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CITY COUNCIL

Norma Martínez-Rubin, Mayor
Vincent Salimi, Mayor Pro Tem
Devin Murphy, Council Member
Anthony Tave, Council Member
Maureen Toms, Council Member

**PINOLE CITY COUNCIL
SPECIAL CITY COUNCIL MEETING
WORKSHOP**

**SATURDAY
JANUARY 30, 2021**

VIA ZOOM TELECONFERENCE

10:00 A.M.

**DUE TO THE STATE OF CALIFORNIA'S DECLARATION OF EMERGENCY – THIS
MEETING IS BEING HELD PURSUANT TO AUTHORIZATION FROM GOVERNOR
NEWSOM'S EXECUTIVE ORDERS – CITY COUNCIL AND COMMISSION MEETINGS ARE
NO LONGER OPEN TO IN-PERSON ATTENDANCE.**

SUBMIT PUBLIC COMMENTS TO CITY CLERK BEFORE OR DURING THE MEETING VIA EMAIL

comment@ci.pinole.ca.us

Comments received before the close of the public comment period for that item will be read into the record and limited to 3 minutes. Please include your full name, city of residence and agenda item you are commenting on. Any comments received after the close of the public comment period will be distributed to Council and relevant staff after the meeting and filed with the agenda packet.

WAYS TO WATCH THE MEETING

LIVE ON CHANNEL 26. They are retelecast the following Thursday at 6:00 p.m. The Community TV Channel 26 schedule is published on the city's website at www.ci.pinole.ca.us.

VIDEO-STREAMED LIVE ON THE CITY'S WEBSITE, www.ci.pinole.ca.us. and remain archived on the site for five (5) years.

If none of these options are available to you, or you need assistance with public comment, please contact the City Clerk, Heather Iopu at (510) 724-8928 or hiopu@ci.pinole.ca.us.

Americans With Disabilities Act: In compliance with the Americans With Disabilities Act of 1990, if you need special assistance to participate in a City Meeting or you need a copy of the agenda, or the agenda packet in an appropriate alternative format, please contact the City Clerk's Office at (510) 724-8928. Notification at least 48 hours prior to the meeting or time when services are needed will assist the City staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service.

Note: Staff reports are available for inspection on the City Website at www.ci.pinole.ca.us. You may also contact the City Clerk via e-mail at hiopu@ci.pinole.ca.us.

Ralph M. Brown Act. Gov. Code § 54950. *In enacting this chapter, the Legislature finds and declares that the public commissions, boards and councils and the other public agencies in this State exist to aid in the conduct of the people's business. It is the intent of the law that their actions be taken openly and that their deliberations be conducted openly. The people of this State do not yield their sovereignty to the agencies, which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.*

1. CALL TO ORDER & PLEDGE OF ALLEGIANCE IN HONOR OF THE US MILITARY TROOPS

2. ROLL CALL, CITY CLERK'S REPORT & STATEMENT OF CONFLICT

An official who has a conflict must, prior to consideration of the decision: (1) publicly identify in detail the financial interest that causes the conflict; (2) recuse himself /herself from discussing and voting on the matter; and (3) leave the room until after the decision has been made, Cal. Gov't Code § 87105.

3. PUBLIC COMMENT *All public comments received by the City Clerk, including those related to Workshop Items 4A and 4B will be read aloud during this item and are limited to 3 minutes. Any public comments received after the close of this item will be held with the official meeting record.*

Submit public comments to comment@ci.pinole.ca.us

4. WORKSHOP ITEMS

- A. City Council Team Building and Review and Possible Update of Council Norms of Behavior
- B. Review and Direction on Scheduling of Strategic Plan 2020 – 2025 Strategies and Pending Future Council Agenda Items [Action: Review and Provide Direction (Murray)]

5. ADJOURNMENT to the Regular City Council Meeting of February 2, 2021 In Remembrance of Amber Swartz.

I hereby certify under the laws of the State of California that the foregoing Agenda was posted on the bulletin board at the main entrance of Pinole City Hall, 2131 Pear Street Pinole, CA, and on the City's website, not less than 72 hours prior to the meeting date set forth on this agenda.

POSTED: January 28, 2021 at 5:00 P.M.

Heather Iopu, CMC
City Clerk

Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a series of tasks to further their common purpose. The individual team members work in a coordinated and collaborative manner with a high degree of respect, trust and openness. The team values diversity in style and perspective. The team thinks and acts strategically as it examines issues/situations and decides on a course of action serving their city's mission and goals.

KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the greater good.
- Develop, communicate and support policy goals and council decisions.
- Demonstrate a willingness to work collaboratively (as a team) and have a citywide perspective.

BEST PRACTICE TIPS

Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that councilmembers disagree, clear ground rules (norms of behavior and practice) can help quell acrimony before it becomes a problem. It's important to remember that trust is built around understanding and respect, not necessarily agreement.

2. Exceptional councils have clear roles and responsibilities that are understood and adhered.

Exceptional councils understand their role is to serve as policy maker - to represent the values, beliefs and priorities of their community while serving in the community's best interest. They carry out a variety of responsibilities including: developing and adopting a vision for the city; focusing and aligning plans, policies, agreements and budgets in furtherance of this vision; and holding themselves and the city manager accountable for results.

Exceptional councils understand that the city manager is responsible for the day-to-day operations of the city. The city manager is responsible for undertaking and accomplishing the policy objectives of the council. Exceptional councils recognize the subject matter expertise of staff and utilize their knowledge and experience to guide and inform decision making.

KEY CHARACTERISTICS

- Understand the role of local government and their responsibilities.
- Know their role- to set vision and policy, avoid micromanagement.
- Councilmembers should strive to be informed about the issues facing the city and be prepared to ask questions of staff and each other.

BEST PRACTICE TIPS

Create a shared understanding of the city manager's role and the council's expectations to optimize the working relationships. This shared understanding is informed by local charter and ordinance provisions that provide the overall framework for the relationship. The council should make time to have conversations during retreats and or study sessions to define and/or reveal and refine their role and responsibilities. Since role clarity between the city council and city management is critical to mutual success, having clear protocols helps avoid misunderstandings.

3. Exceptional councils honor the relationship with staff and each other

Exceptional councils understand that a good working relationship with staff is vital for the city to be run successfully. Exceptional councils treat each other and staff with dignity and respect. They act with civility and a high level of professional decorum. Councilmembers build trust by not playing the “gotcha game” and strive to have a no secrets, no surprises approach as an operating norm. Finally, they respect the diversity of styles and perspectives among their colleagues and staff and are open to new ideas.

KEY CHARACTERISTICS

- Councilmembers have the ability to respectfully disagree (to disagree without being disagreeable). They are able to leave it at the dais; debates are about policy, not personality.
- Exceptional councilmembers reflect positive decorum/model of leadership by providing respectful tone with colleagues.
- Establish a set of behaviors ahead of time, potentially documented in a code of conduct, to help promote civility and respect.

BEST PRACTICE TIPS

Set council priorities and strategic goals at an annual meeting; these goals and priorities are a tool to guide the city manager and staff on where to focus their efforts. This annual meeting provides time for the council to reflect on community priorities as well as offer an opportunity to discuss their decorum and their relationship among each other and the relationship between the city manager/staff and the council.

4. Exceptional councils routinely conduct effective meetings

Open and public meetings are central to democratic decision-making. Exceptional councils master the art of effective meetings. They develop and adhere to meeting protocols and processes. They spend time planning and organizing the agenda with the aim of having a more focused meeting. They allocate the council’s time and energy appropriately (focused on the council’s role and responsibilities) and meeting short- and long-term priorities. They honor the public’s participation and engagement and they generally start on time and are held during reasonable hours.

Exceptional councils use public meetings not only for their intended purpose, information sharing and decision-making,

KEY CHARACTERISTICS

- Councilmembers are respectful of each other, the public and everyone’s time.
- Councilmembers use engaging body language as a way to demonstrate respect.
- Issues are not personalized, thoughtful dialogue is the objective.
- Agenda packets are read, councilmembers come prepared and have an open mind
- Respect is demonstrated for varied opinions.
- Everyone strives to be civil and act with decorum.

but they also use the meeting to demonstrate respect and civility for each other, staff and the public. Exceptional councilmembers prepare in advance of the meeting, remain focused on the city goals and objectives and mindful of their role and responsibilities.

BEST PRACTICE TIPS

Develop and adopt (with regular reviews and updates), guidelines for conducting meetings and making decisions. These governance protocols typically address meeting procedures (agenda preparation, how to put issues on the agenda, debate and voting procedures (parliamentary rules) and standards of decorum (civility)). As part of a regular self-assessment, councils should evaluate their meetings and their effectiveness and adjust behavior and practices for better results.

5. Exceptional councils hold themselves and the city accountable

Exceptional councils operate openly, ethically and work to engage the community in a myriad of decisions impacting the prosperity and well-being of their community. Toward that end, exceptional councils consistently provide short- and long-term strategic direction and goals, as well as provide budget, program and policy oversight.

Exceptional councils hold themselves accountable for the conduct, behavior and effectiveness of the council. They establish clear priorities and goals and hold the city manager accountable for results. And finally, they embrace accountability as a process and tool to calibrate ongoing efforts to address and meet policy and program objectives.

KEY CHARACTERISTICS

- Councilmembers operate ethically and with integrity.
- Councils conduct team building / goal setting exercise to track progress towards mutually agreed upon goals
- Councils taking responsibility for the results (good and bad).
- Councils celebrate success.
- Councilmembers hold themselves responsible for adhering to operating protocols and codes of conduct.

BEST PRACTICE TIPS

Annually evaluate council and city manager performance toward achieving the city's priorities and goals (consider having this be part of an annual goal setting meeting). Council should consider assessing its own behavior and effectiveness as part of its annual self-assessment.

6. Exceptional councils have members who practice continuous personal learning and development

Governance is not intuitive. In addition, the policy and economic environment impacting cities are ever changing. Exceptional councils continually provide the opportunity to build their knowledge and skills, to enhance their understanding of key issues, increase their awareness of best practices and sharpen their leadership and governance skills.

KEY CHARACTERISTICS

- Stay informed on key issues
- Gain key insights and knowledge on all aspects of governing, from budgets to plans and everything in between.
- Learning to listen is sometimes more important than learning to give a speech.

BEST PRACTICE TIPS

Seek out national, state and local professional growth and educational opportunities. These opportunities can focus on the nuts and bolts of governing to helping you gain valuable information and/or insights on key policy issues facing your city. In addition, city run orientations for newly elected officials provide a good way to acclimate new members to the council's norms and protocols as well as the budget and key policy issues.

Strategies for Creating a More Collaborative, Effective Council

This whitepaper originally appeared as an article in the September 2011 issue of Western City magazine.



Running local government successfully is hard work. City officials know that it requires serious commitment, time and knowledge on the part of local officials and staff as well as community members. Local policy-making is also a collaborative activity. The current economic and political challenges facing California exert tremendous pressure on mayors and council members to work together collaboratively and effectively. Issues that affect the future well-being of their cities also spur local officials to have conversations and collaborate with members of the public about the kind of community they envision for themselves and their children.

The need for collaboration — between individual council members, among councils as a whole and between local officials and the community — prompted the League to ask the Institute for Local Government (ILG) to conduct an Advanced Leadership Workshop on this topic during the League's Legislative Action Days in May 2011.

Nearly 40 mayors and council members participated in this interactive, highly rated session titled "Creating More Collaborative Councils: Strategies for Effective Communication, Meeting Management and Public Engagement." The workshop explored key issues related to the work of elected local officials and provided participants with the skills and strategies to more effectively:

- Communicate and problem-solve with colleagues;
- Maintain collaborative relationships with fellow council members;
- Preside over and participate in city council meetings;
- Interact with and respond to members of the public; and
- Design effective and inclusive processes for engaging the public.

This article presents some of the workshop's highlights.

Communication and Problem-Solving

On any given day, we all may do a better or worse job in effectively communicating information with others in our work, civic and family lives. The quality of communication with others can present a challenge for local elected officials, who work largely in the public sphere and must deal with multiple audiences, limited time and a broad range of content. The issue of communicating with council colleagues is no exception.

Proponents of effective communication suggest a few simple rules to help us keep our speaking and listening skills well honed, thus supporting our goals and relationships.

Be attentive. Whether with an individual colleague or in council chambers before a packed house, paying attention to the speaker, the subject at hand and (as appropriate) the interpersonal dynamics involved will make you a more effective communicator and help you to be perceived as a respectful, effective colleague and public servant.

Ask clarifying questions. This shows a desire to better understand the speaker and demonstrates both attentiveness and an interest in learning more. Typically this is a better communication choice than a quick emotional retort or an immediate explanation of your own views. Asking clarifying questions helps increase the likelihood of a more productive conversation or exchange.

Let people know you are listening. Two very simple ways to do this include paraphrasing and using a perception check.

Paraphrasing is repeating the essence of the speaker's remark, thus conveying that you've heard the substantive content of what he or she has said; for example, "So you're saying that you believe this would kill all the fish in the stream — is that right?" A perception check involves acknowledging the emotional content of a speaker's comment; for example, "I can hear that you're very worried about the safety of neighborhood residents if we remove that stoplight," or "I want you to know that I hear how angry you are about this and how important the issue is to you." Both paraphrasing and a perception check can be important communication tools for council members. Neither suggests you are necessarily agreeing with the speaker or expressing your own opinion on the issue at hand.

Distinctions between Values, Interests and Positions

Your conversations with other individual council members or residents often concern topics that they (and perhaps you) feel very strongly about. It may seem there is no way to even begin to have a useful discussion about such topics. However, understanding the distinction between a value, an interest and a position can be helpful when tackling this type of situation. Consider these examples:

- "Children are our community's most important resource." This is a *value*;
- "I want a park and open space where our children can play." This is an *interest*; and
- "I want a park and skateboarding area at the corner of Palm and Main with the city contributing all the funds." This is a *position*.

Listen for and ask about values and interests that underlie speakers' expressed positions. People can more readily understand each other's values and interests than they can accept different positions. Typically there are more ways to satisfy interests than to bridge conflicting positions. A conversation about values or interests can often reduce or clarify differences.

The following basic principles of collaborative problem-solving (or "principled negotiation"), developed by Roger Fisher and William Ury and presented in their book *Getting to Yes*, also offer helpful guidelines for working through a knotty issue with a colleague or guiding group discussions.

Separate the people from the problem. It's not unusual for emotions to cloud problem-solving when people feel strongly about an issue. However, it is far more effective to attack the problem together, not each other. It's also a much better way to preserve an important working relationship.

Focus on interests, not positions. Taking a hard negotiating position can obscure what is really wanted. A conversation about interests, which tend to be broader than positions, creates more opportunities for coming up with an idea that appeals to all participants. Discussing interests rather than focusing on positions means that there's a lot more to talk about and improves the chances of success.

Invent options for mutual gain. In the typical back and forth of "making your case" there is often little opportunity to jointly think about and creatively invent new ideas that may be in the interests of both (or all) negotiators. However, this type of creative thinking probably won't occur unless it's given a time and a place to happen, and making time for this step is especially important when addressing polarized local issues.

Insist on using objective criteria. This is perhaps the hardest problem-solving guideline to follow — but perhaps the most important — in what is often a challenging political environment. Working to creatively solve a problem or reach an accord can be advanced if the participants can agree on some sort of common standard or a result that they think makes sense.

Civility and Council Member Behavior

Much media attention has focused lately on the question of civility in public discourse, and many city councils are grappling with the challenge of how to ensure civility among council members in their own deliberations.

Highlighting the current interest in this topic, the New Jersey State League of Municipalities recently published an article titled "The Need for Civility in Local Government Dialogue" (www.njslom.org/need_for_civility.html). The article presents author John

- Thou shalt not allow legitimate critique of policy and practice to become a personal attack aimed at the person who devised the policy or implements the practice;
- Thou shalt not rudely interrupt a colleague midsentence nor “speak over” a colleague while he or she is speaking;
- Thou shalt not pretend something is much more important than it really is simply to score points with an audience; and
- Thou shalt always recognize that your colleagues were also elected, just as you were, and deserve the same level of respect for having run and won.

Gillespie's 10 commandments serve as useful guidelines for councils striving to improve the tone of discussions. Another helpful resource, the Institute for Local Government's *Promoting Civility at Public Meetings: Concepts and Practices* (www.ca-ilg.org/civility), examines civility in conceptual and ethical terms and offers practical strategies for achieving greater civility in public discourse.

A growing number of cities are creating handbooks that help council members (and the public) better understand city government and council members' roles and responsibilities. In addition, cities are adopting ground rules for council meetings that extend beyond procedural rules and address expectations and guidelines for council member conduct. One example of such rules comes from the City of Davis:

Council members should actively pay attention while others are talking. Council members should be aware that side conversations, note writing and nonverbal expressions made by council members can be distracting to the meeting. Be aware that other council members, staff and the public in attendance can hear and see these actions.

The City of Hayward's *Council Member Handbook* includes the following:

Council members shall accord the utmost courtesy to each other, to city employees and to the public appearing before the council and shall refrain at all times from rude and derogatory remarks, reflections as to integrity, abusive comments and statements as to motives and personalities.

Other sections of Hayward's handbook address sanctions for violating the various rules of procedure.

Beyond Robert's Rules of Order

Whether you serve on a board, council, commission or other governing body, it is helpful to understand how to conduct public meetings. To simplify the rules of parliamentary procedure for those who participate in public meetings, Judge David Rosenberg created a video titled “Rosenberg's Rules of Order: Simple Parliamentary Procedures for the 21st Century.” Prior to becoming a Yolo County Superior Court judge, Rosenberg served as mayor and council member for the City of Davis and as a Yolo County supervisor. (The video is based on a two-part article written by Rosenberg and originally published in *Western City* magazine in 2003. A newly revised pocket guide of Rosenberg's Rules will be available later this year.)

As part of the Institute for Local Government's service to local officials, the video and accompanying downloadable documents are available at www.ca-ilg.org/rosenbergrules. Test your knowledge of parliamentary procedure rules of order by taking the quiz (below).

Effective Public Engagement

The ability to effectively involve the public in decision-making is an essential skill for local officials. Many local agencies are facing serious challenges on issues ranging from budgeting and fiscal policy to climate change and public safety. Public engagement comprises a broad range of methods to inform members of the public about decisions that affect them and to invite their participation in the process. Such methods include but are not limited to public information and outreach efforts, public consultation and public deliberation (for more information, visit www.ca-ilg.org/PEbasics).

Successful public engagement can help local agencies manage challenges by contributing to the following outcomes:

- **Better identification of the public’s values, ideas and recommendations.** Well-executed public engagement can provide more nuanced views about an issue from a broader spectrum of residents than a simple “yes” or “no” election.
- **Residents who are more fully informed about issues and local agencies.** Public engagement presents opportunities for residents to better understand the issues and challenges impacting their community, grapple with practical problems and real trade-offs, and see local agency challenges as their own.
- **Improved local agency decision-making and actions with better results.** Members of the public provide rich sources of information regarding their community history and needs. This information can inform local agency decision-making and potentially produce superior results.
- **Enhanced community buy-in and support.** Involving members of the community in a meaningful way can build a sense of ownership and greater support for the local agency decision. It can also reduce contentiousness.
- **Faster project implementation with less need to revisit issues again.** Mutually agreed-upon decisions are less likely to continually reappear as issues of concern both for local agencies and community members.
- **More trust — in each other and in local government.** Open dialogue, shared interests and mutual problem-solving can bring disparate groups of people together, potentially resulting in increased trust in the others’ ability to solve problems and make good decisions.
- **Increased community participation and leadership development.** Positive experiences with public engagement can lead to better informed residents who are more likely to participate in other community activities and have the confidence and skills to become future local government leaders.

Additional Resources

For additional resources, visit:

- www.ca-ilg.org/engagement
- www.ca-ilg.org/civility
- www.westerncity.com/Western-City/December-2010/Transparency-In-Local-GovernmentProtecting-Your-Community-Against-Corruption/
- www.westerncity.com/Western-City/October-2009/Meeting-Great-Expectations-Dealing-With-Emotional-Audiences/

Rosenberg’s Parliamentary Procedure Quiz

Choose the correct response for each item. Answers appear at the end of this page.

1. You are a city council member. At a council meeting, you can’t hear the discussion due to noise made by the heating system. You should raise your hand and, when recognized, say, “Point of order — I can’t hear what’s being discussed.”

True False

1. A vote on hotly contested Agenda Item 5 has passed by a vote of 3 to 2. You were one of the two council members who voted against the item. Later in the meeting you ask for reconsideration of Agenda Item 5, because you have thought of something you believe will convince one of the majority votes to change his or her mind. The mayor rules you “Out of order” and refuses to allow a vote on reconsideration. The mayor’s ruling is:

Correct Incorrect

1. It’s 11:00 p.m. by the time the city council reaches Agenda Item 25. The mayor asks for a show of hands to indicate how many members of the public wish to speak on the item, and 32 people raise their hands. The mayor announces that she will limit each speaker to two minutes each. Can the mayor properly do so?

Yes No

1. Joe makes a motion to hold a council retreat in May, and Mary seconds the motion. Sally then moves an amendment to have the retreat in June, and Fred seconds the motion. Esteban then moves a substitute motion to have no retreat this year, and Fred seconds the motion. The mayor announces that discussion will begin on the motion to amend. Is this the correct ruling?

Yes No

1. On a highly controversial agenda item in a meeting attended by many members of the public, the audience becomes engaged in the discussion and members of the audience applaud in support or hiss in opposition following the remarks of the first speaker who addresses the city council. The mayor states that no vocal expressions of support or opposition will be tolerated at the meeting and asks the public not to applaud or hiss after speakers conclude their remarks. May the mayor do so?

Yes No

1. A member of the city council continually interrupts other council members while they are speaking on agenda items. The mayor refuses to stop the offending council member from interrupting. As a member of the city council, you have the right to make a motion to challenge the mayor's ruling and have your motion voted on by the council.

True False

1. After a very long discussion and debate on a motion you made to approve a street repair schedule, which was duly seconded, you want to move ahead with voting on the item, so you say, "I call for the question." The mayor responds, "OK, let's proceed with the vote on the pending motion to approve the proposed street repair schedule." Did the mayor handle your call for the question properly?

Yes No

1. If the maker of a pending motion accepts a proposed change and incorporates the change into her motion, and the person who seconded the motion also accepts the change, this is called a "friendly amendment."

True False

1. Sam moves and receives a second on a motion to create a seven-member Police Oversight Commission. Mariko moves and receives a second on a motion to make the commission 15 members. Helen moves and receives a second on a motion to create an ombudsman position in lieu of the commission. The mayor schedules discussion and a vote on the third motion (Helen's), which passes. The mayor should then schedule discussion and a vote on the second motion (Mariko's motion).

True False

1. In the middle of a meeting the mayor recognizes Maria, a council member, who moves to adjourn the meeting. Frank seconds her motion. The mayor calls for discussion prior to the vote. Maria raises a point of order and says that the motion should be voted on immediately. Who is correct?

The mayor Maria

Answers to Quiz

1-False. 2-Correct. 3-Yes. 4-No. 5-Yes. 6-True. 7-Yes. 8-True. 9-False. 10-Maria.

DOCUMENTS & RESOURCES

[Strategies for Creating More Collaborative, Effective Councils](#)

DATE: AUGUST 20, 2019

TO: MAYOR AND COUNCIL MEMBERS

FROM: MICHELLE FITZER, CITY MANAGER

**SUBJECT: APPROVING THE COUNCIL NORMS OF BEHAVIOR
ESTABLISHED DURING THE CITY COUNCIL TEAM BUILDING
WORKSHOP**

RECOMMENDATION

It is recommended that the City Council adopt a resolution approving the Council Norms of Behavior established during the City Council Team Building workshop.

BACKGROUND

In April the City Council awarded a contract to Management Partners to conduct Council Team Building and Community Strategic Planning processes. The Council Team Building workshop was held on Saturday, June 29, 2019.

REVIEW AND ANALYSIS

At the Council Team Building workshop the Council discussed and agreed upon Council Norms of Behavior to follow in general and at Council meetings moving forward. This item is being brought before the Council to formally approve these Council Norms.

FISCAL IMPACT

None.

ATTACHMENTS

A. Resolution, with the Council Norms as Exhibit A

RESOLUTION 2019-XX

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF PINOLE
APPROVING THE COUNCIL NORMS OF BEHAVIOR
ESTABLISHED DURING THE CITY COUNCIL TEAM BUILDING WORKSHOP**

WHEREAS, the City Council hired Management Partners to conduct Council Team Building; and

WHEREAS, the Council participated in a full-day of Team Building on June 29, 2019; and

WHEREAS, out of that workshop the Council established a list of Council Norms of Behavior that they wish to follow, attached hereto as Exhibit A.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Pinole that it does hereby approve the Council Norms and agrees to adhere to them.

PASSED AND ADOPTED this 20th day of August, 2019 by the following vote:

AYES: COUNCILMEMBERS:

NOES: COUNCILMEMBERS:

ABSENT: COUNCILMEMBERS:

ABSTAIN: COUNCILMEMBERS:

I hereby certify that the foregoing resolution was introduced, passed and adopted on this 20th day of August, 2019.

Heather Iopu, CMC
City Clerk

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);
 - 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.



CITY COUNCIL REPORT

4B

DATE **JANUARY 30, 2021**

TO: **MAYOR AND COUNCIL MEMBERS**

FROM: **ANDREW MURRAY, CITY MANAGER**

**SUBJECT: REVIEW AND RECEIVE COUNCIL DIRECTION ON SCHEDULING OF
STRATEGIC PLAN 2020 – 2025 STRATEGIES AND PENDING FUTURE
COUNCIL AGENDA ITEMS**

RECOMMENDATION

Staff recommends that the City Council review the Strategic Plan strategies and pending Council “future agenda items” and provide direction to staff on scheduling of strategies and prioritization of future agenda items for the remainder of the current fiscal year.

BACKGROUND

The City Council has identified, both through the Strategic Plan and the Council requests for “future agenda items” process at City Council meetings, several tasks and special projects that it would like City staff to undertake. City staff does not have the capacity to undertake all of the tasks and projects simultaneously while continuing to provide existing service levels for the City, so staff seeks direction from the City Council on the scheduling of the tasks and projects.

In February 2020, the City Council adopted the City of Pinole Strategic Plan 2020 – 2025 (attached). It identifies four major goals for the City (safe and resilient, financially stable, vibrant and beautiful, and high performance) and directs staff to undertake 22 individual “strategies” (special projects) over five years to help achieve the goals. City staff created a Strategic Plan Implementation Action Plan (IAP) in August 2020 that identified the specific schedule upon which staff would undertake the 22 strategies (attached).

In addition to the Strategic Plan, the City Council has another mechanism through which it can assign tasks and special projects to staff. Under the City’s Council-Manager form of operation, the City Council can provide direction to the City Manager, who oversees City staff, during a City Council meeting, as described in Municipal Code section 2.04.200. Specifically, per the City Council meeting procedures (attached), during the “Future Agenda Items” portion of a regular Council meeting, any Council Member may request that a particular topic/issue be scheduled for discussion at a future City Council meeting. If the request is approved by a majority of the Council, City staff prepares an agenda item on the topic/issue as soon as staff is able to complete required preparatory work.

REVIEW & ANALYSIS

City Services and Staffing

Pinole is considered a “full service” city, meaning that it provides all traditional municipal services to its residents, opposed to those services being provided by a county or special district. Most City staff is dedicated to providing core public-facing City services, such as police and fire, land use management, building safety, local transportation infrastructure, and sewer. Other City staff provide additional public-facing services to residents, including space and facilities for outdoor recreation, recreational and educational programs and events, cable television programming, childcare programming, senior services, and food support, among others. Additional City staff provides internal services to support the public-facing operations, such as finance, legal, human resources, information technology, records management, and facilities.

Simply performing the routine elements of the full slate of City services requires almost all of City staff’s time. Staff does undertake periodic special projects to maintain compliance with evolving legal requirements and occasionally, if time permits, implement new best practices. Some new practices that City departments have recently implemented include the following: telecommuting policy; electronic signature system; updated procurement policy; online payment system; updated finance procedures; pilot program for implicit bias screening; new information systems for incident response; additional wildland fire mitigation strategies; enhanced turf management program; and use of electronic capital project bidding platform.

In recent years, staffing levels in certain City departments have made it difficult to work on process improvements and implement new best practices while still maintaining basic service levels. (The forthcoming findings and recommendations of the Citywide Organizational Assessment, one of the strategies in the Strategic Plan, will highlight some City functions that need additional staffing in order to perform routine work, make needed process improvements, and implement best practices.)

Council-Directed Tasks and Special Projects

City staff does not currently have the capacity to simultaneously undertake all of the tasks and special projects that Council has identified in the Strategic Plan and as future agenda items while continuing to maintain existing service levels for the City. City staff prioritized its work on the 22 Strategic Plan strategies, which Council accepted, in the Implementation Action Plan (IAP) of August 2020. Staff is currently on track to begin work on 15 of the 22 Strategic Plan strategies, and complete work on six of them, in the current fiscal year (FY), 2020-21. This is noteworthy progress given the City’s limited staffing in certain areas. Find attached an update as of January 30, 2021 on the anticipated start and completion dates of the 22 strategies, on which staff seeks Council’s approval.

From the Council meeting of December 4, 2018 through the Council meeting of January 19, 2021, the City Council approved 140 items as future agenda items. City staff has completed 79 of the items, including some recent, timely items such as a temporary

eviction moratorium, temporary outdoor dining permits, consideration of an agreement with the Pinole History Museum for use of the Faria House, a City food drive, downtown holiday tree lights, the basketball court renovation and dedication for David Patrick Underwood, and the COVID-19 small business assistance program. Again, this is noteworthy progress given the City's limited staffing in certain areas. Despite completing many future agenda items, 61 remain not-yet-completed. Attached find a list of those 61 items. Many have been awaiting staff attention for some time, and staff does not anticipate having the bandwidth to address them as standalone Council agenda items in the near future.

Staff Proposal for Addressing Future Council Agenda Item Requests Not Completed as of January 30, 2021

Staff wants to address the backlog of pending future agenda items as efficiently and expeditiously as possible. Although they are technically all requests for future City Council agenda items, staff has closely reviewed the list of 61 remaining items and identified that many could be addressed by other types of follow up. For instance, several of the items are primarily informational, and could be addressed through a staff memorandum to Council. Others are primarily budgetary, and could be addressed through the standard annual budget process. Similarly, some are primarily related to capital projects, and could be addressed through the standard annual capital improvement planning process. Finally, some of the topics/issues are complex enough that they constitute significant special projects that cannot readily be addressed by staff in the current fiscal year, and can be considered in the next budget or Strategic Plan update process. The list of 61 items also includes some duplicate requests for the same topic/issue.

Staff believes that the 61 pending items can sensibly be addressed through the mechanisms illustrated in the table below.

Recommended Staff Follow Up for Pending Future Agenda Items	Number of Items
Schedule for Future Council Meeting	20
Staff Provide Information to Council Via Memorandum	9
Address in FY 2021-22 Budget Process	6
Address in FY 2021-22 Capital Improvement Plan (CIP) Process	9
Address Through Budget Process or Strategic Plan	9
Remove from List (Duplicate)	8
Total	61

Attached find the list of not-yet-complete future agenda items with staff's recommended follow up approach for each, of which staff seeks Council's approval. If Council approves of the recommended follow up approach, City staff will do the following:

- Schedule the items designated for future Council meetings (see detailed proposal below).
- Provide memorandums to Council on the items designated for "Staff Provide Information to Council Via Memorandum" by mid-April 2021. The City Manager

would announce, as part of the City Manager Report portion of a City Council meeting, any such memorandum that staff has provided to Council.

- Ensure that the items designated to “Address in FY 2021-22 Budget Process” and “Address in FY 2021-22 CIP Process” are highlighted for consideration during those processes.
- Regarding the significant special project items designated to “Address Through Budget Process or Strategic Plan,” staff will remind the Council of these items during the FY 2021-22 budget process and the next review and update of the Strategic Plan.
- Delete duplicate items.

Staff proposes the following specific follow up, upon which staff seeks Council's approval, for the 20 items identified as best addressed through a future Council agenda item.

Items/Topics to Schedule for Future Council Meeting	Proposed Staff Follow Up
Discussion of Council Participation in Townhall Type Meetings/How to Acquire Information from the Public	Address in Strategic Plan strategy on developing a public engagement plan
City Hosted Job Fair	Schedule to receive Council direction in FY 2021-22
AB 1080 - Pollution and Waste	Remove from list (bill has died)
Animal Control Update from County	Schedule presentation in FY 2020-21
Preservation Ordinance	Staff is actively working on this issue and expects to present to Council in March 2021
Updated IAP with Completion Dates	Update on anticipated start and completion dates of Strategic Plan strategies included in January 30, 2021 workshop
Report on Options to Expand the Old Town Tree Lights Beyond what was Approved on 9/15/20	Schedule for Council direction in FY 2020-21
Council Member Project Matrix for Prioritization	Addressed as part of January 30, 2021 workshop
Presentation/Report from City's Appointee to Library Commission on the Appointee's and Commission's Activities	Schedule presentation in FY 2020-21
Consider Recognition of Indigenous Peoples' Day	Schedule proclamation in September 2021 or early October 2021
Presentation of County Recommendations for Handling Mental Health Crisis Calls for Service and Implications for City Police Procedures	Schedule presentation in March 2021, after County has made recommendations
Presentation on What the City is Already Doing to Address Climate Change, Including in Reference to the Items in the County Climate Emergency Resolution	Schedule presentation in FY 2021-22
Discussion of United Against Hate Week	Schedule proclamation in November 2021
Land Acknowledgement	Staff is actively working on this issue and expects to present to Council in February 2021
Opening Park Restrooms during COVID Stay at Home	Staff is actively working on this issue and expects to present to Council in March 2021

Options to Expand EV Charging Stations	Schedule presentation in FY 2021-22
City Support/Membership in Chamber of Commerce	Scheduled resolution for February 2, 2021
Resolution/Proclamation Recognizing Black History Month (Date Certain - 2/2/21)	Scheduled proclamation for February 2, 2021
Resolution Condemning Donald Trump	Schedule proclamation in FY 2020-21
Presentation on History of Pinole with Focus on Native American History	Staff is actively working on this issue and expects to present to Council in February 2021

Council Assignment of Tasks and Projects for Staff Follow Up

As noted above, when closely reviewing the list of pending future Council agenda items, staff recognized that certain items could be efficiently and expeditiously addressed through follow up other than as a future Council agenda item (e.g., through a memorandum to Council or through a standard recurring process, such as for the budget or CIP). This is due to the fact that the list includes a variety of different types of requests. Staff identified that the items could generally be classified as requests for one of the following types of action:

- Staff provide information on a topic to Council;
- Staff schedule a report/presentation by an outside party to Council;
- Staff schedule a report/presentation by staff to Council;
- Staff receive direction from Council;
- Staff present proposed legislation/policy to Council; and
- Staff conduct a special project.

Staff believes that Council should have the opportunity, as part of regular Council meetings, to assign tasks to staff, as envisioned in the Municipal Code, both as future Council agenda items as well as other types of staff follow up. Currently, Council only has the “future agenda items” process. If agreeable to Council, staff shall propose modifications to the current City Council meeting procedures, for Council’s consideration, to broaden the future agenda items mechanism to cover multiple types of requests for staff follow up. Staff would also endeavor to propose a mechanism to collaborate with Council to prioritize assignments. (Note that staff does intend to seek Council approval of the additional staffing that will be recommended in the forthcoming Citywide Organizational Assessment. Such additional staffing will enable the City to perform routine work, make needed process improvements, implement best practices, and complete more Council-assigned tasks.)

Regular Reporting on Strategic Plan and Council Assignment Progress

Staff proposes for Council’s approval, to improve communication on progress on Strategic Plan strategies and addressing Council requests for staff follow up, to provide reports on each to the City Council on a quarterly basis, on a schedule similar to the current quarterly reporting of budget revenues and expenditures.

FISCAL IMPACT

There is no significant fiscal impact from receiving Council direction on scheduling of Strategic Plan 2020 – 2025 strategies and pending future Council agenda items.

ATTACHMENTS

- Attachment A: City of Pinole Strategic Plan 2020 – 2025
- Attachment B: City of Pinole Strategic Plan 2020 – 2025 Implementation Action Plan (August 2020)
- Attachment C: City Council Meeting Procedures (December 8, 2020)
- Attachment D: Update on Anticipated Start and Completion Dates of Strategic Plan Strategies
- Attachment E: Future Council Agenda Item Requests Not Completed as of January 30, 2021
- Attachment F: Staff's Recommended Follow Up for Not-Yet-Completed Future Council Agenda Items

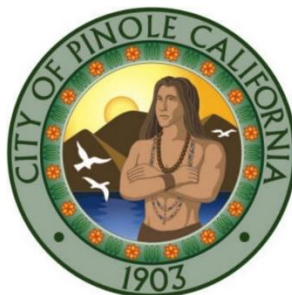
City of Pinole Strategic Plan 2020 – 2025



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



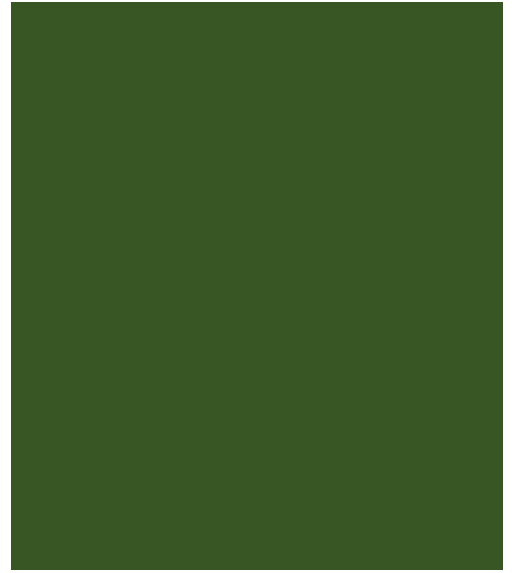
Anthony L. Tave
Council Member

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

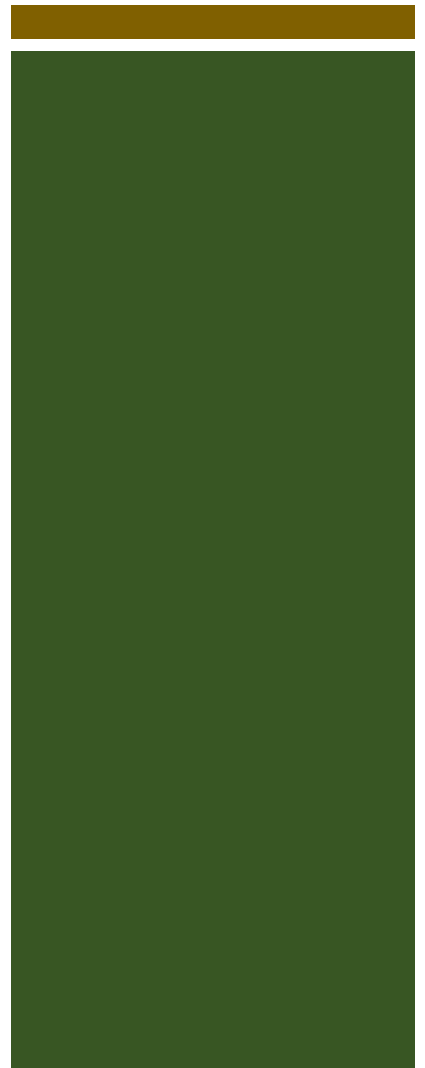
The City of Pinole's **Strategic Plan** contains a vision, mission, goals, and strategies. Strategic planning helps a community identify its highest priority interests, articulates a vision of the future, and clearly communicates the City's direction amidst competing demands. Moreover, the plan provides 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

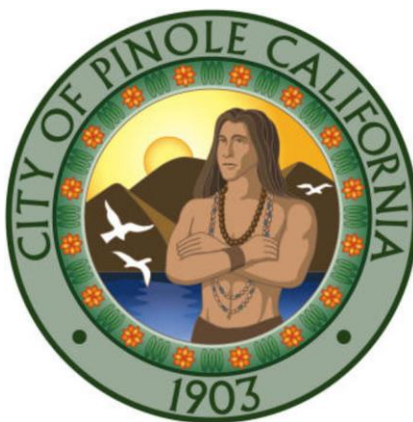
1. Develop an employee attraction, retention and development plan.
 - a. Analyze the City's classification and compensation system and update as needed.
2. Conduct a citywide organization review to optimize efficiencies.
3. Review citywide implementation of best practices and improve processes.
4. Develop 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.





PINOLE, CA 94564
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City of Pinole

Strategic Plan 2020 – 2025

Implementation Action Plan

August 2020

City of Pinole Strategic Plan 2020 – 2025 Implementation Action Plan (IAP)

This Implementation Action Plan is a living document and serves as the blueprint to implement the Strategic Plan. This document is a tool that should be updated on a regular basis. Management Team members may choose to review progress on a scheduled basis, and periodically report progress to the City Council, employees, and other stakeholders. Prudent implementation requires “circling back” and fine-tuning the plan based on experience. It contains the key steps, prioritization, time frame, team, and success indicators to implement the Strategic Plan elements.

The Pinole Management Team met on June 24, 2020. The team populated the year one priorities included in this IAP.

The categories within this IAP are:

- Year to begin the strategy (Year 1, 2, 3, 4, or 5)
 - Year 1 is FY 2020-21
 - Year 2 is FY 2021-22
 - Year 3 is FY 2022-23
 - Year 4 is FY 2023-24
 - Year 5 is FY 2024-25
- Key implementation steps
- Lead staff position for the strategy
- Other team members involved for the strategy
- Whether resources (dollars or staff time) are available to complete strategy
- Success indicators and comments

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Goal 1: Safe and Resilient Pinole						
Strategy 1. Conduct a citywide asset condition assessment.	Year 1	<ul style="list-style-type: none"> Acquire asset management software - underway Complete/review inventory of all city assets (facilities, property, equipment, etc.) Conduct condition assessments Review results with Executive Team Distribute condition assessment report to staff Create Long-Term Capital Asset Management Plan and integrate with Capital Improvement Plan 	Development Services Director / City Engineer	Public Works Manager, Senior Project Manager	Yes (funding appropriated for some related expenses, but not all)	<ul style="list-style-type: none"> Establish maintenance standards Report annually on the condition of city assets Create long-term plan for capital asset management
Strategy 2. Update the emergency preparedness and response plan (including results of the facilities and equipment assessment).	Year 1	<ul style="list-style-type: none"> Review the city's emergency preparedness and response plan Revise/update the plan based on best practices Attach the condition assessment report to the plan 	Fire Chief	Police Chief	Yes (funds in current budget for this project estimated at \$50,000)	<ul style="list-style-type: none"> Publish an updated Pinole EOP Establish tabletop schedule and track drills
Strategy 3. Explore restoring the community emergency response team (CERT) program and conducting annual tabletop exercises and community drills.	Year 3	<ul style="list-style-type: none"> Assess and document the city's needs for the CERT program Establish and implement preferred approach (e.g., city operated, volunteer-based, partnership with other agency) Identify resources that are needed to restore the program (funding, staff, training materials, volunteers, equipment, etc.) 	Fire Chief	Police Chief	Yes	<ul style="list-style-type: none"> Inventory CERT across the City Schedule and conduct drills

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 4. Review, prioritize, and implement as appropriate the 2019 fire service study recommendations.	Year 1	<ul style="list-style-type: none"> Review the results and recommendations of the 2019 fire service study (planned for September 2020) Provide City staff recommendations to Council Identify resources needed to implement top priorities Develop an implementation action plan for the recommendations Provide updates to implementation 	Fire Chief	City Manager	Yes (resources are available to review the results and recommendations, but no funding has been appropriated to implement any service expansions)	<ul style="list-style-type: none"> Implementation of Council-approved recommendations

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Goal 2: Financially Stable Pinole						
Strategy 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).	Year 1	<ul style="list-style-type: none"> • Create project plan to develop LTFP • Prepare 10-year financial forecast • Identify budget and organizational strategies for long-term sustainability • Engage community (education and strategies, service levels) • Engage executive team on developing plan • Based on best practices, include policies for managing the city's reserves and liabilities • Present LTFP to Council for adoption 	Finance Director	Potential consultant support Executive Team	Yes	<ul style="list-style-type: none"> • LTFP adopted by council • Making decisions consistent with plan • Report on annual compliance with financial reserves and liabilities' policies • Ability to live within the forecast • Update plan every two years
Strategy 2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform.)	Year 1	<ul style="list-style-type: none"> • Collect sample fee schedules from peer agencies • Analyze cost of providing fee-based services (including completing updated overhead cost allocation plan and incorporating that data) • Calculate and document fully burdened in-house service costs for each fee • Review and update, if appropriate, the City's financial policy on fee-based services and cost recovery • Update fees, based on the city's cost-recovery goals • Distribute new fee schedule to staff and upload to the city's website 	Finance Director	Executive Team	No (no funds have been appropriated for consulting services that will likely be needed to complete the strategy)	NOTES: Development Services – need nexus study first Recreation, PCTV Fire completed

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 3. Establish a program to evaluate grant opportunities and capacity.	Year 2	<ul style="list-style-type: none"> Determine organizational structure/home and process for evaluating and pursuing grant opportunities Identify priority service areas for pursuing grants Determine staff assignments Review grant application and administration best practices Develop criteria for determining whether to pursue grants Prepare annual report summarizing grants to pursue and the status of administration 	City Manager	Executive Team	Yes	<ul style="list-style-type: none"> Total dollars awarded Administration cost by percent of total grant Grant funded projects completed Monetary value of benefits/outcomes created directly by grant and indirectly as a result of grant
Strategy 4. Explore an array of revenue generation opportunities to recover costs.	Year 2	<ul style="list-style-type: none"> Determine revenue needs to cover city expenditures (see goal 2, strategy 1) Identify options (see goal 2, strategy 1 and strategy 2) Prioritize pursuit of revenue options Determine ease of implementation Bring recommendations to Council 	Finance Director	Executive Team	Yes	<ul style="list-style-type: none"> Periodically review costs for services and the percent of costs recovered through fees and charges.
Strategy 5. Develop a disciplined approach to funding infrastructure maintenance and improvements.	Year 3	<ul style="list-style-type: none"> Create Long-Term Capital Asset Management Plan and integrate with Capital Improvement Plan 	Development Services Director / City Engineer	Finance Director	Yes	<ul style="list-style-type: none"> CIP implementation CIP gaps

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Goal 3: Vibrant and Beautiful Pinole						
Strategy 1. Update the General Plan and Three Corridors Specific Plan.	Year 1	<ul style="list-style-type: none"> Updating the Housing Element in FY 2020 – 2021 Update the residential housing design guidelines Recommend changes as needed Review updates with the executive team Finalize updates 	Development Services Director / City Engineer		Yes (received a grant to fund the Housing Element and residential design guidelines update)	<ul style="list-style-type: none"> Adopted plan documents
Strategy 2. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.	Year 4	<ul style="list-style-type: none"> Review current process for rehabilitating and re-using undeveloped or underdeveloped properties Identify and remove process delays and steps that lack value Update city policies as needed 	Development Services Director / City Engineer and Assistant City Manager		Yes	<ul style="list-style-type: none"> Track redevelopment and reuse timeframes
Strategy 3. Partner with regional for- and non-profit housing organizations to provide an array of housing options consistent with community income levels.	Year 1	<ul style="list-style-type: none"> Identify and meet with potential partner housing organizations Collaborate on developing housing units, both through financial assistance and zoning requirements, consistent with state and regional targets Work closely with neighborhoods to vet housing proposals and plan to construction to ensure consistency with neighborhood character. 	Development Services Director / City Engineer and Assistant City Manager		Yes (staff is available to work on this strategy, but the City has limited financial resources to contribute toward the construction of new housing)	<ul style="list-style-type: none"> Track the number of new housing partners Track the number of housing units created

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 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).	Year 1	<ul style="list-style-type: none"> Identify the city's economic development lead staff person Create project plan to create economic development strategy Identify the city's economic development goals with City Council and potential subcommittee with key partners (including funding resources that will be needed to achieve each economic development goal and strategy) Document strategies related to each goal Specify ways to enhance the city's signage and branding 	Assistant City Manager	City Manager, Development Services Director / City Engineer, and Planning Manager	Yes (staff is available to work on this strategy, but no funds have been appropriated for consulting services that might be needed to complete the strategy)	<ul style="list-style-type: none"> Track tax dollars Track square footage of business industry by type
Strategy 5. Partner regionally to improve and enhance transportation circulation, including public transit, cars, bikes, and pedestrians.	Year 2	<ul style="list-style-type: none"> Cultivate and actively engage partnerships on bike and ped planning activities Identify the City's transportation circulation goals and review and update City transportation and circulation plans as needed Determine how regional partners can assist with improvement - MTC, WCCTAC and WESTCAT Evaluate the effectiveness of these partnerships Make adjustments as needed 	Development Services Director / City Engineer		Yes	Actively involved with WCCTAC

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 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.	Year 1	<ul style="list-style-type: none"> Review the city's code enforcement and property maintenance programs Develop recommendations including proactive enforcement based on Council priorities Prioritize the rental property maintenance program and inspection process Review recommended updates with the executive team Finalize updates Communicate updates to staff and the public 	Planning Manager	City Attorney	Yes (new FTE approved by Council in FY 2019-2020)	<ul style="list-style-type: none"> Track complaints Track number of blighted properties improved Develop and track business district condition inventories Timeframe to open and close a case (determine metric and close cases in a timely fashion)

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Goal 4. High Performance Pinole						
Strategy 1. Develop an employee attraction, retention, and development plan. <ul style="list-style-type: none"> a. Analyze the City’s classification and compensation system and update as needed. 	Year 1	<ul style="list-style-type: none"> • Create project plan to create employee attraction, retention, and development plan • Consider incorporation of succession planning component • Document the city’s goals for employee attraction, retention, and development • Identify strategies to attract and retain talent • Identify what works in departments • Develop key performance indicators to track success • Monitor and report on results • Conduct a citywide classification and compensation study • Identify compensation improvements and prioritize recommendations • Evaluate compensation recommendations against the LTFP 	Human Resources Director	Executive Team	Yes	<ul style="list-style-type: none"> • Workforce satisfaction and productivity

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 2. Conduct a citywide organization review to optimize efficiencies.	Year 1	<ul style="list-style-type: none"> Solicit proposals from qualified consultants Conduct a citywide organizational review Analyze organizational structure, breadth of City activities, staffing and resource levels, and span of control Identify opportunities to streamline operations, and optimize efficiency and effectiveness Distribute results to staff Prioritize recommendations Implement changes 	City Manager	Consultant	No (no funds have been appropriated for consulting services that will likely be needed to complete the strategy)	<ul style="list-style-type: none"> Implement recommended changes
Strategy 3. Review citywide implementation of best practices and improve processes.	Year 2	<ul style="list-style-type: none"> Establish framework through which all City activities and each department's policies, procedures, and services are reviewed on a recurring basis relative to best practices and improvement opportunities Identify and prioritize policies and procedures to review and update (dept/citywide) 	City Manager	Executive Team	Yes	<ul style="list-style-type: none"> Document and track efficiencies Ongoing – touches all areas (i.e. personnel rules). Share and report on updates as occurs.

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 4. Develop a strategic communication plan (i.e., public information officer, messaging, marketing, technical implementation).	Year 1	<ul style="list-style-type: none"> Define the purpose and goals of a communication plan Assign staff to create communication plan Solicit input from key stakeholder groups (internal and external) Create draft plan and review the plan with city leadership Adopt the plan Distribute the plan to city staff 	City Manager	Development Services Director / City Engineer's team and an analyst (PD to implement plan to start)	Yes	<ul style="list-style-type: none"> Track "good" news stories Survey the community about their knowledge City information
Strategy 5. Develop a public engagement plan <ol style="list-style-type: none"> Develop policies and practices that provide a framework for diverse community members to connect, interact, and proactively participate. Explore opportunities for meaningful youth participation in city and community life. Develop a robust volunteer and internship program. 	Year 1	<ul style="list-style-type: none"> Create project plan to create engagement plan Review existing tools and engagement practices Establish a policy adopting public engagement principles Develop a volunteer and youth engagement approach Implement engagement across the organization based on the principles 	City Manager	City Clerk	Yes	<ul style="list-style-type: none"> Track number of participants and hours of public engagement annually.

Goal / Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5)	Key Implementation Steps	Lead Staff Position	Other Team Members Involved	Resources Available (Yes/No)	Success Indicators and Comments
Strategy 6. Develop a comprehensive information technology Strategic Plan.	Year 1	<ul style="list-style-type: none"> Assess the city's current use of technology Obtain feedback from city staff about technology needs (through surveys, focus groups, etc.) List the most critical challenges facing the city, to determine technological priorities Research possible solutions and associated costs for each priority Document priorities, solutions (both products to purchase and services to outsource), and costs Review the technology plan with staff 	Assistant City Manager	IT service providers	Yes	<ul style="list-style-type: none"> Implementation of IT Plan recommendations (Note: Plan will have a 3-5-year timeframe)
Strategy 7. Develop an interagency legislative advocacy program.	Year 2	<ul style="list-style-type: none"> Identify the City's legislative policy goals on an annual basis Work with a lobbyist and implement legislative priorities consistent with the City's interests and Strategic Plan Monitor results 	City Manager		Yes	<ul style="list-style-type: none"> Track legislation opposed and supported annually.

RESOLUTION NO. 2020-114

RESOLUTION OF THE CITY COUNCIL OF PINOLE, COUNTY OF CONTRA COSTA, STATE OF CALIFORNIA, AMENDING AND SETTING FORTH COUNCIL MEETING PROCEDURES FOR THE PREPARATION AND POSTING OF AGENDAS AND THE CONDUCT OF MEETINGS

The Pinole City Council hereby repeals all prior resolutions related to the conduct of meetings, including Resolution 103-2003; 178-2003, 2005-02, 2007-07, 2007-86, 2008-74, 2009-124, 2012-08, 2012-127, 2014-67, and 2015-109, 2016-100, 2017-13, 2017-72, 2018-113, 2019-03 and resolves as follows:

1. Regular Meetings. Pursuant to Section 2.12.010 of the Municipal Code, a regular meeting of the Pinole City Council shall be held at 6:00 p.m. on the first and third Tuesdays of every month at the Council Chambers, 2131 Pear Street in Pinole, California. Items are placed on the agenda under the respective section headings. Public Hearings are scheduled to commence on or around 7 p.m. pursuant to the Municipal Code.

2. Closed Sessions of the Pinole City Council will customarily be held at 6 p.m. before the regular business items on the City Council agenda. The Closed Session is scheduled to be concluded by or before 7 p.m. If all business cannot be completed during that time, the items will either be held over to the next meeting, or Council may convene back into Closed Session following all the business items that evening.

3. Posting of Meeting Agenda. At least seventy-two (72) hours before a regular meeting, and twenty-four (24) hours before a special meeting of the City Council, the City Clerk shall post on the bulletin board located outside of City Hall, the agenda containing a brief general description of each item of business to be transacted or discussed at the meeting.

4. Council Action Limited. The Council shall not take action on any item not appearing on the posted agenda unless:

- A. It is determined by a two-thirds (2/3) vote of the Council, or if less than two-thirds (2/3) of the Council is present, the unanimous vote of the members present, that the need to take action arose after the posting of the agenda.
- B. It is determined by a majority vote of the Council that an emergency situation as described in Government Code Section 54956.5 necessitated prompt action due to the disruption or threatened disruption of public facilities.
- C. The item was posted for a prior meeting less than five (5) days previously and continued to the meeting where action is being taken.

5. Posting Notices for Special Meetings. The call and notice of special meetings shall be posted at least twenty-four (24) hours on the bulletin board located outside of City Hall.

6. Agenda Preparation Deadline. Cut-off time for placing items on the agenda shall be Wednesday, thirteen days preceding each regular Tuesday meeting, with the final agenda to be prepared by 5:00 pm of the Thursday preceding the meeting.

7. Order of Business. Promptly at the hour appointed for each regular meeting, the members of the Council, the City Clerk, City Attorney and City Manager, the Police Chief or his designee and such other staff members as are necessary shall assemble in the Council Chambers or some other publicly announced location. A statement of conflict must be disclosed by an official who has a conflict prior to consideration of the decision by publicly identifying in detail the financial interest that causes the conflict; recusing himself /herself from discussion and voting, and leaving the room until the decision has been reached (GC Section 87200).

AGENDA FORMAT

1. CALL TO ORDER & PLEDGE OF ALLEGIANCE IN HONOR OF THE US MILITARY TROOPS

2. ROLL CALL, CITY CLERK REPORT & STATEMENT OF CONFLICT

An official who has a conflict must, prior to consideration of the decision: (1) publicly identify in detail the financial interest that causes the conflict; (2) recuse himself /herself from discussing and voting on the matter; and (3) leave the room until after the decision has been made, Cal. Gov't Code § 87105.

3. CONVENE TO A CLOSED SESSION

Citizens may address the Council regarding a Closed Session item prior to the Council adjourning into the Closed Session, by first providing a speaker card to the City Clerk.

EXAMPLES:

- A. CONFERENCE WITH LABOR NEGOTIATOR
Pursuant to GC §54597.6
City Labor Negotiator:
Employee Organizations:
- B. PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Pursuant to GC §54597
Public Employee Performance Evaluation:

OPEN SESSION WILL COMMENCE UPON COMPLETION OF CLOSED SESSION DISCUSSIONS, WHICH MAY OCCUR BEFORE 7:00 PM

4. RECONVENE IN OPEN SESSION TO ANNOUNCE RESULTS OF CLOSED SESSION

5. CITIZENS TO BE HEARD (Public Comments)

Citizens may speak under any item not listed on the Agenda. *The time limit is 3 minutes for City Council items and is subject to modification by the Mayor. Individuals may not share or offer time to another speaker. Pursuant to provisions of the Brown Act, no action may be taken on a matter unless it is listed on the agenda, or unless certain emergency or special circumstances exist. The City Council may direct staff to investigate and/or schedule certain matters for consideration at a future meeting.*

6. RECOGNITIONS / PRESENTATIONS / COMMUNITY ANNOUNCEMENTS

- A. Proclamations
- B. Presentations/Recognitions

7. CONSENT CALENDAR

All matters under the Consent Calendar are considered to be routine and noncontroversial. These items will be enacted by one motion and without discussion. If, however, any interested party or Council member(s) wishes to comment on an item, they may do so before action is taken on the Consent Calendar. Following comments, if a Council member wishes to discuss an item, it will be removed from the Consent Calendar and taken up in order after adoption of the Consent Calendar.

8. PUBLIC HEARINGS

*Citizens wishing to speak regarding a Public Hearing item should fill out a speaker card prior to the completion of the presentation, by first providing a speaker card to the City Clerk. **An official who engaged in an ex parte communication that is the subject of a Public Hearing must disclose the communication on the record prior to the start of the Public Hearing.***

9. OLD BUSINESS

AGENDA FORMAT

10. NEW BUSINESS

11. REPORTS & COMMUNICATIONS

- A. Mayor
 - 1. Announcements
- B. Mayoral and Council Appointments
- C. City Council Reports and Communications
- D. Council Requests for future agenda items
- E. City Manager and Department Staff
- F. City Attorney Report

12. ADJOURNMENT

END OF AGENDA FORMAT

ORDER OF BUSINESS

The foregoing order of business may be suspended at any Council meeting by a majority vote of the members in attendance.

1. Approval of Minutes. A true copy of the minutes of proceedings of regular and special meetings not theretofore approved, as the same shall be entered in the journal of proceedings, shall be provided by the City Clerk to each Council member at least twenty-four (24) hours before regular meetings. Unless otherwise ordered by the Council, the City Clerk shall prepare and produce action minutes of the meetings, which may be approved without a public reading of the same. The minutes as approved by the Council shall be the permanent official record of the proceedings of the City Council.

2. Tape Recordings. Council meetings are televised live on Pinole's Local Community Access Channel (Channel 26). Tape recordings of Council meetings are kept in order to assist in the preparation of minutes. After the prepared minutes have been approved, video tape recordings shall be retained pursuant to the Citywide Records Retention Policy.

3. Rules of Order. The following definitions and rules shall govern the proceedings and order of business of the Council:

a. Reports. Under the item of business entitled "Reports", the Council may receive reports from Council members or the City Manager, which are intended to be limited to approximately two (2) minutes from each individual.

b. Consent Calendar. Items listed under the "Consent Calendar" are considered to be routine and noncontroversial and will be enacted, approved, received or adopted by one motion in the form as shown on the agenda. A member of the public or Council member(s) wishing to comment on an item, may do so before action is taken. If an item is removed from the Consent Calendar for discussion or response to questions, the items shall be removed from the Consent Calendar, and an action taken to approve the balance of the Consent Calendar. Immediately following, the items removed for discussion should be considered separately for action by Council.

c. Citizens To Be Heard. Members of the public may address the Council on any item of interest that is within the jurisdiction of the Council. Individuals who want to speak should complete a card giving his/her name and the item number or description. Individuals will be heard during the Council's consideration of the item. If the item is not listed on the agenda, describe the subject matter on the card and it will be called under Citizens to be Heard, (Public Comment). Time limit is 3 minutes, subject to modification by the Mayor. Individuals may not share or offer time to another speaker.

d. Public Hearings shall consist of matters wherein published notice has been given and where public hearings are required by law and such matters as the Council may deem necessary or desirable to schedule for public hearings. Anyone wishing to speak regarding a Public Hearing should fill out a speaker card prior to the completion of the staff presentation and submit it to the City Clerk. Individuals may not share or offer time to another speaker. The order

of business for Public Hearings is as follows:

- I. All persons wishing to speak for or against a matter which has been set for Public Hearing are requested to complete a card giving his/her name and address, and to hand the card to the City Clerk as early as possible in the meeting. The cards can be found on the Clerk's desk or on a table located in the back of the Council Chambers.
- II. The speakers shall address remarks to and through the Mayor.
- III. Persons addressing the Council shall state their name, the city in which they reside, the interest they represent, if any, and shall state on which side of the argument they wish to be heard
- IV. Prior to opening the Public Hearing, the Mayor may request a staff report and presentation.
- V. All persons wishing to be heard shall confine their remarks to the merits of the matter being considered and shall refrain from references to personalities.
- VI. Applicant/Appellant (10 minutes), subject to adjustment by the Mayor - The applicant or his/her representative shall first address the Council and shall, in his/her first address, state all relevant reasons and present all relevant evidence on behalf of the application.
- VII. Opponent (5 minutes), subject to adjustment by the Mayor – The primary opponent representative to a project/application shall address the Council second and shall state all relevant reasons and present all relevant evidence on behalf of the opposition.
- VIII. The Mayor shall next request the Clerk to read or acknowledge any written communication received on the application.
- IX. Public Comments will be (3 minutes per speaker), subject to adjustment by the Mayor. Any persons wishing to speak either in favor of, in opposition to, or simply to comment on the application shall next be recognized by the Mayor in the order in which they present themselves.
- X. After all persons desiring to speak on the application have completed their presentation and any written communications have been acknowledged, the applicant will be permitted 5 minutes to close the argument by presenting matter in rebuttal on presentation made in opposition to the application.
- XI. If the applicant, in rebuttal, presents new evidence not covered in the original presentation, persons who have previously spoken on the application may be granted an opportunity to comment on the new

evidence only.

XII. The applicant shall have the right to close the argument.

XIII. The Public Hearing shall then be concluded on the part of the public and brought to the Council level for discussion and decision. There is no further comment permitted from the audience unless requested by the Council.

XIV. In matters set for Public Hearing before the City Council, the Mayor reserves the right to limit the length of time for argument.

e. Appeals. Appeals shall be presented to the Council through the City Clerk and/or as required by law. Persons other than parties to the appeal may speak only by permission of the Council. The process for appellant/opposition speakers shall be the same as outlined above for Public Hearings.

f. Public Discussion

- I. Permission - Any person addressing the Council shall first secure the permission of the presiding officer.
- II. Not A Debate - Public discussion should not be used to elicit a debate between Council members or staff and the public.
- III. Time Limits - The Council may establish time limits for the consideration of any agenda item as well as establish an overall time period for the consideration of any matter.
- IV. Public Discussion During Council Deliberation - Public discussion shall be allowed following the staff report and Council questions and discussion. Speakers shall be allowed three minutes each, subject to modification by the Mayor.
- V. Limit on Public Discussion After Motion to Terminate Deliberation - No discussion shall be permitted after a motion, which would terminate further deliberation, has been adopted.

4. Council Deliberation.

- I. Presiding Officer May Deliberate - The Mayor may deliberate from the chair, subject only to such limitations of deliberation as are by these rules imposed on all members, and shall not be deprived of any of the rights and privileges as a member of the Council by reason of his/her acting as the Mayor.
- II. Getting the Floor - Improper References to be Avoided - Every member desiring to speak shall address the Mayor, and upon recognition shall confine himself/herself to the question under deliberation, avoiding negative references to personalities and indecorous language.

- III. Interruptions - A Council member, once recognized, shall not be interrupted when speaking unless it is to call said member to order, or as herein otherwise provided. If a member, while speaking, be called to order, said member shall cease speaking until the question or order be determined, and if in order, said member shall be permitted to proceed.
- IV. Motion to Reconsider - A motion to reconsider any action taken by the Council may be made only on the date such action was taken or the next meeting of the Council. Such motion must be made by one who voted on the prevailing side, and may be made at any time or while a member has the floor and have precedence over all other motions; it shall be debatable. Nothing herein shall be construed to prevent any member of the Council from making or remaking the same other motion at a subsequent meeting of the Council or a motion to rescind.
- V. Repeal or Amendment of Action Requiring More Than a Majority Vote - Any ordinance or resolution which is passed or adopted and which, as part of its terms, requires more than a majority vote of the Council in order to pass, a motion pursuant to such an ordinance or resolution shall require a vote of the same percent of the Council to repeal or amend the ordinance or resolution.
- VI. Motion to Table - A motion to lay on the table is not debatable and shall preclude all amendments or deliberation of the subject under consideration. If the motion shall prevail, the consideration of the subject may be resumed only upon a motion of a member voting with the majority.
- VII. Motion to Call for Question or Continue to a Date Specific - A motion to call for the question or continue the matter to a specific date shall preclude all amendments to or deliberation of the subject under consideration and is not debatable.
- VIII. Statement of Position - When a motion to call for the question is adopted, each member of the Council may briefly state his/her position on the matter before roll call or call for the next item of business.
- IX. Privilege of Closing Deliberation - The Council member moving the adoption of an ordinance or resolution shall have the privilege of closing the deliberations or making the final statement. Further, it shall be the privilege of the Mayor to close debate where the Mayor determines that further debate is not advancing deliberations.
- X. Division of Question - If the question contains two (2) or more divisible propositions, the presiding officer may, and upon request of a member shall, divide the same.

XI. Second Required - All motions except for nominations and a point of order shall require a second.

XII. Miscellaneous - All other matters not covered by these rules shall be decided by a majority of the Council. Roberts' Rules of Order may be used for guidance. Further, this Resolution supersedes any prior resolutions relating to the conduct of Council meetings.

5. Future Agenda Items – Items/topics requested by a Council member to be scheduled for future discussion shall be first raised at a Council meeting under this Agenda section and approved by a majority vote.
6. Meetings will be adjourned at 11:00 p.m., unless Council approves a motion to extend the meeting to address specific items not yet taken up on the agenda.

PASSED AND ADOPTED this 8th day of **December 2020**, by the following vote:

AYES:	COUNCILMEMBERS: Martinez-Rubin, Murphy, Salimi, Tave, Toms
NOES:	COUNCILMEMBERS: None
ABSENT:	COUNCILMEMBERS: None
ABSTAIN:	COUNCILMEMBERS: None

I hereby certify that the foregoing resolution was introduced, passed and adopted on this 8th day of December 2020.

Heather Iopu, CMC
City Clerk

City of Pinole

Strategic Plan 2020 - 2025 Implementation Action Plan Final August 19, 2020

Update on Anticipated Start and Completion Dates of Strategic Plan Strategies, January 30, 2021

Goal	Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5) Per Final August 19, 2020	Updated Year to Begin Strategy January 30, 2021	Updated Year to Complete Strategy January 30, 2021
Goal 1: Safe and Resilient Pinole	Strategy 1. Conduct a citywide asset condition assessment.	Year 1	Year 1	Year 5
Goal 1: Safe and Resilient Pinole	Strategy 2. Update the emergency preparedness and response plan (including results of the facilities and equipment assessment).	Year 1	Year 1	Year 1
Goal 1: Safe and Resilient Pinole	Strategy 3. Explore restoring the community emergency response team (CERT) program and conducting annual tabletop exercises and community drills.	Year 3	Year 3	Year 3
Goal 1: Safe and Resilient Pinole	Strategy 4. Review, prioritize, and implement as appropriate the 2019 fire service study recommendations.	Year 1	Year 1	Year 2
Goal 2: Financially Stable Pinole	Strategy 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).	Year 1	Year 1	Year 1
Goal 2: Financially Stable Pinole	Strategy 2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform.)	Year 1	Year 1	Year 2
Goal 2: Financially Stable Pinole	Strategy 3. Establish a program to evaluate grant opportunities and capacity.	Year 2	Year 2	Year 2
Goal 2: Financially Stable Pinole	Strategy 4. Explore an array of revenue generation opportunities to recover costs.	Year 2	Year 2	Year 3
Goal 2: Financially Stable Pinole	Strategy 5. Develop a disciplined approach to funding infrastructure maintenance and improvements.	Year 3	Year 1	Year 5
Goal 3: Vibrant and Beautiful Pinole	Strategy 1. Update the General Plan and Three Corridors Specific Plan.	Year 1	Year 1	Year 4
Goal 3: Vibrant and Beautiful Pinole	Strategy 2. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.	Year 4	Year 4	Year 4
Goal 3: Vibrant and Beautiful Pinole	Strategy 3. Partner with regional for- and non-profit housing organizations to provide an array of housing options consistent with community income levels.	Year 1	Year 1	Year 1
Goal 3: Vibrant and Beautiful Pinole	Strategy 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).	Year 1	Year 1	Year 2

Goal	Strategy	Year to Begin Strategy (Year 1, 2, 3, 4, 5) Per Final August 19, 2020	Updated Year to Begin Strategy January 30, 2021	Updated Year to Complete Strategy January 30, 2021
Goal 3: Vibrant and Beautiful Pinole	Strategy 5. Partner regionally to improve and enhance transportation circulation, including public transit, cars, bikes, and pedestrians.	Year 2	Year 2	Year 4
Goal 3: Vibrant and Beautiful Pinole	Strategy 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.	Year 1	Year 1	Year 1
Goal 4. High Performance Pinole	Strategy 1. Develop an employee attraction, retention, and development plan. a. Analyze the City's classification and compensation system and update as needed.	Year 1	Year 1	Year 2
Goal 4. High Performance Pinole	Strategy 2. Conduct a citywide organization review to optimize efficiencies.	Year 1	Year 1	Year 1
Goal 4. High Performance Pinole	Strategy 3. Review citywide implementation of best practices and improve processes.	Year 2	Year 2	Year 5
Goal 4. High Performance Pinole	Strategy 4. Develop a strategic communication plan (i.e., public information officer, messaging, marketing, technical implementation).	Year 1	Year 1	Year 2
Goal 4. High Performance Pinole	Strategy 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.	Year 1	Year 1	Year 2
Goal 4. High Performance Pinole	Strategy 6. Develop a comprehensive information technology Strategic Plan.	Year 1	Year 1	Year 1
Goal 4. High Performance Pinole	Strategy 7. Develop an interagency legislative advocacy program.	Year 2	Year 2	Year 2

City of Pinole
Future Council Agenda Item Requests From 12/4/2018 - 1/19/2021
Items Not Completed as of 1/30/2021

Incomplete #	Date Requested	Requesting Party	Future Agenda Item
1	12/4/2018	Martinez-Rubin	Fire Services Study
2	12/4/2018	Martinez-Rubin	Street Light Concerns - Update Lighting
3	12/4/2018	Tave	State of Infrastructure (ie, Active Leaks on Doidge)
4	12/18/2018	Tave	List Given to Mayor (Strategic Planning and Finance Matters)
5	3/5/2019	Martinez-Rubin	Continued Discussion and Concerns with Lack of Hospital or Clinic Services in West CCC
6	3/5/2019	Tave	Report on PG&E Lightpole Inspections - Findings
7	3/5/2019	Tave	Tree Maintenance Program
8	4/2/2019	Tave	Project Labor Agreement Policy
9	4/16/2019	Murray	Roadway Management Program and Funding
10	4/16/2019	Swearingen	Use of Drones by Police Department
11	5/7/2019	Swearingen	Status of Fields and Recreation Facilities
12	7/2/2019	Tave	Increased Staff and Maintenance in Sewer Enterprise
13	8/20/2019	Martinez-Rubin	Discussion of Council Participation in Townhall Type Meetings/How to Acquire Information from the Public
14	8/20/2019	Tave	City Hosted Job Fair
15	9/17/2019	Swearingen	Addition of Police Officers
16	10/1/2019	Martinez-Rubin	West County Emergency Medical Services
17	10/22/2019	Martinez-Rubin	Eucalyptus Tree Plan
18	10/22/2019	Tave/Murray	School Resource Officer Program Discussion
19	11/5/2019	Martinez-Rubin	Employer Funding Programs re: Unfunded Pension Liability
20	11/19/2019	Salimi	Open City of Pinole Bank
21	2/4/2020	Martinez-Rubin	AB 1080 - Pollution and Waste
22	2/4/2020	Murray	Measure AA 2016 State Funds for Climate Change
23	3/3/2020	Murray	Zoning on Former Doctor's Hospital Site (2151 Appian Way)
24	3/3/2020	Salimi	Acquiring RV Park for Solar Panel Site
25	3/3/2020	Tave	Pinole Shores II as Potential Solar site
26	4/1/2020	Murray	Update on Thomas Project
27	4/7/2020	Murray	Street Repair Equipment and When Work Will be Done
28	4/8/2020	Martinez-Rubin/Murray	Letter of Support SB 54 and AB 1080
29	6/16/2020	Tave	Animal Control Update from County
30	7/7/2020	Swearingen	Report on Parks & Rec Condition
31	8/18/2020	Martinez-Rubin	Preservation Ordinance
32	8/18/2020	Tave	Updated IAP with Completion Dates
33	9/15/2020	Council	Report on Options to Expand the Old Town Tree Lights Beyond what was Approved on 9/15/20

City of Pinole
Future Council Agenda Item Requests From 12/4/2018 - 1/19/2021
Items Not Completed as of 1/30/2021

Incomplete #	Date Requested	Requesting Party	Future Agenda Item
34	9/15/2020	Martinez-Rubin	Report to Council on Options for Old Town Wayfinding Signage, Including Particularly for Parking
35	10/6/2020	Tave	Council Member Project Matrix for Prioritization
36	10/20/2020	Martinez-Rubin	Community Outreach Series
37	10/20/2020	Martinez-Rubin	Presentation/Report from City's Appointee to Library Commission on the Appointee's and Commission's Activities
38	10/20/2020	Salimi	Consider Recognition of Indigenous Peoples' Day
39	11/3/2020	Martinez-Rubin	Presentation of County Recommendations for Handling Mental Health Crisis Calls for Service and Implications for City Police Procedures
40	11/3/2020	Martinez-Rubin	Presentation on What the City is Already Doing to Address Climate Change, Including in Reference to the Items in the County Climate Emergency Resolution
41	11/3/2020	Salimi	City's Project Labor Agreement Policy
42	11/17/2020	Martinez-Rubin	Discussion of United Against Hate Week
43	11/17/2020	Murray	Discussion of the Faria House
44	11/17/2020	Salimi	Future Agenda Item on Charter City
45	11/17/2020	Salimi	Future Agenda Item on Fire Study
46	12/8/2020	Murphy	Land Acknowledgement
47	12/8/2020	Murphy	Opening Park Restrooms during COVID Stay at Home
48	12/8/2020	Tave	Making use of Treated Wastewater
49	12/8/2020	Tave	Measuring Success in Pursuing Grants
50	12/8/2020	Toms	List of Recurring Annual Council Agenda Items
51	12/15/2020	Murphy	City Public Restroom Hours (referral to Community Services Commission)
52	1/19/2021	Tave	Utility Undergrounding Opportunities/Plan
53	1/19/2021	Tave	Fiber Connectivity Status/Opportunities
54	1/19/2021	Tave	Presentation Regarding City's Pension Liability Situation
55	1/19/2021	Murphy	Options to Expand EV Charging Stations
56	1/19/2021	Martinez-Rubin	City Support/Membership in Chamber of Commerce
57	1/19/2021	Tave	Emergency Power for Critical City Facilities
58	1/19/2021	Tave	Implementation of Community Garden Program
59	1/19/2021	Murphy	Resolution/Proclamation Recognizing Black History Month (Date Certain - 2/2/21)
60	1/19/2021	Murphy	Resolution Condemning Donald Trump
61	1/19/2021	Salimi	Presentation on History of Pinole with Focus on Native American History

ATTACHMENT F

City of Pinole
Future Council Agenda Item Requests From 12/4/2018 - 1/19/2021
Items Not Completed as of 1/30/2021
Staff's Recommended Follow Up

Incomplete #	Date Requested	Requesting Party	Future Agenda Item	Staff's Recommended Follow Up
13	8/20/2019	Martinez-Rubin	Discussion of Council Participation in Townhall Type Meetings/How to Acquire Information from the Public	Schedule for Future Council Meeting
14	8/20/2019	Tave	City Hosted Job Fair	Schedule for Future Council Meeting
21	2/4/2020	Martinez-Rubin	AB 1080 - Pollution and Waste	Schedule for Future Council Meeting
29	6/16/2020	Tave	Animal Control Update from County	Schedule for Future Council Meeting
31	8/18/2020	Martinez-Rubin	Preservation Ordinance	Schedule for Future Council Meeting
32	8/18/2020	Tave	Updated IAP with Completion Dates	Schedule for Future Council Meeting
33	9/15/2020	Council	Report on Options to Expand the Old Town Tree Lights Beyond what was Approved on 9/15/20	Schedule for Future Council Meeting
35	10/6/2020	Tave	Council Member Project Matrix for Prioritization	Schedule for Future Council Meeting
37	10/20/2020	Martinez-Rubin	Presentation/Report from City's Appointee to Library Commission on the Appointee's and Commission's Activities	Schedule for Future Council Meeting
38	10/20/2020	Salimi	Consider Recognition of Indigenous Peoples' Day	Schedule for Future Council Meeting
39	11/3/2020	Martinez-Rubin	Presentation of County Recommendations for Handling Mental Health Crisis Calls for Service and Implications for City Police Procedures	Schedule for Future Council Meeting
40	11/3/2020	Martinez-Rubin	Presentation on What the City is Already Doing to Address Climate Change, Including in Reference to the Items in the County Climate Emergency Resolution	Schedule for Future Council Meeting
42	11/17/2020	Martinez-Rubin	Discussion of United Against Hate Week	Schedule for Future Council Meeting
46	12/8/2020	Murphy	Land Acknowledgement	Schedule for Future Council Meeting
47	12/8/2020	Murphy	Opening Park Restrooms during COVID Stay at Home	Schedule for Future Council Meeting
55	1/19/2021	Murphy	Options to Expand EV Charging Stations	Schedule for Future Council Meeting
56	1/19/2021	Martinez-Rubin	City Support/Membership in Chamber of Commerce	Schedule for Future Council Meeting
59	1/19/2021	Murphy	Resolution/Proclamation Recognizing Black History Month (Date Certain - 2/2/21)	Schedule for Future Council Meeting
60	1/19/2021	Murphy	Resolution Condemning Donald Trump	Schedule for Future Council Meeting
61	1/19/2021	Salimi	Presentation on History of Pinole with Focus on Native American History	Schedule for Future Council Meeting
2	12/4/2018	Martinez-Rubin	Street Light Concerns - Update Lighting	Staff Provide Information to Council Via Memorandum
10	4/16/2019	Swearingen	Use of Drones by Police Department	Staff Provide Information to Council Via Memorandum
23	3/3/2020	Murray	Zoning on Former Doctor's Hospital Site (2151 Appian Way)	Staff Provide Information to Council Via Memorandum
24	3/3/2020	Salimi	Acquiring RV Park for Solar Panel Site	Staff Provide Information to Council Via Memorandum
26	4/1/2020	Murray	Update on Thomas Project	Staff Provide Information to Council Via Memorandum
27	4/7/2020	Murray	Street Repair Equipment and When Work Will be Done	Staff Provide Information to Council Via Memorandum
34	9/15/2020	Martinez-Rubin	Report to Council on Options for Old Town Wayfinding Signage, Including Particularly for Parking	Staff Provide Information to Council Via Memorandum
49	12/8/2020	Tave	Measuring Success in Pursuing Grants	Staff Provide Information to Council Via Memorandum
50	12/8/2020	Toms	List of Recurring Annual Council Agenda Items	Staff Provide Information to Council Via Memorandum
4	12/18/2018	Tave	List Given to Mayor (Strategic Planning and Finance Matters)	Address in FY 2021-22 Budget Process
12	7/2/2019	Tave	Increased Staff and Maintenance in Sewer Enterprise	Address in FY 2021-22 Budget Process
15	9/17/2019	Swearingen	Addition of Police Officers	Address in FY 2021-22 Budget Process
18	10/22/2019	Tave/Murray	School Resource Officer Program Discussion	Address in FY 2021-22 Budget Process
19	11/5/2019	Martinez-Rubin	Employer Funding Programs re: Unfunded Pension Liability	Address in FY 2021-22 Budget Process
54	1/19/2021	Tave	Presentation Regarding City's Pension Liability Situation	Address in FY 2021-22 Budget Process
3	12/4/2018	Tave	State of Infrastructure (ie, Active Leaks on Doidge)	Address in FY 2021-22 CIP Process
7	3/5/2019	Tave	Tree Maintenance Program	Address in FY 2021-22 CIP Process
9	4/16/2019	Murray	Roadway Management Program and Funding	Address in FY 2021-22 CIP Process
11	5/7/2019	Swearingen	Status of Fields and Recreation Facilities	Address in FY 2021-22 CIP Process
17	10/22/2019	Martinez-Rubin	Eucalyptus Tree Plan	Address in FY 2021-22 CIP Process
22	2/4/2020	Murray	Measure AA 2016 State Funds for Climate Change	Address in FY 2021-22 CIP Process
43	11/17/2020	Murray	Discussion of the Faria House	Address in FY 2021-22 CIP Process
57	1/19/2021	Tave	Emergency Power for Critical City Facilities	Address in FY 2021-22 CIP Process
58	1/19/2021	Tave	Implementation of Community Garden Program	Address in FY 2021-22 CIP Process
1	12/4/2018	Martinez-Rubin	Fire Services Study	Address Through Budget Process or Strategic Plan

City of Pinole
Future Council Agenda Item Requests From 12/4/2018 - 1/19/2021
Items Not Completed as of 1/30/2021
Staff's Recommended Follow Up

Incomplete #	Date Requested	Requesting Party	Future Agenda Item	Staff's Recommended Follow Up
5	3/5/2019	Martinez-Rubin	Continued Discussion and Concerns with Lack of Hospital or Clinic Services in West CCC	Address Through Budget Process or Strategic Plan
8	4/2/2019	Tave	Project Labor Agreement Policy	Address Through Budget Process or Strategic Plan
20	11/19/2019	Salimi	Open City of Pinole Bank	Address Through Budget Process or Strategic Plan
25	3/3/2020	Tave	Pinole Shores II as Potential Solar site	Address Through Budget Process or Strategic Plan
44	11/17/2020	Salimi	Future Agenda Item on Charter City	Address Through Budget Process or Strategic Plan
48	12/8/2020	Tave	Making use of Treated Wastewater	Address Through Budget Process or Strategic Plan
52	1/19/2021	Tave	Utility Undergrounding Opportunities/Plan	Address Through Budget Process or Strategic Plan
53	1/19/2021	Tave	Fiber Connectivity Status/Opportunities	Address Through Budget Process or Strategic Plan
6	3/5/2019	Tave	Report on PG&E Lightpole Inspections - Findings	Duplicate - Remove from List
16	10/1/2019	Martinez-Rubin	West County Emergency Medical Services	Duplicate - Remove from List
28	4/8/2020	Martinez-Rubin/Murray	Letter of Support SB 54 and AB 1080	Duplicate - Remove from List
30	7/7/2020	Swearingen	Report on Parks & Rec Condition	Duplicate - Remove from List
36	10/20/2020	Martinez-Rubin	Community Outreach Series	Duplicate - Remove from List
41	11/3/2020	Salimi	City's Project Labor Agreement Policy	Duplicate - Remove from List
45	11/17/2020	Salimi	Future Agenda Item on Fire Study	Duplicate - Remove from List
51	12/15/2020	Murphy	City Public Restroom Hours (referral to Community Services Commission)	Duplicate - Remove from List