

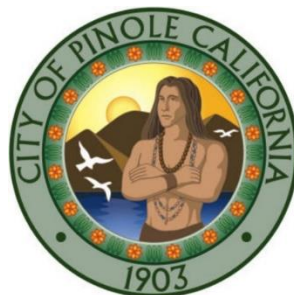
City of Pinole Strategic Plan 2020 – 2025



Vision
Mission
Goals
Strategies



February
2020



Prepared for the City of Pinole by Management Partners



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Introduction

The City of Pinole Strategic Plan 2020 – 2025 expresses the City’s vision, mission, goals, and strategies for the next five years. It was developed through an extensive research and engagement process led by Management Partners, described in detail below, that began in June 2019.

The vision, mission, goals, and strategies are based on the information and perspectives provided by Pinole’s community members, appointed officials, staff, and the City Council.

The vision is our aspiration for the future. The mission is the City organization’s statement of purpose. The goals are the main objectives that need to be achieved in order to obtain the vision. Each goal contains a list of specific strategies (deliverables). Following City Council approval of the Strategic Plan, staff will develop an implementation action plan to assign responsibility and timelines for completion of the strategies.

The City would like to thank all of the stakeholders that participated in the development of the Strategic Plan, and encourage everyone to remain engaged with the Strategic Plan by monitoring the City’s progress and celebrating the results we achieve and deliver together.



City of Pinole Leadership

City Council



Roy Swearingen
Mayor



Norma Martinez-Rubin
Mayor Pro Tem



Pete Murray
Council Member



Vincent Salimi
Council Member



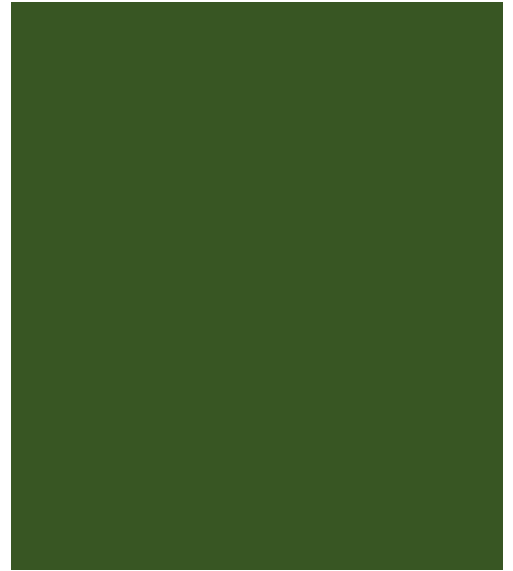
Anthony L. Tave
Council Member

Executive Team

- Andrew Murray, City Manager
- Hector De La Rosa, Assistant City Manager
- Eric Casher, City Attorney
- Neil Gang, Police Chief
- Heather Iopu, City Clerk
- Andrea Miller, Finance Director
- Tamara Miller, Development Services Director / City Engineer
- Chris Wynkoop, Fire Chief



Strategic Plan Process and Themes



BENEFITS OF STRATEGIC PLANNING

The City of Pinole's **Strategic Plan** contains a vision, mission, goals, and strategies. Strategic planning helps a community identify its highest priority interests, articulates a vision of the future, and clearly communicates the City's direction amidst competing demands. Moreover, the plan provides a framework for reporting progress on how the City is achieving its vision through defined goals.

PLAN DESIGN APPROACH

Community Engagement

A public engagement plan was developed to gather input from a cross-section of elected and appointed officials along with community members. In each engagement event, participants were invited to share their aspirations for the community and insights about Pinole's accomplishments, challenges, and opportunities. The public input opportunities that informed the Strategic Plan included the following:

- **City Council Workshop:** *On June 27, 2019, the City Council and City Manager participated in a one-day workshop and identified key community priorities as well as their vision for the future.*
- **Boards and Commissions Focus Group:** *On August 26, 2019, 11 members, representing the City of Pinole Planning Commission, Community Services Commission, and Traffic and Pedestrian Safety Committee, shared their perspectives about strengths, challenges, and opportunities of the City.*



- **Community Meetings:** *Members of the community were invited to identify community strengths, challenges, and opportunities in four separate meetings. A total of 57 community members attended meetings held at four separate locations across the city and at four different times on September 25 and October 7, 2019.*
- **Departmental Questionnaire and Meeting:** *Each City department provided responses to a questionnaire that focused on identification of current City projects and future needs. The executive team met on October 30, 2019 to review the engagement results and discuss key community trends in preparation for the Council workshop in January 2020.*
- **Strategic Plan Workshop:** *The Council held a Strategic Plan workshop on January 25, 2019. The City Council reviewed a summary of all public engagement input and key community trends presented in an environmental scan. Following a review of the information, the Council developed the vision, mission, goals and strategies contained in this document.*

Community Engagement Themes

Community members indicated that they value Pinole's strong sense of community, good school system, ethic of citizen involvement, location, open space, and small-town feel. Community members also expressed interest in seeing improvements to the following:

- Consistent communication with community members,
- Community engagement opportunities,
- Emergency preparedness,
- Fiscal stewardship and sustainability,
- Long range capital planning and maintenance of current assets,
- Neighborhood beautification efforts,
- Economic development and downtown redevelopment,
- Regional and legislative partnerships, and
- Employee attraction, retention, and development.

Environmental Scan

The Strategic Plan was also informed by an environmental scan. The scan included a summary of Pinole's demographic and community trends. The scan also provided an overview of recent patterns in housing, public safety, development, transportation, and traffic congestion. The scan included information about the City's current and future financial forecasts. The impacts of climate change were also discussed along with a review of overall community resilience.



Vision



The vision statement is an aspiration for the future.

It is a statement of where the community is going.

“Pinole is a safe, vibrant, and innovative community with small town charm and a high quality of life.”



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.

“Pinole will be efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.”



Pinole's Goals

The Strategic Plan contains four goals. The goals, along with their definition statement, are listed below.

Safe and Resilient Pinole	Develop and communicate community resilience through quality public safety service delivery, property maintenance policies and practices, and disciplined investment in community assets.
Financially Stable Pinole	Ensure the financial health and long-term sustainability of the City.
Vibrant and Beautiful Pinole	Facilitate a thriving community through development policies and proactive relationship building.
High Performance Pinole	Build an organization culture that is efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.



GOAL 1. SAFE AND RESILIENT PINOLE



Develop and communicate community resilience through quality public safety service delivery, property maintenance policies and practices, and disciplined investment in community assets.

STRATEGIES

1. Conduct a citywide asset condition assessment.
2. Update the emergency preparedness and response plan (including results of the facilities and equipment assessment).
3. Explore restoring the community emergency response team (CERT) program and conducting annual tabletop exercises and community drills.
4. Review, prioritize, and implement as appropriate the 2019 fire service study recommendations.



GOAL 2. FINANCIALLY STABLE PINOLE



Ensure the financial health and long-term sustainability of the City.

STRATEGIES

1. Develop a long-term financial plan (LTFP) and use it to guide budget and financial decisions (including policies regarding reserves and management of liabilities).
2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform.)
3. Establish a program to evaluate grant opportunities and capacity.
4. Explore an array of revenue generation opportunities to recover costs.
5. Develop a disciplined approach to funding infrastructure maintenance and improvements.



GOAL 3. VIBRANT AND BEAUTIFUL PINOLE



Facilitate a thriving community through development policies and proactive relationship building.

STRATEGIES

1. Update the General Plan and Three Corridors Specific Plan.
2. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.
3. Partner with regional for- and non-profit housing organizations to provide an array of housing options consistent with community income levels.
4. Develop a comprehensive economic development strategy that includes a focus on downtown redevelopment to activate the core of the community as a destination for the region (including gateway and wayfinding signage as well as branding).
5. Partner regionally to improve and enhance transportation circulation, including public transit, cars, bikes, and pedestrians.
6. Conduct a review and update of the City's code enforcement and property maintenance programs with a focus on increased beautification efforts and investment in community amenities, business districts, and nuisance abatement.



GOAL 4. HIGH PERFORMANCE PINOLE



Build an organization culture that is efficient, ethical, and effective in delivering quality services with community involvement and fiscal stewardship.

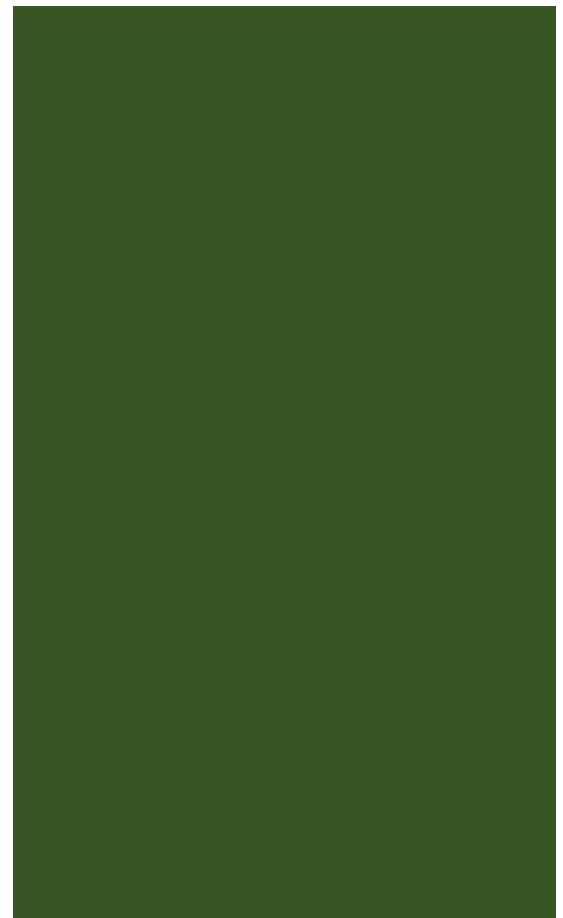
STRATEGIES

1. Develop an employee attraction, retention and development plan.
 - a. Analyze the City's classification and compensation system and update as needed.
2. Conduct a citywide organization review to optimize efficiencies.
3. Review citywide implementation of best practices and improve processes.
4. Develop a strategic communication plan (i.e., public information officer, messaging, marketing, technical implementation).
5. Develop a public engagement plan.
 - a. Develop policies and practices that provide a framework for diverse community members to connect, interact, and proactively participate.
 - b. Explore opportunities for meaningful youth participation in city and community life.
 - c. Develop a robust volunteer and internship program.
6. Develop a comprehensive information technology Strategic Plan.
7. Develop an interagency legislative advocacy program.





As described earlier, the Strategic Plan is accompanied by an implementation action plan that sets forth timelines and staff assignments. Progress reports will be provided periodically throughout the year to the City Council. Community members are encouraged to attend City Council meetings to learn more.





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