

City of Tustin

Strategic Plan

FY 2018 – 19 through FY 2022 – 23



Includes

Vision

Mission

Values

Goals

Strategies

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Prepared for the City of Tustin by Management Partners



Strategic Plan Overview

The City of Tustin's strategic plan contains the elements shown in the graphic below. The final element of progress reporting is an essential task carried out on a regular basis to ensure connection of the plan with execution. Council agenda reports prepared by City staff contain a reference to the relevant strategic plan goal, and periodic progress reports are provided to inform the Council and public of how well the plan is being implemented.



City Council

- Mayor Al Murray
- Mayor Pro Tem Rebecca “Beckie” Gomez
- Council Member Dr. Allan Bernstein
- Council Member Charles E. “Chuck” Puckett
- Council Member Letitia Clark

Executive Team

- Jeffrey Parker, City Manager
- Matthew West, Assistant City Manager
- Elizabeth Binsack, Director of Community Development
- John Buchanan, Director of Economic Development, and Finance
- Derick Yasuda, Director of Human Resources
- David Wilson, Director of Parks and Recreation
- Charles Celano, Police Chief
- Douglas Stack, P.E., Director of Public Works/City Engineer

Process Overview



Planning began with the City Council.

The City of Tustin has developed a strategic plan to guide the work and future of our organization. The process used to develop this five-year strategic plan is described below.

Interviews with City Council

Management Partners began the strategic planning process by conducting individual interviews with each member of the City Council. These interviews were helpful in hearing insights from Council members about the City organization, opportunities for the future, and other observations about the strategic plan.

Gap Analysis Questionnaire

The City's executive team was invited to respond to a gap analysis questionnaire. The purpose was to solicit their input about the City's strengths, limitations, opportunities, threats, department projects and initiatives, in order to help identify potential strategies for the future.

Commissioner Survey

Management Partners prepared an electronic survey to obtain input from the City's commissioners on the City's key accomplishments, strengths, limitations, threats, opportunities, and multi-year goals. It also asked commissioners to suggest projects and initiatives that should be included in this strategic plan.

Community and Economic Trends

City staff and Management Partners collaborated in identifying community and economic trend information which will likely influence the City in the short and long term. It included state, regional and local trends; data about City staff and resident demographics; and City financial information.

Strategic Planning Workshop

On July 10, 2018, the City of Tustin senior management team participated in a full-day workshop to discuss the future of the City organization. The group worked on the major components of the strategic plan, including a set of values and specific strategies to recommend to the Council for consideration in the strategic plan.

Implementation

Following adoption of the strategic plan, an implementation action plan was created. Management Partners facilitated a session with the City's senior management team to develop an action plan containing timelines and lead department assignments.

Community and economic trend data:

- Housing projections
- Demographic shifts
- Local industries
- City workforce composition
- Financial information

26 members of the City's management team participated in a strategic planning workshop on July 10, 2018



Vision



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

Tustin will continue to be a vibrant, innovative hometown to live, work, and play.

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.

Tustin's mission is to provide effective, high-quality services that foster safety, quality of life, and economic vitality throughout our community.

Values



Values provide the basis for how the organization and its members will work to achieve the mission, vision and goals.

- Leadership
- Integrity
- Fiscal Stewardship
- High-Quality Services
- Transparency
- Respect



We model these values through our actions.

Leadership

We have a vision and core belief in why we do what we do, encouraging our people to develop their skills so they can make decisions in the face of adversity.

Integrity

We strive to do what's right and whatever we commit to do, we do.

Fiscal Stewardship

We promote long-term fiscal stability through our decisions and balance the needs of today with the needs of the future.

High-Quality Services

We demonstrate consistent, honest, timely and respectful services to internal and external customers.

Transparency

We are straight-forward, open and accountable for our actions.

Respect

We show consideration for all points of view and we model civility and courtesy at all times.



Multi-Year Goals



Five Goals

Goal A: Economic and Neighborhood Development

Goal B: Public Safety and Protection of Assets

Goal C: Financial Strength

Goal D: Strong Community and Regional Relationships

Goal E: Organizational Excellence and Customer Service

Goal A. Economic and Neighborhood Development



Enable business opportunities and job development, and enhance the vibrancy and quality of life in all neighborhoods and areas of the community.

Five Year Strategies

The implementation action plan shows the year each of these will be initiated or carried out.

- 1. Develop critical phases of Tustin Legacy.**
 - a. Complete the master plan for Tustin Legacy Linear Park.
 - b. Facilitate and complete land transactions for opportunities, including marketing the property.
 - c. Develop a financing strategy to complete critical backbone infrastructure.
 - d. Coordinate development with other public agencies.
 - e. Implement development of planned phases at Tustin Legacy.

- 2. Continue creating a vision and business plan for Old Town through a collaborative, inclusive process with stakeholders**

from the entire community.

3. **Establish planning and zoning overlays in Red Hill Specific Plan (RHSP) to facilitate private development.**
4. **Develop a disposition and entitlement strategy for City-owned property in Pacific Center East.**
5. **Strengthen and facilitate business relationships for economic development purposes.**
 - a. Enhance the business development program to create specific ways to attract businesses and encourage growth of existing businesses.
 - b. Continue to collaborate with the Chamber of Commerce to strengthen the City's relationships with local businesses.
6. **Assess and explore opportunities for expanded recreational activities.**
 - a. Assess opportunities for joint use of school sites (e.g., Robert Heideman Elementary School and A.G. Currie Middle School for services in Southwest Tustin
 - b. Develop a strategy to develop open space in Southwest Tustin.
7. **Utilize new and existing lighted sports fields for youth and adult tournaments as a potential revenue source.**
8. **Create linkages between parts of the community through a variety of means, such as bike lanes and greenbelts.**
9. **Create and implement a plan to address parking problems in neighborhoods.**
10. **Enhance mobility around the community, engaging partnerships with the Orange County Transportation Authority (OCTA) and the region.**

11. **Initiate a comprehensive General Plan Amendment.**
12. **Update the Historic Resource Inventory.**
13. **Develop a branding strategy to promote development in Tustin.**
14. **Develop a strategic plan for Tustin’s development which focuses on:**
 - a. In-fill development in the Downtown Commercial Core and Red Hill Specific Plan areas.
 - b. Diversification of economic sectors focusing on adding corporate office development.
 - c. Development of more hotel properties.
 - d. Emphasize walkability in the Downtown Commercial Core.
15. **Create affordable and workforce housing options.**
16. **Address homelessness (e.g., continue to partner with Rescue Mission, support increased mental health services, etc.).**
17. **Examine the development of community and regional events (such as a Brewfest or nighttime Farmers Market) to attract visitors to Tustin.**
18. **Explore and create innovative opportunities in economic development with emerging businesses.**



Goal B. Public Safety and Protection of Assets



Ensure Tustin is an attractive, safe and well maintained community in which people feel pride.

Five Year Strategies

The implementation action plan shows the year each of these will be initiated or carried out.

1. **Ensure effective implementation of the City's Neighborhood Improvement Task Force.**
2. **Enhance Tustin's readiness to respond to major disasters.**
 - a. Expand the Community Emergency Response Team (CERT) program to enhance our emergency preparedness and response capability within the community.
 - b. Provide employee training in the practice of emergency preparedness and conduct evacuation drills.
 - c. Construct the emergency operations center.

3. **Provide enhanced emergency response planning for schools and event venues.**
4. **Assess needs and implement a cybersecurity plan to ensure layers of protection for the security of system and network services, including working with other agencies.**
5. **Create and implement a plan to protect the City's public assets.**
 - a. Continue capital improvement planning to ensure continuous maintenance and improvement of flood control, park, public, traffic control and transportation facilities.
 - b. Improve turf and landscape condition for all community parks.
 - c. Update the Water Master Plan.
 - d. Research opportunities to create improved access between Old Town and Tustin Legacy.
 - e. Complete asset improvements to meet the needs of a growing population, public safety needs, and anticipated changes in technology (e.g., street widening, facility improvements, park upgrades, CAD/RMA for police, 4G and 5G technology – small cell towers).
 - f. Conduct a needs assessment for an expanded Civic Center/Police Station and identify funding.
 - g. Establish a sinking fund to pay for maintaining aging infrastructure.
6. **Demonstrate good environmental stewardship.**
 - a. Implement plans for bikeways and walking paths as a way to encourage reduced use of cars.
 - b. Implement plans to reduce waste within the community.
 - c. Provide education and outreach to community members to encourage good environmental stewardship by them (e.g., community fairs, forums, social media, interactive technology, other venues).

Goal C. Financial Strength



Sustain long-term financial strength with adequate reserves and enhanced capacity to provide a sustainable level of City services.

Five Year Strategies

The implementation action plan shows the year each of these will be initiated or carried out.

1. **Guard and enhance the City's reserves.**
 - a. Create new reserves for specific purposes that will enhance the financial strength of the City.
2. **Make progress in addressing unfunded CalPERS liability costs.**
3. **Evaluate City services and identify ways to improve cost neutrality.**
 - a. Conduct a comprehensive fee analysis and determine appropriate levels of cost recovery.
 - b. Identify opportunities for outsourcing services to other agencies, through service sharing or the private sector; as well as insourcing opportunities with Tustin providing services to other agencies.
 - c. Conduct an assessment for banking services to determine the best value for the services the City needs.

- d. Evaluate contracting and billing processes and institute improvements that will reduce costs and increase efficiency.
- 4. Explore opportunities for new or increased revenues and diversify revenue sources beyond sales and property taxes.**
 - a. Anticipate changes in revenue and adjust forecasts, and leverage opportunities for financial diversification of our revenue base.
 - b. Identify potential revenue programs that can enhance economic development and provide business-related benefits, such as business improvement districts (BIDs), community facilities districts (CFDs) and landscape and lighting districts (LLDs).
 - c. Conduct an evaluation of current tax and fee levels (e.g., transient occupancy tax, various fees).
 - 5. Provide adequate financial resources for a well-maintained and reliable water system.**
 - a. Determine what water rates need to be in order to meet community objectives of a reliable water system.
 - b. Identify long term maintenance and capital needs for the water system.
 - c. Develop a community outreach program to communicate with the public about the water system, capital and operational needs, and water rates.
 - 6. Evaluate and acquire new utility billing software to support efficient customer service and billing operations.**
 - 7. Explore the feasibility of establishing a fraud “hot line” (online, phone).**

Goal D. Strong Community and Regional Relationships



Foster strong relationships within the community and provide leadership within the region.

Five Year Strategies

The implementation action plan shows the year each of these will be initiated or carried out.

1. **Strengthen community engagement with all sectors.**
 - a. Develop and implement creative ways to communicate with all residents in our increasingly diverse community.
 - b. Increase community awareness on upcoming large projects and of the services offered by the City.
 - c. Communicate to the public the progress and outcomes resulting from the City's strategic plan.
 - d. Obtain feedback from and strengthen our partnerships with the community.
 - e. Use new interactive technologies and a variety of methods of proactively engaging the community including meetings conducting in various locations, forums and other methods.

2. **Enhance collaborative efforts with agencies within and outside Tustin on issues of mutual interest and concern.**
 - a. Strengthen collaborations with the school district.

- b. Develop joint use agreements with the school district.
- c. Host regional sports tournaments.
- d. Identify opportunities to collaborate with private entities, non-profit organizations and other public agencies to advance issues or services of mutual interest.

3. Ensure strong advocacy and regional leadership.

- a. Stay active in the region by providing leadership for and maintaining a strong presence in regional planning and transportation issues.
- b. Develop a strategy for working with Sacramento and Washington, D.C. to advocate Tustin's interest.
- c. Leverage Tustin's involvement in the Association of California Cities Orange County (ACCOC) and League of California Cities.

4. Elevate the city's profile through pro-active marketing and branding.

- a. Develop a marketing and branding program aimed at attracting new business and enhancing the Tustin identity for residents and businesses.
- b. Leverage all forms of media outlets to elevate the city's profile (e.g., social media, e-print, and emerging media as it comes online).
- c. Conduct resident and business surveys to learn about the "Tustin brand" and opinions about the city.



Goal E. Organizational Excellence and Customer Service



Be a high performance organization, with effective customer service provided by a professional workforce.

Five Year Strategies

The implementation action plan shows the year each of these will be initiated or carried out.

1. **Promote and enhance a strong culture of ethics.**
2. **Provide excellent customer service.**
 - a. Measure the effectiveness of our organization-wide customer service program and use the information to improve.
 - b. Follow consistent customer service standards and improve and expand methods for responding to customer questions and complaints.
 - c. Provide accurate, easy to understand information on the City's website and through social media that will help customers and be useful to the community.
 - d. Obtain feedback on a regular basis about customers' experience with the City and use the information to improve services.

3. **Conduct a review of the development approval process to identify streamlining opportunities, and implement a plan of improvement.**
4. **Support talent management with effective employee development, succession planning to cultivate and grow leadership, excellent performance, and attracting and retaining outstanding employees.**
 - a. Provide consistent training, professional development, cross training and assignments that will support staffs' efforts to expand their experience and develop their skills.
 - b. Expand the internal leadership academy.
 - c. Provide mentoring to staff in the values and skills needed for promotion in the City of Tustin.
 - d. Review and revise the performance evaluation system.
 - e. Establish meaningful ways to recognize outstanding employee performance.
 - f. Review and improve processes for recruiting, hiring and promotions to encourage a strong pool of talented individuals to seek jobs and higher level positions with the City of Tustin.
 - g. Conduct a market study of competitive salary and benefits to support recruitment and retain talented staff.
5. **Implement a Citywide information technology plan to prioritize technology investments and ensure that technology serves the purpose of customer service, staff efficiency, financial accountability and excellent service delivery.**
 - a. Develop a five-year IT Plan, to include future technology opportunities that will aid in serving the public and increase efficiency and effectiveness of City services.
 - b. Improve and/or update technology in support of efficient and effective services (e.g., email/SMS to community, GIS, CAD/RMS for police, website, enterprise resource planning system, legacy software, affordable housing data base and other elements).

- c. Improve online customer service transaction opportunities (e.g., bill paying, business license application process, and other transactions that will help our customers).



Conclusion



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

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

The strategic plan reflects the guidance and input of the City Council, City management and commissioners.

“Teamwork is the ability to work together toward a common vision. The ability to direct individual accomplishments toward organizational objectives. It is the fuel that allows common people to attain uncommon results.”

-Andrew Carnegie, American Industrialist, 1835-1919