



City of Pinole
City Council Workshop
Held June 29, 2019

July 2019

**Management
Partners**



Table of Contents

City Council Workshop Report.....	1
Workshop Overview.....	1
<i>Objectives.....</i>	<i>1</i>
<i>Participants.....</i>	<i>1</i>
<i>Agenda.....</i>	<i>2</i>
<i>Ground Rules.....</i>	<i>2</i>
<i>Preparation.....</i>	<i>2</i>
Welcome and Opening Comments.....	2
Discuss Council Members' Service to Pinole	2
Review Effective Practices for Elected Officials and Discuss Council Norms	4
Discuss Key Achievements and Contributing Factors.....	6
Identify Significant Opportunities and Challenges as Well as a Common Vision for Pinole	7
Discuss and Clarify Governance Role	8
City Manager Overview of the Organization and Efforts – “View from the Bridge”	8
Discussion of Council Relations with Each Other, Staff and the Community	9
<i>Council Discusses Relations as a Legislative Body</i>	<i>9</i>
<i>Council Discusses Relations with City Manager and Staff</i>	<i>10</i>
Wrap-Up and Next Steps	11
<i>Closing Comments.....</i>	<i>11</i>
<i>Bike Rack.....</i>	<i>11</i>
<i>Evaluation Summary.....</i>	<i>11</i>
Attachment A – Workshop Evaluation	12

City Council Workshop Report

Workshop Overview

The City of Pinole held a workshop with the City Council and City Manager on Saturday, June 29, 2019, at the Pinole Youth Center from 9:00 a.m. to 3:30 p.m. The workshop provided an opportunity for Council members to discuss Council norms, their vision for the City, roles, as well as to strengthen the relationship between Council members. This report contains a summary of the results of the workshop.

Objectives

- Strengthen the effectiveness of City Council
- Reach agreement on Council norms for working together and working with staff on behalf of the community
- Clarify roles and enhance trust
- Discuss expected opportunities and challenges on the horizon for the City of Pinole

Participants

City Council

- Pete Murray, Mayor
- Roy Swearingen, Vice Mayor
- Norma Martinez-Rubin, Councilmember
- Vincent Salimi, Councilmember
- Anthony Tave, Councilmember

Management Staff

- Michelle Fitzner, City Manager

Facilitation

Rod Gould and Christine Butterfield with Management Partners facilitated the workshop.

Agenda

- Welcome
- Public comment
- Discuss Council members' service to Pinole
- Review effective practices for elected officials and discuss Council norms
- Discuss key achievements and contributing factors
- Identify significant opportunities and challenges as well as a common vision for Pinole
- Discuss and clarify governance roles
- City Manager overview of the organization and efforts – "View from the Bridge"
- Discussion of Council relations with each other, staff and the community
- Review workshop agreements and commitments
- Discuss next steps

Ground Rules

The facilitator suggested several ground rules to help the group work together and achieve the workshop objectives.

- Seek consensus
- Listen to understand
- Participate
- Stay focused
- Assume good intent
- Speak up if we need a course correction

Preparation

Prior to the workshop, Rod Gould conducted interviews with each Council member to better understand what each believed would constitute a productive teambuilding workshop.

Welcome and Opening Comments

The workshop began with Mayor Pete Murray welcoming the attendees, opening the meeting, and inviting public comment. With no public comment, the workshop began with introductions from Management Partners' facilitators, Rod Gould and Christine Butterfield.

Discuss Council Members' Service to Pinole

To begin the Council conversation, Christine asked the participants to respond to questions regarding their service and approach to new community issues. Below highlights the discussion.

What propelled you to serve on City Council?

- To make society better, by being the voice for communities that are not being heard, as well as standing up against community prejudices and ensuring everyone is fair with each other.
- Some Council members enjoyed the community activities, and others lauded the City as a great place to raise a family.
- Each shared their inspiration to serve. One Council member had chosen public health as a profession. Several had served on the Planning Commission. One had been a City Council candidate's campaign manager. Another was a state leader in a local service organization.
- Council members who remained civically involved with the community after the elections ran again for City Council.
- To provide "next level of service" for the community, with the desire to use redevelopment to improve Pinole and rebuild the City.
- Council members expressed that they were inspired to run because they wanted to see the City progress, enjoy being part of the process and "getting the job done."
- Political tensions tied to the 2008 recall efforts inspired some of the Council members' involvement.
- Some were approached by others to run for local office.
- Council members believe in the importance of public service. They also noted that serving the public is good for the soul.
- Some envisioned themselves as leaders but vowed to remain humble and utilize their experience to help address issues they felt were problems for the City.

How do you approach new community issues under consideration by the City Council?

- Equity; by being fair and impartial to others (as well as addressing the issue).
- "Drill down" on the issue to get to the root cause.
- Consider "putting myself in others' shoes" and being open-minded to other perspectives.
- Being open to accepting there are no wrong answers and that it is okay for some answers to be better than others.
- Looking at the data and resources available will help us better understand the issue and make decisions.
- By openly listening to the speakers (and anyone providing public comment).

What about your service on the City Council do you find most satisfying?

- Rendering service to the community.
- People appreciate it.
- The “thank yous” I receive from the public.

What would you like the reputation of the City Council to be in the community and with staff?

- Approachable
- Effective
- Customer service-oriented
- Able to resolve issues and develop solutions
- Disciplined
- Reliable
- Stable
- Business-friendly
- Able to get along with one another
- Alignment with community interests
- Stable/consistent
- Welcoming
- Supportive of staff

Review Effective Practices for Elected Officials and Discuss Council Norms

Management Partners provided three documents to the participants to review in advance of the workshop to help guide the discussion. The documents included:

- “Attributes of Exceptional Councils” from the Institute of Local Government;
- “A Key Ingredient for Success: An Effective City Council/City Manager Relationship,” by Kevin Duggan from the International City/County Management Association; and
- “Examples of City Council Norms.”

Rod began sharing some aspects of high-performing councils to help participants understand how elected officials’ performance corresponds to the current research on high-performance councils. The discussion was then transitioned to participants responding to questions regarding Council practices and norms. Below are notes from the discussion.

Common elements of high performing councils

- What does it look like to be a champion of the City?
 - Consider “community similar to one’s family.”

- Build public trust.
 - When the idea of “me” transitions to “we.”
- Advocate for great leadership by being civil and open.
- Share our resources and information.
 - Represent all residents.
 - Reach out to Council members to gather information.
- Remain aware of monetary spending by considering the following:
 - Assume good intent;
 - Have solid fiscal stewardship;
 - Continue to seek more funding opportunities; and
 - Be clear about the cost required to administer grants.
- Clarify City Council and City Manager roles:
 - Council are policymakers, and
 - Staff administers and implements those policies.
- City Council works together as one unified body.
- Council members should be candid with their colleagues.
- Council members learn and gather information.
- Remember that many members of the public (and interests) are silent on community issues.

What are the Pinole Council norms?

- Work for the common good, not for personal interest.
- Communicate through the City Manager.
- Work for “win/win” solutions by striving for consensus and seeking common ground.
- The Council’s policy deliberation process will be performed in the following order:
 - Council questions,
 - Public questions,
 - Council deliberations,
 - Motion(s), and
 - A decision made by majority vote.
- Praise Council and staff decision(s) in public and offer corrective comment(s) in private.
- Share information with each other early in the process to avoid surprises.
- Address one another by role and last name and shake hands once the meeting concludes.
- Establish a structure where the Mayor calls on members.

Discuss Key Achievements and Contributing Factors

City staff provided a list of recent City achievements, and the participants discussed why Pinole has been successful in recent years. Below are participants responses to the questions Rod had posed.

What City accomplishments in recent years are you most proud of?

- Fire study is underway.
- Charter City process is underway.
- CalPers trust is now sustainable.
- The City is financially solvent.
- The City reputation is solid.
- City redevelopment helped build a sales tax base.
- Being able to get through the recession.
- Rebuilding reserves.
- Considering ways to improve City's work order system.
- Providing low-income housing assistance.
- Improving the Bay trail and bridge.
- Changing library hours.
- The success of Measure S.
- Citywide strategic planning process is underway.
- Meeting with the City's school district.
- Economic development study/market analysis.
- The increase in commercial development.

What factors contributed to achieving these things?

- Careful fiscal stewardship, along with having a long-term financial plan.
- The City Manager is both objective and professional.
- There is strong Council leadership and respect for City staff.
- Strong City staff members who are "forward-looking."
- Relationship building and collaboration with other agencies.
- Successful redevelopments.
- It took years to accomplish some of the goals.
- Community engagement.
- Conducting Council study sessions prior to decision-making.
- Doing or providing more work with less resources.
- Market conditions have been a factor.
- The City has built a strong administrative and policy development foundation.

Identify Significant Opportunities and Challenges as Well as a Common Vision for Pinole

Participants then shifted their discussion to explore where the City Council should focus its efforts in the next several years. The facilitators asked each Council member to respond to questions about the future of the City in terms of opportunities, challenges, and vision. Below are notes from the discussion.

What are Pinole's significant opportunities during the next several years?

- Continuing the discussions about school and education with the City's school district.
- Improving the use of recycled water.
- Identifying and developing new partnership opportunities.
- Implementing climate change policies.
- Association of Bay Area Governments (ABAG), "Plan Bay Area 2050" process.
- Update to the City's General Plan (and participate in similar processes with other jurisdictions including the County).
- Reallocating tax share funding.
- Building a tax base.
- The redevelopment of the City's downtown and waterfront.
- Improving the City's transportation system.
- Providing more job opportunities for City residents.

What will be some of the major challenges that the City Council must face in the next several years?

- Dealing with the next downturn or recession.
- Costs rising faster than revenues.
- Development in a "built-out community."
- Everyone trying to adapt to citywide changes.
- Dealing with the aging population.
- Coping with many residents on fixed incomes.
- Improving City roads and infrastructure.
- Dealing with potential power shut offs.

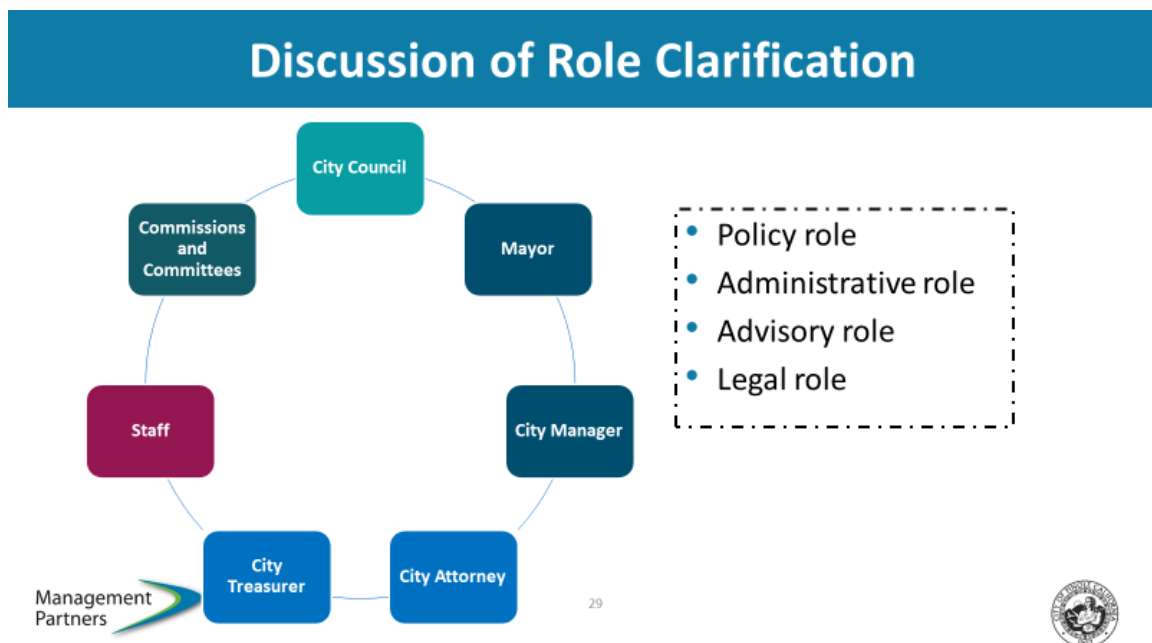
What would you like to see changed in Pinole in the next four years?

- Obtaining new City revenues.
- Quantifying community needs.
- Better infrastructure maintenance by improving street lighting and removing weeds to improve City safety and aesthetics.
- Having a more vibrant downtown and lowering the vacancy tax rate.

- Having continued support of the varying local businesses within the City.
- Identifying opportunities for continuity planning in terms of City emergencies, and training resident for disaster preparedness.
- The opening of Fire Station 74.
- Developing a Pavement Improvement Plan and implementing it.
- “Focus on being focused.”
- Having discipline.
- Be aware of staff morale by remaining realistic about staff capacity to take on new projects (unless other projects are deferred or removed from the list of current priorities).
- Incorporating priorities into documented work plans.

Discuss and Clarify Governance Role

Rod shared with the participants the importance of clarifying the role of key players in local government with which the City Council must work. In the PowerPoint slide below, Rod highlighted the key players by further elaborating what the City Council’s work relationship should look like with each stakeholder group.



City Manager Overview of the Organization and Efforts – “View from the Bridge”

City Manager Michelle Fitzer presented an overview of the state of the City’s organization and efforts, in addition to the financial forecast and

outlook. Below are comments from the participants regarding the presentation.

- Council is not fully aware of the staff's work plan, and it should be aligned with the City's Strategic Plan so it can provide a focus for the City and Council.
- Use the Strategic Plan to clarify the role of the City, as well as communicate and manage public expectations.
- The Strategic Plan will outline the City's goals over the next three to five years.
- Prioritize and balance those interests with the provision of current services (also take into account staff capacity).

Discussion of Council Relations with Each Other, Staff and the Community

The final workshop discussion focused on Council relations and a self-assessment by each member regarding how they are performing. To help guide the discussion items, Rod had participants answer the questions outlined in the PowerPoint slide below.



Council Relations Discussion

- What is going *well*?
- What is *not going well*?
- What can we *do differently* to improve?
- What can we *stop doing* that will improve the situation?
- How might City Council make *meetings more effective*?



43

Council Discusses Relations as a Legislative Body

Participants were asked to discuss their relations as a legislative body to better understand what is working well and what can be improved. Below are highlights of the discussion.

What is going well?

- Council is respectful of each other.
- There is good dialogue.

- Council takes their time to review the facts, before making their decision.

What can we do differently to improve?

- Build more trust among each other.
- Continue to work on communication and take the time to talk to each other.
- Focus on citywide needs that are best for the community.
- Continue to “do our homework” and review the facts first.
- Enhance external communication with the community by making changes to improve the website.

Council Discusses Relations with City Manager and Staff

Rod presented the PowerPoint slide below by briefly describing what the Council, Manager, and staff partnership should look like. He then engaged Council members with similar questions to help guide them in reviewing their performance.



Participants were asked to provide feedback related to their relationship with the City Manager and staff. Highlights of the Council’s input are noted below.

What is going well?

- The City Manager report is useful.
- The City Manager is doing well.

What can we stop doing that will improve the situation?

- Be more results-driven by having measurables and metrics.

What can we continue doing that will improve the situation?

- Forward community complaints to the City Manager and allow staff to deal with the questions/problems.

Wrap-Up and Next Steps

Rod closed the workshop by noting that Management Partners will prepare a workshop summary to document the outcomes of the day.

Closing Comments

Rod invited the participants to share key takeaways from the workshop. The list below highlights the participant's responses.

- It was a good start.
- Council members had a better sense of each other's interests.
- It was an opportunity to talk about the City and Council member's history, and to agree on working together.
- Issues were exposed, which helped the Council to build trust among each other.
- There is agreement about Pinole's limited resources, and the Council needs to find different ways to get things done.
- New members are committed to the community and there is not one single issue above all others.

Bike Rack

Rod also reviewed the items added to the "bike rack" throughout the workshop. The list below included items that were unrelated to the workshop agenda.

- The City needs to provide more bike racks for bicycles.
- Review and balance community and organizational interests regarding the following issues:
 - Tax reallocation,
 - Old doctor's hospital, and
 - Pavement Management Plan and Pavement Financial Plan.

Council and staff will discuss the process and next steps to address the topics.

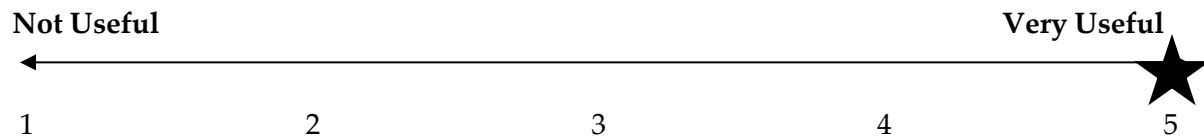
Evaluation Summary

At the end of the meeting, participants were asked to complete an evaluation form. Attachment A provides the results of the evaluation and all written comments.

Attachment A – Workshop Evaluation

At the end of the workshop participants were asked to complete a workshop evaluation form. The following responses are a compilation of answers from five of the workshop participants.

Overall usefulness of the workshop (5.0 average score)



Workshop participant ratings for the overall usefulness of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	0	5

Overall quality of the workshop (5.0 average score)



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	0	5

The best thing about this workshop was...

- [We] opened our hearts.
- Being true to each other.
- Getting to express ourselves.
- Building trust.
- Learning to respect each other.
- Being able to hear perspectives from Council [regarding] levels of checking temperature [and how to] make things better, great facilitation of the meeting [and] plans [that] needed moving forward.
- I feel we, as a Council, have taken an important step forward in our relationship with each other.
- Getting the Council together to hash out underlying tensions.
- Identifying areas that needed attention.
- Create opportunity through trigger questions [and] to hear each other's perspectives (and feelings).
- The Council aired their concerns and worked through doubts and suspicion.

Some thing that could have been better...

- Needed more time.
- More focused exercises [and the] level of politics involved.
- A little lengthy on subject matter – might condense some items as not as important as others.
- I'll have to think about this more...

Other Comments

- Good start.