

City of Tustin

Strategic Plan 2013 to 2018

January 2013

Management
Partners



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Background

In March 2012 the City Council and City Manager initiated a strategic planning process to create a multi-year plan for the future. The City of Tustin has a strong tradition of leadership, sound planning, prudent financial practices and an attractive, well-maintained community. Building on this tradition, City leaders decided to establish a plan that will guide decisions over the next several years.

This strategic plan provides a framework for linking identified priorities to the budget process, capital improvement program, important policy considerations, economic development initiatives, and the organization's desire for continuous improvement. Council members provided policy direction about priorities and the City's executive team provided professional input about the contents of the plan. Management Partners designed and facilitated the process and prepared the Strategic Plan, including an implementation action plan. The implementation action plan is provided as Attachment A.

Strategic Planning Process Overview

The strategic planning process began with an analysis of strengths, limitations, opportunities and threats (SLOT) identified through a series of interviews and focus groups with staff and community representatives. Management Partners' team interviewed the Mayor, City Council members and the City Manager to confirm the strategic planning process and hear initial ideas.

Over 30 staff representatives were randomly selected to confidentially inform the process in two focus groups. They were asked to identify the strengths, limitations, opportunities and threats of Tustin and to brainstorm words and phrases to articulate the mission of the City and their vision for the future of the community. Staff members were also asked to identify values that are important for an organization to be effective. The staff focus groups were comprised of representatives from multiple levels of the organization, including line staff and supervisors, and all departments.

A focus group of approximately 20 community stakeholders also was held. It included representatives from the business community, local schools, community non-profit organizations, and City commissions. As with the staff focus groups, participants were asked for their perspectives about the strengths, limitations, opportunities and threats of Tustin. A summary of the SLOT analysis is provided as Attachment B.

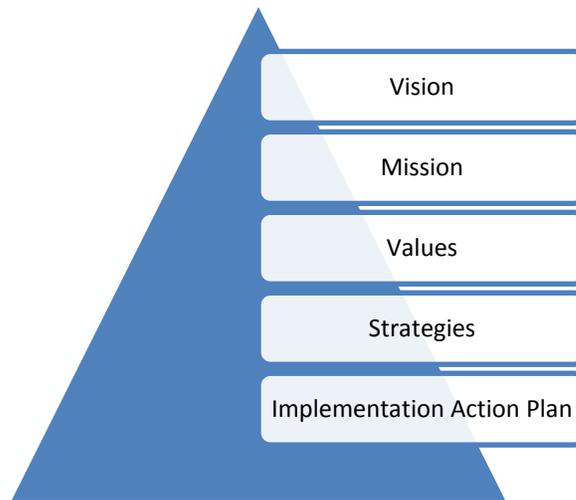
Management Partners' project team members provided guidance to staff who prepared an environmental scan of current and future factors influencing the City. Attachment C contains the environmental scan.

The combination of broad-based qualitative input and quantitative trend data laid the foundation for two highly interactive workshops. The first workshop was held with executive staff on June 11, during which a draft vision, mission, values and goals and strategies were developed. These elements were reviewed, revised and confirmed by the City Council during the second workshop, which was held on August 7.

Following the strategic planning workshops, Management Partners facilitated a final workshop with Tustin's executive management to create an Implementation Action Plan. It should be recognized that the work required to implement the strategic plan must be integrated into the other work of the City's departments and divisions. Consequently, the Implementation Action Plan sets forth the key tasks necessary to accomplish each strategy, assigns lead responsibility, identifies other staff and financial resources that will be required, establishes a timeline for major milestones, and identifies success indicators to help Tustin measure performance and ensure accountability.

Figure 1 below shows the core elements of the strategic plan.

Figure 1. Tustin Strategic Plan Components



A glossary of terms is provided in Attachment D.

The City of Tustin's Strategic Plan sets a clear vision for the organization and establishes goals and strategies to move in that desired future direction. In addition, it articulates the organization's values and the behaviors that support them. Execution of the Implementation Action Plan will enable Tustin to achieve its mission and accomplish its strategic goals for the benefit of the organization and the community it serves.

City of Tustin Strategic Plan

The City of Tustin is committed to achieving a shared vision for the organization and its community. The vision, mission and values below are the result of a thoughtful and inclusive process designed to set the City on a course that meets the challenges of today and tomorrow.

Our Vision

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

The City's *vision* sets the focus for the future. It is a statement of where the organization is going.

Our Mission

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

The City's *mission* is a statement of the purpose of the organization. It fundamentally defines what the organization stands for and what it will do.

Our Values

Values provide the basis for how an organization and its members will work to achieve the mission and vision. Tustin's values are:

- Leadership
- Integrity
- Fiscal Stewardship
- Consistent, High-Quality Service
- Transparency
- Respect

Each of these organizational values has associated behaviors that can be demonstrated throughout the organization. The associated behaviors that have been identified by executive staff and the City Council are listed below.

Leadership

- Creates and sustains an atmosphere that fosters a culture of openness, honesty, service and trust
- Contributes to creating and communicating a clear vision and direction
- Exercises courage in recommending the right course of action
- Inspires results and effective teamwork
- Sets the example; mentors others to be successful
- Models integrity, respect, empathy, professionalism and ethics
- Decisive, able to make course corrections when appropriate and necessary
- Values diversity

Integrity

- Adheres to individual and organizational professional standards in the conduct of the organization's business
- Fulfills commitments and keeps promises made
- Demonstrates fairness
- Does the right thing even when no one is looking

Fiscal Stewardship

- Exercises fiscal discipline to live within means and ensure future financial sustainability
- Is transparent in disclosing financial transactions and their implications
- Utilizes multi-year forecasts to quantify future financial impacts of decisions
- Makes fact-based financial decisions using cost/benefit and other analyses
- Follows best practice policies for budget and financial management
- Practices sound stewardship of the public's assets

Consistent, High-Quality Service

- Provides dependable, responsive service to internal and external customers
- Engages in open, honest communication; listens to other perspectives with an open mind and a sincere desire to understand
- Cultivates a welcoming, friendly atmosphere
- Takes personal responsibility for assisting customers and solving problems
- Produces and communicates consistently high-quality, technically competent work of value to the organization
- Maximizes opportunities to increase productivity and achieve high-quality results
- Utilizes all resources efficiently and effectively
- Treats customers with respect and fairness
- Seeks customer feedback to facilitate continuous improvement

Transparency

- Operates in such a way that others can easily see one's actions
- Champions public transparency laws to enhance accountability and build trust in government
- Follows open meeting laws in conducting the public's business
- Facilitates public participation in open meetings
- Provides free and easy access to information regarding matters of public interest

Respect

- Listens to other perspectives with an open mind and a sincere desire to understand
- Is observant, considerate and respectful of others' time and schedules
- Models courtesy and civility at all times
- Provides equal consideration to internal and external customers

Goals and Strategies

As a result of interviews, focus groups, and City Council and executive management workshops, five goals were identified. Each has several strategies.

- **Goals** are multi-year in nature. The timeframe for achieving goals is typically three to five years, although some may take longer to accomplish.
- **Strategies** are the means to achieve the goals. The timeframe for implementing strategies can span several years as specific programs and projects are undertaken.

Goal A: Economic and Neighborhood Development

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

Strategies to Achieve Goal A

1. Develop critical phases of Tustin Legacy.
 - a. Complete the master plan for Tustin Legacy Park.
 - b. Facilitate and complete land transactions for early development opportunities
 - c. Complete the extension of Tustin Ranch Road.
 - d. Develop a financing strategy to complete other critical backbone infrastructure.
 - e. Establish a financing structure for an assessment district.
 - f. Coordinate development with other public agencies.
2. Create 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 Neighborhoods of Tustin Town Center 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 use of web-based commercial search engines to provide business attraction and assistance.
 - b. Establish a business development program that will create specific ways to attract businesses and encourage growth of existing businesses.
 - c. Collaborate with the Chamber of Commerce to strengthen the City's relationships with local businesses.
6. Assess and explore opportunities for expanding recreational activities.
 - a. Develop a plan for creating recreational amenities and services for Southwest Tustin.
 - b. Assess needs and plan for future senior services to meet changing demographics and trends.
 - c. Create a financial strategy to develop open space in Southwest Tustin.
 7. Create linkages between parts of the community through a variety of means, such as bike lanes and greenbelts.

Goal B: Public Safety and Protection of Assets

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

Strategies to Achieve Goal B

1. Continue to implement the City's Neighborhood Improvement Task Force.
2. Enhance Tustin's readiness to respond to major disasters.
 - a. Create a Community Emergency Response Team (CERT) program to enhance our emergency preparedness and response capability within the community.
 - b. Offer additional employee training in the practice of emergency preparedness.
 - c. Create a new emergency operations center.
3. Create a plan to protect the City's public assets.
 - a. Establish a sinking fund to maintain infrastructure throughout Tustin.
 - b. Continue capital improvement planning to ensure continuous maintenance and improvement of flood

- control, park, public, traffic control and transportation facilities.
- c. Improve turf and landscape conditions for all community parks.

Goal C: Financial Strength

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

Strategies to Achieve Goal C

1. Evaluate all 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 both outsourcing (to other agencies, through service sharing, or the private sector) and in-sourcing (with Tustin providing services to other agencies).
2. Explore opportunities for new or increased revenues.
 - a. Explore revenue programs that can provide economic development and business related benefits, such as business improvement districts (BIDs).
 - b. Evaluate the City's business license program to ensure fairness and equity for all businesses.
3. Develop and communicate a comprehensive set of financial policies and their purpose to strengthen financial practices (e.g., reserve, debt, purchasing, and other policies).
4. Evaluate contracting and billing processes and institute improvements that will reduce the City's costs and increase efficiency.
5. Guard our reserves and create new reserves for specific purposes that will enhance the financial strength of the City.

Goal D: Strong Community and Regional Relationships

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

Strategies to Achieve Goal D

1. Stay active in the region by providing leadership for and maintaining a strong presence in regional planning and transportation issues through engagement with the Orange County Transportation Authority and other regional entities.
2. Continue to work collaboratively with agencies within and outside Tustin on issues of mutual interest and concern (e.g., Tustin Unified School District).
3. Obtain feedback from and strengthen our partnerships with the community.
4. Be accountable for and communicate the strategic plan and its outcomes on a regular basis to the community.

Goal E: Organizational Excellence and Customer Service

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

Strategies to Achieve Goal E

1. Establish and measure the effectiveness of an organization-wide customer service program.
 - a. Establish and follow consistent customer service standards.
 - b. Improve and expand methods for responding to customer complaints and questions.
 - 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.
2. Create a succession plan for all parts of the organization that enables the City to cultivate and grow leadership.

- a. Provide consistent training.
 - b. Create an internal leadership academy.
 - c. Provide assignments designed to develop skills and experience.
 - d. Provide staff mentoring in the values and skills needed for promotion.
3. Review and revise the existing performance evaluation system with a performance-based system.
4. Establish meaningful ways to recognize and reinforce desired employee behaviors.
5. Create and implement a City-wide information technology plan to prioritize technology investments and ensure that technology serves the purposes of customer service, staff efficiency, financial accountability, and excellent service delivery.
6. Promote and enhance a strong culture of ethics.

Reviewing and Reporting Progress on Tustin's Strategic Plan

The Implementation Action Plan (presented as Attachment A) provides a mechanism for ensuring accountability and progress toward achieving the goals and strategies in the Tustin Strategic Plan. Regular reporting on the timelines and success indicators identified in the Implementation Action Plan will keep the City Council and community informed of progress and provide an opportunity to consider adjustments or course corrections as needed.

Once the Strategic Plan has been adopted by the City Council in October, the following annual review and reporting cycle is planned.

- ***January or February:*** City Council reviews progress in achieving goals and priorities, makes adjustments to goals, strategies, tasks, milestones, and success indicators as necessary.
- ***February through June:*** City Manager and executive managers modify Implementation Action Plan based on City Council direction and incorporate strategic priorities into proposed budget and capital improvement plan
- ***June:*** City Manager provides written report on progress made toward achievement of goals and strategies, including success indicator measures.

Attachment A – Implementation Action Plan

Goal A: Economic and Neighborhood Development. Enable business opportunities and job development and to enhance the vibrancy and quality of life in all neighborhoods and areas of the community.

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources (List staff available and staff needed)</i>	<i>Financial Resources (List funding available and needed)</i>	<i>Timeline (Year to complete)</i>	<i>Success Indicators (How impact or result of this strategy will be measured)</i>
1. Develop critical phases of Tustin Legacy.							
a. Complete the master plan for Tustin Legacy Park.		Parks & Recreation				FY 13/14	Final Council approval
b. Facilitate and complete land transactions for early development opportunities.		City Manager				FY 13/14	Conveyance of land to private property owners
c. Complete the extension of Tustin Ranch Road.		Public Works				FY 13/14	Certificate of Completion
d. Develop a financing strategy to complete other critical backbone infrastructure.		City Manager				FY 12/13	Council adoption
e. Establish a financing structure for an assessment district.		Public Works				FY 12/13	Agreed upon schedule
f. Coordinate development with other public agencies.	<ul style="list-style-type: none"> Identify agencies and projects requiring coordination 	City Manager Community Development	South Orange County Community College District, County of Orange, OCFA, TUSD, others			FY 12/13	Agency agreements approved
2. Create a vision and business plan for Old Town through a collaborative, inclusive process with stakeholders from the entire community.	<ul style="list-style-type: none"> Conduct town hall meetings Establish commercial design guidelines Establish vision 	Community Development City Manager				FY 13/14	Council approval of business development plan
3. Establish planning and zoning overlays in Neighborhoods of Tustin Town Center to facilitate private development.	<ul style="list-style-type: none"> Determine feasibility of using overlays to spur private development 	Community Development City Manager				FY 14/15	Determination by Council about whether to proceed
4. Develop a disposition and entitlement strategy for City-owned property in Pacific Center East.	<ul style="list-style-type: none"> Pursue hotel site as first priority Pursue remaining sites 	Community Development City Manager				FY 12/13 for entitlements FY 13/14 and following years for development	Certificate of Occupancy for hotel Development of property
5. Strengthen and facilitate business relationships for economic development purposes.							
a. Enhance the use of web-based commercial search engines to provide business attraction and assistance.		City Manager				FY 13/14	Updated website

Strategy	Key Implementation Tasks	Lead Responsibility	Others Involved	Staff Resources (List staff available and staff needed)	Financial Resources (List funding available and needed)	Timeline (Year to complete)	Success Indicators (How impact or result of this strategy will be measured)
b. Establish a business development program that will create specific ways to attract businesses and encourage growth of existing businesses.		City Manager				FY 13/14	Business retention and attraction program approved by the Council
c. Collaborate with the Chamber of Commerce to strengthen the City's relationships with local businesses.	<ul style="list-style-type: none"> Continue to participate in the Business & Economic Development Committee 	City Manager	Community Development			FY 13/14	City participation on Chamber board (ex officio)
6. Assess and explore opportunities for expanded recreational activities.							
a. Develop a plan for creating recreational amenities and services for Southwest Tustin.	<ul style="list-style-type: none"> Establish joint use agreement for school sites, Boys & Girls club, etc. 	Parks & Recreation				FY 13/14	Community Services Commission approval
b. Assess needs and plan for future senior services to meet changing demographics and trends.	<ul style="list-style-type: none"> Engage stakeholders Conduct needs assessment Development plan to address needs 	Parks & Recreation				FY 14/15	Adoption of senior services plan
c. Create a financial strategy to develop open space in Southwest Tustin.	<ul style="list-style-type: none"> Identify funding sources Prepare plan 	Parks & Recreation				FY 15/16	Council approval of financial strategy
7. Create linkages between parts of the community through a variety of means, such as bike lanes and greenbelts.	<ul style="list-style-type: none"> Review the existing plan Determine implementation schedule 	Public Works				FY 13/14 FY 14/15 FY 14/15 – FY 16-17	Draft Implementation Schedule Allocation of financial resources Completion of a specific number of bike lanes or greenbelts

Goal B: Public Safety and Protection of Assets. Ensure Tustin is an attractive, safe and well maintained community in which people feel pride.

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources (List staff available and staff needed)</i>	<i>Financial Resources (List funding available and needed)</i>	<i>Timeline (Year to complete)</i>	<i>Success Indicators (How impact or result of this strategy will be measured)</i>
1. Continue to implement the City’s Neighborhood Improvement Task Force	<ul style="list-style-type: none"> Establish mission, objectives, work plan for long term projects 	Police	Community Development Public Works Parks & Recreation			FY 12/13	Approval of work plan Improved coordination between departments
2. Enhance Tustin’s readiness to respond to major disasters.							
a. Create a Community Emergency Response Team (CERT) program to enhance our emergency preparedness and response capability within the community.	<ul style="list-style-type: none"> Design CERT program Recruit volunteers Arrange for instruction Seek funding donations 	Police	OCFA			FY 13/14	Implementation of CERT programs (2 groups added each year)
b. Offer additional employee training in the practice of emergency preparedness and conduct evacuation drills.	<ul style="list-style-type: none"> Develop a training schedule Implement the schedule Conduct drills Conduct regular reviews of the emergency supplies 	Police	All Depts.			FY 12/13 FY 13/14	Annual evacuation drill conducted Training implemented
c. Create an emergency operations center.	<ul style="list-style-type: none"> Conduct a needs assessment Identify potential locations Develop a plan Secure funding 	Police	Public Works			FY 14/15	Plans completed and funding secured
3. Create a plan to protect the City’s public assets.							
a. Establish a sinking fund to maintain infrastructure throughout Tustin.		City Manager	Finance			FY 13/14	Approval of fund with allocated resources
b. Continue capital improvement planning to ensure continuous maintenance and improvement of flood control, park, public, traffic control and transportation facilities.		Public Works				Ongoing	Updated Capital Improvement Plans
c. Improve turf and landscape condition for all community parks.		Public Works				FY 13/14	Consistent appearance of parks sites

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

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources</i> (List staff available and staff needed)	<i>Financial Resources</i> (List funding available and needed)	<i>Timeline</i> (Year to complete)	<i>Success Indicators</i> (How impact or result of this strategy will be measured)
1. Evaluate all City services and identify ways to improve cost neutrality.							
a. Conduct a comprehensive fee analysis and determine appropriate levels of cost recovery.	<ul style="list-style-type: none"> Complete fee study Modify fees to achieve desired cost recovery levels 	Finance				FY 12/13	Improved cost recovery
b. Identify opportunities for both outsourcing (to other agencies, through service sharing or the private sector) and in-sourcing (with Tustin providing the services to other agencies).	<ul style="list-style-type: none"> Initiate analysis of vacant positions Conduct cost-benefit analysis of selected services 	City Manager	All Departments			FY 12/13 – FY 14/15	Enhanced productivity (return on investment) Improved efficiency
2. Explore opportunities for new or increased revenues.							
a. Explore revenue programs that can provide economic development and business related benefits, such as business improvement districts (BIDs).	<ul style="list-style-type: none"> Evaluate BID feasibility Evaluate other revenue programs 	Finance	City Manager			FY 13/14	Report to Council
b. Evaluate the City's business license program to ensure fairness and equity for all businesses.	<ul style="list-style-type: none"> Retain consultant to evaluate cost-recovery potential through data sharing with State Board of Equalization Evaluate program effectiveness 	Finance	City Manager			FY 13/14	Report to Council
3. Develop and communicate a comprehensive set of financial policies and their purpose to strengthen financial practices (e.g., reserve, debt, purchasing, and other policies).	<ul style="list-style-type: none"> Obtain examples from other best practice cities and guidelines from GFOA Update purchasing policies Update other financial policies 	Finance	City Manager			FY 12/13 (Purchasing) FY 13/14 (other policies)	Report to Council
4. Evaluate contracting and billing processes and institute improvements that will reduce the City's costs and increase efficiency.		Finance				FY 13/14	Reduced costs
5. Guard our reserves and create new reserves for specific purposes that will enhance the financial strength of the City.	<ul style="list-style-type: none"> Establish specific reserves and policies for use 	City Manager	All Departments			FY 12/13	Council adoption of reserve policy

Goal D: Strong Community and Regional Relationships. Foster strong relationships within the community and provide leadership within the region.

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources (List staff available and staff needed)</i>	<i>Financial Resources (List funding available and needed)</i>	<i>Timeline (Year to complete)</i>	<i>Success Indicators (How impact or result of this strategy will be measured)</i>
1. Stay active in the region by providing leadership for and maintaining a strong presence in regional planning and transportation issues through engagement with the Orange County Transportation Authority and other regional entities.	<ul style="list-style-type: none"> Attend and participation in regional planning meetings and events Staff participation on technical advisory committees 	City Council	City Manager All Departments			FY 12/13 All years	Receive fair share allocation of revenues Appointments to regional boards and committees
2. Continue to work collaboratively with agencies within and outside Tustin on issues of mutual interest and concern.	<ul style="list-style-type: none"> Identify opportunities for collaboration 	City Council	City Manager All Departments			FY 12/13 All years	Policy direction from the Council
3. Obtain feedback from and strengthen our partnerships with the community.	<ul style="list-style-type: none"> Develop a community communication plan and implement effective means of sharing information with the public, receiving feedback and establishing connections (including both electronic and non-electronic means) Conduct an assessment to identify ways the community would like to learn about City services and stay informed about City government Measure the community's opinion about City government and service delivery 	City Manager City Council	All Departments			FY 13/14	Adoption of communications plan Meaningful information about community perception
4. Be accountable for and communicate the strategic plan and its outcomes on a regular basis to the community.	<ul style="list-style-type: none"> Provide an update twice a year to the Council Integrate the strategic plan into the budget Integrate the strategic plan elements into staff reports to the Council 	City Manager City Council	All Departments			FY 12/13	Strategic plan used to guide decisions

Goal E: Organizational Excellence and Customer Service. Be a high performance organization, with effective customer service provided by a professional workforce.

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources (List staff available and staff needed)</i>	<i>Financial Resources (List funding available and needed)</i>	<i>Timeline (Year to complete)</i>	<i>Success Indicators (How impact or result of this strategy will be measured)</i>
1. Establish and measure the effectiveness of an organization-wide customer service program.							
a. Establish and follow consistent customer service standards.	<ul style="list-style-type: none"> Identify specific expectations and protocols Improve the phone system for customer service 	City Manager	All Departments			FY 13/14	High customer satisfaction ratings
b. Improve and expand methods for responding to customer complaints and questions.	<ul style="list-style-type: none"> Identify technology applications Identify other means of efficiently responding to customers 	City Manager	All Departments			FY 13/14	Positive customer feedback
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.	<ul style="list-style-type: none"> Evaluate customer and user friendliness of city's website Expand use of social media 	City Manager	All Departments			FY 13/14	Positive customer feedback
d. Obtain feedback on a regular basis about customers' experience with the City.	<ul style="list-style-type: none"> Develop service-specific survey instruments Seek suggestions for improvement 	City Manager	All Departments			FY 13/14	Valid information on customer perceptions
2. Create a succession plan for all parts of the organization that enables the City to cultivate and grow leadership.		Human Resources	City Manager All Departments			FY 12/13	Creation of a plan
a. Provide consistent training.	<ul style="list-style-type: none"> Conduct training needs assessment to determine the types of training that should be provided to staff Continue compliance-related training as required 	Human Resources	All Departments			FY 13/14	Effective, efficient staff work
b. Create an internal leadership academy.	<ul style="list-style-type: none"> Identify elements needed Create program 	Human Resources	City Manager All Departs			FY 13/14	Positive feedback from participants and supervisors Expanded pool of employees ready for leadership positions
c. Provide assignments designed to develop skills and experience.		Human Resources	All Departments			FY 13/14	Expanded pool of employees ready for leadership positions
d. Provide staff mentoring in the values and skills needed for promotion.	<ul style="list-style-type: none"> Establish committee to evaluate options and develop recommendations 	Human Resources	All Departments			FY 13/14	Expanded pool of employees ready for leadership positions
3. Review and revise the existing performance evaluation system with a performance-based system.	<ul style="list-style-type: none"> Establish committee to evaluate options and develop recommendations 	Human Resources	All Departments			FY 13/14	Adoption of a system that creates more accountability encourages staff excellence

<i>Strategy</i>	<i>Key Implementation Tasks</i>	<i>Lead Responsibility</i>	<i>Others Involved</i>	<i>Staff Resources (List staff available and staff needed)</i>	<i>Financial Resources (List funding available and needed)</i>	<i>Timeline (Year to complete)</i>	<i>Success Indicators (How impact or result of this strategy will be measured)</i>
4. Establish meaningful ways to recognize and reinforce desired employee behaviors.	<ul style="list-style-type: none"> Establish committee to evaluate options and develop recommendations 	Human Resources	All Departments			FY 13/14	Adoption of a recognition program Employees feel valued
5. Create and implement a City-wide 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.	<ul style="list-style-type: none"> Conduct needs assessment Establish priorities Create a plan with phased implementation 	Finance	All Departments			FY 13/14	Adoption of IT Strategic Plan
6. Promote and enhance a strong culture of ethics	<ul style="list-style-type: none"> Provide required AB 1234 ethics training to elected and appointed officials Provide training on how to cultivate an organizational culture of ethics 	Human Resources	City Manager City Council All Departments			FY 13/14	Continued compliance with AB 1234 requirements Alignment of policies, procedures and decision making processes with ethical principles Enhanced ability to identify and respond to the ethical implications of decisions at all organizational levels