor. “People love fishing and creating a pier is another win!”

What do you believe are barriers or external threats to the City’s success?

- Neighborhoods have been neglected and the infrastructure that feeds into them.
- Clarify the City’s role as compared to other governments.
- We need to do a better job of celebrating successes (i.e., the beautification project).
- What’s the Council’s role in combating barriers and threats?
- Understanding how Council “paddles together
- Councilmembers who bring an idea forward want to own it and take credit for it
- California Forever on pause
- State policies and regulatory agencies can be challenging.
- Reduced water allocations
- Expensive regulations imposed by the water district
- Unfunded mandates
- Imposition of affordable housing
- Influence from former elected officials
- Financial challenges
- Fiscal cliff and what does that look like (rely on Fairfield and combine resources...)

What do you believe should be the top priorities for the community in the next 5 years?

- Strategic economic development plan
 - More staff, more investors
 - Invite our community to shop and live locally. Increase foot traffic in our commercial areas.
- Public safety
- Environmental resiliency
- Infrastructure (roads, staffing, systems, dredging)
- Community engagement
- Staff development
- Create jobs here, so that residents don’t need to leave town.

-
- Encourage schools to teach more about local history.
 - Advocate that the school board teach more home economics.
 - Transportation. Microtransit is not working for seniors, the disabled, and youth. Maybe bring the bus service back or have a regular route. Not sure about how funding operates, or whether the City contributes to the cost of this type of change.
 - Refresh the local tax measure. I am concerned about what will happen if it doesn't pass.
 - Long-term financial stability
 - Quick visible wins that are low cost
 - Building trust with the public (both Council and City staff)
 - Ensure Council and staff are aligned
 - Fiscal growth and sustainability
 - Ensure service levels (especially safety) meet the needs of the community
 - Make sure the City has the resources it needs
 - Bold climate policies

Expectations pertaining to the strategic planning process:

- We should have a tune-up before the end of the fifth year.
 - Regular updates on progress
 - Check-ins to keep ourselves accountable with enough cushion to allow for policy tweaks as needed.
- Be okay to shift priorities
- Tangible wins to the community
- Would like to hear from department heads and learn where they want to take their departments
- We should look at the five current goals of the City

Attachment B: Employee and Community Survey SWOT Themes

Strengths, Limitations, Opportunities, and Challenges

Employees and community stakeholders were asked to strongly agree, agree, disagree, or strongly disagree with statements that presented a potential strength, limitation, opportunity, or challenge for the City of Suisun City. The items for which there was a high level of agreement are shown below in bold. Survey respondents had an opportunity to provide additional strengths, limitations, opportunities, and challenges. The themes of those open-ended responses are summarized below.

<p style="text-align: center;">Strengths</p> <p>Waterfront access Access to rail and transportation Proximity to Bay Area, Napa, Travis AFB Cultural diversity Community events Competent and dedicated City staff Recreational opportunities and proximity to nature</p>	<p style="text-align: center;">Limitations</p> <p>Lack of sales-tax-generating businesses Crime rate Lack of succession planning for staff Lack of public safety resources City staffing levels Lack of code enforcement Homelessness and vacant buildings Slow development Lack of public education and engagement</p>
<p style="text-align: center;">Opportunities</p> <p>Revitalization of downtown Development of underutilized parcels Improve image by addressing social issues Strategic location and Highway 12 visibility can attract businesses Collaborate for strategic regional growth Enhance public safety Increase use of the marina</p>	<p style="text-align: center;">Challenges/Threats</p> <p>Lack of funding for fire services and road maintenance Increase in homeless population Population growth outpacing public safety services Leadership disconnect Water quality Staffing recruitment/retention Lack of funding for City departments</p>

Note: Bold indicates an item that was identified during the previous strategic planning effort, and respondents indicated that it is still relevant

Attachment C: Departmental Projects and Initiatives

City Manager's Office

Major Plans, Projects, Initiatives	Status
Strategic Planning	Currently underway and/or approved
Economic Development Strategy and Implementation Plan	Currently underway and/or approved
Communication Plan	Currently underway and/or approved
Legislative Platform with Gonsalves and Sons	Currently underway and/or approved
Financial Plan Development through 2028	Currently underway and/or approved
Digital Filings for Form 700 and related forms	Currently underway and/or approved
Employee Engagement Committee	Currently underway and/or approved
North Bay Clinic	Desired, not yet underway or approved
Training and Organizational Culture	Currently underway and/or approved
Cannabis Saturation Analysis	Currently underway and/or approved
Annual and New Councilmember Process	Choose an item.
Unhoused Master Plan	Choose an item.
Climate and Adaptation Plans	Choose an item.
Economic Development Board Creation	Choose an item.
Public Safety Radio	Currently underway and/or approved
Citywide Restructuring of the LLDs/CFD	Desired, not yet underway or approved

Human Resources

Major Plans, Projects, Initiatives	Status
NeoGov Implementation (October 2024 – February 2025)	Currently underway and/or approved
Personnel Policies	Desired, not yet underway or approved
GovInvest Implementation	Currently underway and/or approved
Union Negotiations	Currently underway and/or approved
HR/Payroll Tyler Implementations	Currently underway and/or approved

Public Works

Major Plans, Projects, Initiatives	Status
Humphrey Canal Project	Desired, not yet underway or approved
CIP/Roads Annual Workplan and Advanced Planning (August 2025-October 2025)	Currently underway and/or approved
Paint Humphrey Curb Red-Traffic Review	Desired, not yet underway or approved
CIP Program-internal City Changes	Currently underway and/or approved
Work with PW Organizational Development	Desired, not yet underway or approved
Transition CIP from Parks to PW so that PW has all CIP	Currently underway and/or approved
Restructuring the LLDs	Currently underway and/or approved
Illegal Dumping Cleanup Program	Currently underway and/or approved
PW Staff/Workload Analysis	Desired, not yet underway or approved
Explore Contracting more Landscaping	Currently underway and/or approved
Garbage Contract	Currently underway and/or approved
SB 1383 Mandates	Currently underway and/or approved
Cartograph Implementation (Phase 1 – Fall, Phase 2 – Winter 24/Spring 25)	Currently underway and/or approved
LLD/CFD Feasibility Study	Desired, not yet underway or approved

Community Development

Major Plans, Projects, Initiatives	Status
333 Sunset Building Feasibility Review	Desired, not yet underway or approved
Marina Development Plan	Desired, not yet underway or approved
Economic Development Strategy and Implementation Plan (July 2024-December 2024)	Currently underway and/or approved
Postage Stamp Lot	Currently underway and/or approved
Enhance Infrastructure Financing Districts	Desired, not yet underway or approved
Cannabis Ordinance/Cannabis Saturation Analysis (Aug/Sept. 2024)	Currently underway and/or approved
Logistics Annexation (Highway 12 and Suisun Logistics)	Currently underway and/or approved
Downtown Specific Plan	Currently underway and/or approved
Impact and Master Fee Study/Update (Fall 2024)	Currently underway and/or approved
Parking Study	Currently underway and/or approved
Sea Level Rise-Ongoing Analysis/Plan	Currently underway and/or approved

Finance

Major Plans, Projects, Initiatives	Status
HR/Payroll Tyler Implementation	Currently underway and/or approved
FY 2024 Audit/ACFR	Currently underway and/or approved
HDL Business License Implementation	Currently underway and/or approved
FY 2025/26 Budget Process	Currently underway and/or approved
Budget Transfer Policy	Currently underway and/or approved
Ongoing new Investment Strategy Review/Implementation	Currently underway and/or approved
SSWA Prop 218 Process	Currently underway and/or approved
Master Fee/Impact Study	Currently underway and/or approved
LLD/CFD Analysis/Feasibility Study	Desired, not yet underway or approved

Recreation, Parks, and Marina

Major Plans, Projects, Initiatives	Status
Recreation Schedule to Council	Currently underway and/or approved
CIP Projects to PW	Currently underway and/or approved
Art Walk near Water Possibility	Currently underway and/or approved
Stage Trailer Purchase/Process/Use	Currently underway and/or approved
Working with PW on the following CIP Projects: Heritage Park, Prosperity Garden Park, Montebello Park, Boat Launch	Currently underway and/or approved

Information Technology

Major Plans, Projects, Initiatives	Status
Tyler ERP HR/Finance	Currently underway and/or approved
Security Assessment	Currently underway and/or approved
Network Infrastructure Citywide	Currently underway and/or approved
Additional Flock Camera Installations	Currently underway and/or approved
Council Chamber CIP Project	Currently underway and/or approved
Computer Equipment Replacement Plan	Currently underway and/or approved

Police

Major Plans, Projects, Initiatives	Status
Needs Assessment of Space at the Police Department to expand footprint; build out evidence storage	Desired, not yet underway or approved
Unhoused Citation	Currently underway and/or approved
Needs Assessment for staffing	Currently underway and/or approved
Hiring more Officers and Dispatch	Currently underway and/or approved
Homeless Unit	Currently underway and/or approved
Replace Radio Equipment in the next few years (\$300k)	Currently underway and/or approved

Fire

Major Plans, Projects, Initiatives	Status
Department Strategic Planning	Currently underway and/or approved
Reorganization – Contract for services	Currently underway and/or approved
Professional Development Plan	Currently underway and/or approved
Fire Service Review	Currently underway and/or approved
Fireworks Review	Currently underway and/or approved
Safe & Sane (Jan. 2025)	Currently underway and/or approved
CIP Analysis/Major Equipment Replacement	Currently underway and/or approved

Attachment D: Summary of Community Meetings

Public Safety Community Meeting Summary

Date	October 5, 2024
Location	City Hall Council Chambers
Overview	The meeting discussed key aspects of public safety in Suisun City, identifying what is working well and where improvements are needed for the Fire and Police Departments.
Facilitators	Bret Prebula and Bianca Vasquez

Key Discussion Points

1. Strengths in Public Safety

- Fire Department
 - **Community Engagement:** The Fire Department actively participates in local events, fostering positive relationships with residents.
 - **Response Times:** Quick and efficient response to emergency calls contributes to a heightened sense of safety within the community.
 - **Leadership:** The Fire Chief's leadership is well regarded by the community.
- Police Department
 - **Additional Resources:** The onboarding of two additional Community Service Officers has been positively received, helping to address community concerns.

2. Challenges and Areas for Improvement

- Staffing and Resource Limitations
 - **Staffing Shortages:** The Fire and Police Departments face personnel shortages, which can strain response capabilities during high-demand periods.
 - **Limited Resources:** The departments often operate with outdated equipment and constrained resources, necessitating a "do more with less" approach.
 - **Funding Needs:** There is a call for fiscal accountability and the pursuit of more grants to support public safety initiatives.
- Communication and Community Engagement
 - **Police Communication Gaps:** Residents expressed concerns about timely updates from the Police Department during ongoing incidents.
 - **Community Involvement:** Programs such as Adopt-a-Neighborhood and beautification initiatives need better integration with the Departments.
 - **Community Input:** Residents seek greater opportunities to provide input on public safety matters, with follow-up responses from city management to ensure their voices are heard.
 - **Educational Outreach:** There is a strong desire for more community education on safety practices and awareness.
- Infrastructure and Facilities
 - **Facility Limitations:** The current Fire and Police Department facilities may not adequately support the growing needs of the community.
 - **Traffic Safety:** Pintail Drive and Main Street require more traffic enforcement and signage due to speeding concerns.

- **Event Preparedness and Safety Measures**
 - **4th of July Event:** The community emphasizes the need for comprehensive preparedness, including fire prevention measures by the Fire Department.
 - **Visibility for Safety:** Increased visibility of public safety personnel is necessary to enhance community confidence.
 - **Operational Priorities**
 - **Staff Confidence and Department Culture:** Improved management practices, foot patrols, and fostering a role-model culture within the departments are necessary for better service delivery.
 - **Better Prioritization:** The city should re-evaluate its safety priorities to align with community expectations.
- 3. Related Non-Safety Issues:** Several topics outside the immediate scope of public safety were also raised:
- **Ordinance Enforcement:** Improvement is needed in enforcing local ordinances.
 - **Infrastructure Concerns:** Issues such as blocked fire hydrants, street repairs, and ensuring ADA compliance for sidewalks were highlighted.
 - **Building Regulations:** There were concerns about shed permits, proximity to easements, and fence heights.

Environment and Climate Community Meeting Summary

Date	October 11, 2024
Location	Virtual, via Zoom
Overview	The meeting discussed concerns about the climate and environment, including waste management and cleanliness of the city and waterfront.
Facilitators	Bret Prebula and Bianca Vasquez

Key Discussion Points

- 1. Climate and Environmental Concerns**
 - Questioned the financial impact of climate initiatives on the city.
 - Emphasized the need for cleaning up streets, focusing on police and fire protection.
- 2. Waterfront Cleanliness**
 - Identified trash in the water and proposed increasing trash can availability and maintenance.
- 3. Resilience and Future Planning**
 - Advocated for addressing sea level rise and utilizing nature-based solutions.
 - Suggested educating the community on environmental changes and promoting eco-tourism.
 - Raised concerns about flood insurance and the impact of global warming.
- 4. Economic Development and Utilization of Assets**
 - Need to address the underutilization of the marina and promote local partnerships (e.g., yacht club).
 - Suggested generating income from boat slips and discussed dredging costs.

5. Waste Management and Community Clean-Up Initiatives

- Noted the importance of preventing trash from entering the basin and the role of community clean-up teams.
- Suggested netting to catch trash and updating buoy markings.
- Encouraged schools and local organizations to participate in clean-up events for credit or volunteer hours.

6. Event Management and Environmental Responsibility

- Suggested event organizers be responsible for maintaining trash cans during events.
- Proposed more oversight on waste management during large events.

7. Sustainable Practices and Community Involvement

- Proposed workshops and volunteer events focused on sustainability and trash clean-up.
- Highlighted potential for broader engagement through state and national events (e.g., Climate Action Day).

8. Future Opportunities

- Discussed potential funding opportunities and partnerships for sustainability initiatives.
- Suggested exploring fellowships or interns for environmental support.

Action Items

- Develop a plan for increased waterfront trash management.
- Explore partnerships with local organizations for eco-tourism and environmental education
- Consider creating a community calendar for clean-up events.
- Investigate grant opportunities for resilience planning.
- Engage with residents to improve event waste management practices.

Business and Development Community Meeting Summary

Date	October 12, 2024
Location	City Hall, Council Chambers
Overview	The meeting discussed potential ways to enhance downtown appeal and community revitalization. Issues pertaining to residential, commercial, and retail development were discussed, as well as the need for community engagement throughout the decision-making process.
Facilitators	Bret Prebula and Bianca Vasquez

Key Discussion Points

1. "Chicken and Egg" Dilemma: Which should come first: new homes or new businesses?

- Concerns centered around attracting the right mix of residents and businesses to create a thriving community.

2. Downtown Appeal and Revitalization:

- The downtown area requires attractions or events to encourage more foot traffic and bring in visitors.
- There is a call for higher-quality dining options to elevate the local dining scene and make downtown a destination.

- Suggestions included introducing guided walking tours and garden tours to showcase downtown's unique character and promote exploration.
- The marina is seen as an underused asset that could be better leveraged to attract visitors and businesses.

3. Retail Development

- There is a desire for more diverse and high-quality retail options to enhance the shopping experience and meet residents' needs.

4. Addressing City Division

- The city is perceived as divided, which may hinder development efforts. A focus on unifying the community through strategic development projects and events could help bridge this divide.

5. Community Engagement

- Engaging the community in development plans and decision making was emphasized as crucial for ensuring growth aligns with residents' expectations and needs.