



# City of Pinole

## Strategic Planning Briefing Book

January 25, 2020

Management  
Partners





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## Strategic Planning Workshop Agenda

1. Gather and Breakfast
2. Welcome and Call to Order
3. Public Comment
4. Opening Comments
5. Review Workshop Agenda
6. Provide Overview of Engagement Activities and Themes
7. Develop Consensus on the Vision Statement
8. Develop Consensus on the Mission Statement

*Working Lunch*

9. Provide Overview, Review and Refine the Goals and Strategies
10. Review Next Steps

## Purpose of this Workbook

This workbook reports the results of engagement activities and provides an overview of the strengths, challenges and opportunities facing the City of Pinole. It is meant to serve as a resource to participants for the strategic planning workshop, scheduled for January 25. The information contained in this workbook is intended to inform and stimulate collective thinking about opportunities to build the strategic plan.

At the workshop, the City Council will review and provide input on the vision, mission, goals and strategies. Management Partners will use the feedback to prepare the City's Strategic Plan for Council consideration.

We encourage you to set aside some time to review this workbook *before* the workshop. Reflection prompts are provided throughout it to stimulate thinking. Come prepared to share your ideas and engage in planning for the future of the City of Pinole.

## Background

### ***About the City of Pinole***

Pinole is situated in West Contra Costa County. It is a full-service city with approximately 19,000 residents, who represent a diversity of ethnicities and incomes. The City operates under a council-manager form of government. The Council is made up five members elected at large that serve four-year terms. In addition to the Council, the City Treasurer is also an elected position. The City has three appointed boards and commissions, providing valued input on a range of important issues, including: planning, community services and traffic and pedestrian safety. Finally, the City employs 109 full-time and part-time staff members. As with most California cities, Pinole is under continuing financial pressure from a variety of forces.

### ***Project Scope: Development of the Strategic Plan 2020 through 2025***

The City of Pinole engaged Management Partners to facilitate a strategic planning process. The Pinole Strategic Plan will span FY 2020 through 2025 and address emerging priorities for the community in the coming years. The Strategic Plan will include a vision, mission, and multi-year goals and key strategies to achieve each of the goals.

Following adoption of the strategic plan by Council, Management Partners will work with staff to develop an implementation action plan that specifies short- and long-term priorities, who's responsible and what is required to get the work done. This action plan will aid staff and Council in integrating the strategic plan with operational work plans and budgets to ensure the strategic plan is implemented. In addition, the action plan is designed to measure success in achieving the goals established in the plan.

The plan is intended to have a five-year timeframe. It will be reviewed bi-annually and updated on a periodic basis. (The specific interval will be determined by the City of Pinole.)

## Components of the Strategic Plan

The graphic illustration below shows the key components of the strategic plan. The components are defined in the paragraphs that follow.

A *vision* sets the focus for the future. It is a statement of where the City of Pinole is going.

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

*Goals* set the framework that guides the direction and focus, budget decisions and allocation of other resources, such as staff time. They are “up on the balcony” wide views of opportunities for change and improvement and state the desired future. Goals or strategic priorities provide the “why” (larger meaning and context) of the specific actions the City takes. They help leadership decide which of the many worthy projects should be done and when, within available resources. Goals must be meaningful and attainable.

*Strategies* are the means to achieve the goals. They describe an approach or method and begin to answer the question: How will we go about accomplishing the goal? Strategies may include broad areas to pursue, rather than individual projects. To assure that the goal is achieved, later in the process each strategy must be assigned to an individual, with resources identified, and incorporated into a work plan.



Goal	Goal	Goal	Goal	Goal
• Strategy	• Strategy	• Strategy	• Strategy	• Strategy
• Strategy	• Strategy	• Strategy	• Strategy	• Strategy
• Strategy	• Strategy	• Strategy	• Strategy	• Strategy

An *implementation action plan* is the blueprint for carrying out the plan. It contains the detailed steps that must be taken to assure that the goals and strategies are achieved. Action plans provide a framework for determining specific actions, levels of priority, and assignments. They are designed to be a management tool to help the organization assure that goals are attained and are well suited to periodic check-in about progress, changes or challenges.

### **Strategic Planning Process Overview**

The content contained in this workbook for vision, mission, goals and strategies has been informed by the following activities.



- **Interviews.** Management Partners began the strategic planning process by conducting interviews with the City Manager and each of the five City Council members. Interview questions included the following:
  - » What are the community's strengths?
  - » What are the community's challenges/limitations?
  - » What would you like to see accomplished in the next five years?
  - » What impediments need to be removed to achieve these goals in the next five years?
- **Council Workshop.** Management Partners conducted a one-day workshop on June 29, 2019 with the City Council to identify and gain consensus on key community opportunities and challenges. The results of the workshop were documented in a workshop report and were used to inform the content included in this briefing book.
- **Board and Commissioner Focus Group.** Management Partners conducted a focus group session with 11 appointed commissioners. During the focus group, we invited participants to share their observations about the community's strengths and challenges, perceptions of opportunities and threats facing the City, as well as share their input about what they think the City's priorities should be for the next five years.
- **Department Questionnaire.** Management Partners distributed a questionnaire seeking input from a departmental perspective. We received nine responses. The survey asked for input on the following:
  - » City's strengths, challenges and opportunities;
  - » List the department's current and future priorities, goals, resources and recommended changes; and
  - » Suggestions on the potential vision and mission for the City.
- **Community Engagement Meetings.** Management Partners facilitated a series of four community meetings to solicit input from community members. The meetings were conducted at sites located throughout the community and held at different times of the day to encourage different segments of the community to participate. Two meetings were conducted on September 25 and two more on October 7, 2019. A total of 57 community members attended the four meetings. During the community meetings, Management Partners provided an overview of the themes identified from earlier engagement activities and asked community members to share their thoughts regarding the City's strengths, challenges and opportunities, as well as what they believe should be the City's priorities over the next five years.

## Stakeholder Engagement – What We Learned

As described above, through the interviews, Council workshop, focus group, staff questionnaire and community meetings, Management Partners asked participants/respondents for their perceptions regarding the City of Pinole’s strengths, challenges, opportunities and threats. The major themes are summarized below.

### ***Key Themes from Engagement Activities***

#### **Interviews, Council Workshop and Focus Group Themes**

During interviews and focus group, we heard the following themes:

- » Great location with geographic assets, climate and open space.
- » Great community with residents who are invested and engaged.
- » Ethnically diverse and inclusive.
- » The full-service city.
- » The City is a good fiscal steward and finds ways to do more with less.
- » Ongoing concerns about a potential economic downturn and recession.
- » Quality of life concerns (aging population, job/housing balance, climate change, school partnerships, traffic).
- » Ongoing need to identify new revenue streams.
- » Desire to redevelop vacant and unused lots, buildings and facilities.
- » Maintain and develop new partnerships to advance community needs and goals.
- » Address infrastructure maintenance need (roads, facilities, traffic lights, weeds).

#### **Executive Team Questionnaire Themes**

The themes that emerged from the departmental questionnaire, include a desire to:

- » Enhance public/private partnerships.
- » Improve/streamline internal work processes and practices.
- » Update and maintain aging infrastructure.
- » Identify staff retention strategies and address staff turnover.
- » Identify new funding streams.
- » Provide for professional development and training.
- » Understand and implement areas of focus and direction for the City that is consistent with the City’s vision, mission, values, goals and strategies.

#### **Community Engagement Meeting Themes**

Consistent with the other engagement activities, the community surfaced the following:

- » Location, diversity, and the community’s openness to engage are considered strengths.

- » Key challenges include a sense of safety (emergency preparedness), economic development, code enforcement, traffic congestion, beautification, communication, public information, and City identity, as well as downtown redevelopment.
- » Opportunities include increased community engagement and public/private partnerships and expansion of community activities, in addition to addressing the concerns listed above.

### Summary of All Engagement Themes

The themes are summarized below.

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>▪ Strong sense of community and community involvement</li> <li>▪ Small town feel with a great reputation</li> <li>▪ Location: climate, geographic assets, open space</li> <li>▪ Good school system</li> </ul>	<p><b>Challenges</b></p> <ul style="list-style-type: none"> <li>▪ Limited resources (funding, staffing, facilities, work capacity)</li> <li>▪ Maintaining City infrastructure</li> <li>▪ Addressing quality of life issues (aging population, safety, job/housing balance, growth)</li> <li>▪ Addressing staff retention, turnover and work capacity</li> <li>▪ Economic development</li> <li>▪ Public-private partnerships</li> <li>▪ Code enforcement (property maintenance and city beautification)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>▪ Downtown</li> <li>▪ Engaged community members</li> <li>▪ Neighborhood beautification</li> <li>▪ Revenue generation</li> <li>▪ Economic development</li> <li>▪ Code enforcement</li> <li>▪ Emergency preparedness</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>▪ Natural disasters (fire) and lack of City planning</li> <li>▪ Potential recession and management of pension liabilities</li> <li>▪ Circulation and traffic congestion</li> <li>▪ Staff turnover</li> <li>▪ Deferred maintenance and capital improvement investment</li> </ul>

## Vision and Mission

### **Vision Statement**

Effective vision statements *speak to the future*, are *short enough* to be remembered, and *do not repeat* what is in the mission statement.

Examples of vision statements are shown below.

» **City of Tustin**

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

» **City of Tracy**

*To preserve and improve the quality of life for Tracy so that we become the most prosperous community in California.*

### **Draft vision statement options.**

- Pinole is a safe and inclusive community where residents and businesses thrive.
- Pinole is an [engaged/connected/invested] and thriving community that honors its rich history and small-town charm with a vision for future innovation.
- Our vision is to be the safest, most vibrant and innovative community in the Bay Area while retaining our unique small-town charm.

### **Reflection Questions**

In advance of the workshop please reflect on the questions below. Make notes in the space provided and be prepared to share your ideas when we are together.

1. What do you like about the draft vision statement options? Would you recommend a change?

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2. What words or phrases resonate for you?

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3. Write your own draft vision statement for discussion at the workshop (feel free to modify an option listed above or write your own).

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*Additional notes on Vision...*

## **Mission Statement**

Effective mission statements clearly state *why* an organization exists; its purpose. The best mission statements do not list the services provided but rather state the *desired outcomes*. The best mission statements are *short enough* to be easily remembered.

We have provided examples of mission statements from other organizations. The statements are listed below.

» **City of Tustin**

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

» **City of Tracy**

*We provide the community of Tracy with basic and extended services that offer opportunities for individuals, families, and businesses to prosper as they live, work and play in Tracy.*

### **Draft mission statement options.**

- Our mission is to provide a safe and inclusive environment that promotes quality of life and prosperity for the community.
- The City of Pinole's mission is to foster a thriving and safe community where residents have a voice and feel connected.
- Our mission is to deliver high quality services with sound fiscal stewardship, community input and effective planning.

### **Reflection Questions**

In advance of the workshop please reflect on the following questions. Make notes in the space provided and be prepared to share your ideas when we are together.

4. What do you like about the draft mission statement options? Would you recommend a change?

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5. What words or phrases resonate for you?

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6. Write your own draft mission statement for discussion at the workshop (feel free to modify an option listed above or write your own).

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*Additional notes on Mission...*

## Potential Goals and Strategies

Strategic goals span a period of several years and provide a high-level road map for the organization. They guide the direction of the organization by describing the desired future. Strategies are the means to achieve the goals.

The information provided below is a starting point for our discussion during the workshop. *Space is also provided for your use to add goals and strategies in anticipation of the workshop discussions.*

### **Goal 1 - Safe and Resilient Pinole.**

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

1. Update the emergency preparedness and response plan (including facilities and equipment assessment). Explore restoring the (CERT) program and annual tabletop exercises and community drills.
2. Review, prioritize and implement as appropriate the 2019 fire service study recommendations.
3. Conduct a capital needs assessment and develop a long-term capital improvement plan (CIP) that aligns with the Strategic Plan.

### **Goal 2 - Financially Stable Pinole.**

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

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).
  - a. Evaluate revenue options.
  - b. Identify cost containment strategies.
  - c. Develop a disciplined approach to funding infrastructure improvements and maintenance.
  - d. Tie Council staff reports and budget requests to fiscal impact.
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 including internal processes to evaluate costs and benefits of grant administration (i.e., go or no go).

### **Goal 3 - Vibrant and Beautiful Pinole.**

*Facilitate a thriving community through improved processes, urban redevelopment policies, proactive relationship-building and communication.*

1. Update the General Plan and Specific Plan.



- a. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.
  - b. Partner with regional for- and non-profit housing agencies (and developers) to provide an array of housing options consistent with community incomes levels.
2. 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.
3. Partner regionally to *improve and enhance transportation circulation*, including public transit, cars, bikes and pedestrians.
4. 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 values adaptation, collaboration, use of best practices and public resource stewardship.*

1. Develop an *employee attraction, retention and advancement plan*.
  - a. Analyze the City's classification and compensation system and update as needed.
  - b. Develop a robust volunteer and internship program.
2. Conduct a citywide organization review to optimize efficiencies and implement best practices.
3. Develop an *organization teambuilding strategy* to promote and enhance collaboration between departments.
4. Develop a *strategic communications and public engagement plan* (i.e., public information officer, messaging, marketing, technical implementation).
  - 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 policy that facilitates public use of community infrastructure/facilities for large scale community events and internal practices.
5. Develop a *comprehensive information technology strategic plan*.

#### **Reflection Questions**

In advance of the workshop please reflect on the following questions. Make notes in the space provided and be prepared to share your ideas when we are together. During the workshop we will review these draft goals, make any necessary revisions, and review and document key strategies for achieve these goals.

1. What changes would you suggest to the set of proposed goals? Is there anything significant missing? Is there anything you would remove?

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2. Jot down additional priorities you wish to discuss during the workshop.

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