

City of Pinole Mayor and City Council Advance Meeting Agenda April 29, 2023

Facilitated by Patrick Ibarra
The Mejorando Group

1. Welcome, Introductions, and Agenda for the Day (9:10 – 9:20)
2. Benefits of Good Government Group discussion of the benefits of Good Government and the evolving role of city councils as community builders. (9:20 – 9:40) Refer to page 2
3. Governing Body/Team Effectiveness and Strategies for Effective Collaboration – Review and discuss the keys to the group's effectiveness including the "City Council Norms of Behavior" and "Code of Ethics and Conduct.". (9:40 – 10:15) Refer to pages 3 and 4

Break 10:15 – 10:30

4. Refresher on the Council-Manager Form of Operation – Discuss the various roles and expectations of Elected Officials, City Manager, department directors, City staff and community members. (10:30 – 10:50) Refer to page 5
5. Review of 2020 – 2025 Strategic Plan and Possible Update – Review and possible update of the 2020-2025 Strategic Plan. (10:50 – 11:30) Refer to page 6

Lunch Break 11:30 – 12:00

6. Establishment of FY 23/24 Council-Directed Special Project Workplan (12:00 – 1:00)
Refer to page 7
 - Brief refresher on staff's baseline work (routine and process improvement)
 - Brief refresher on CIP
 - List of already assigned non-Strategic Plan Council-directed special projects
 - Establishment of FY 23/24 special project workplan
7. Next Steps - Discuss next steps.... (1:00 – 1:30)

BENEFITS FROM GOOD GOVERNMENT

“Role of local government is to be the facilitator for a better quality of life.”

ENHANCING CREDIBILITY AS A GOVERNING BODY



STRATEGIES FOR CREATING A MORE COLLABORATIVE, EFFECTIVE COUNCIL

- 1) Develop a sense of team – a partnership with the city manager to govern and manage the city.
- 2) Civility and Council Member Behavior
- 3) Think and Act Strategically
- 4) Respect “shared constituency”
- 5) Understand and Demonstrate the Elements of Teams and Teamwork
- 6) Have Clearly Defined Roles and Relationships
- 7) Honor the Council-Staff Partnership
- 8) Allocate Governing Body Time and Energy Appropriately
- 9) Have Clear Rules and Procedures for Council Meetings
- 10) Practice Continuous Personal Learning and Development as a Leader
- 11) Communication and Problem Solving
 - a. Separate the people from the problem.
 - b. Focus on interests.
 - c. Invent options for mutual gain.
- 12) Distinctions between Values, Interests and Positions
 - a. Insist on using objective criteria.
 - b. Be attentive.
 - c. Ask clarifying questions.
 - d. Let people know you are listening.
- 13) Effective Public Engagement

REFRESHER ON THE FORM OF OPERATION

- Role of Elected Officials
- Role of City Manager
- Role of Department Directors
- Role of city staff
- Role of community members

STRATEGIC PLAN UPDATES

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.

ESTABLISHMENT OF FY 23/24 COUNCIL-DIRECTED SPECIAL PROJECT WORKPLAN

- Brief refresher on staff's baseline work (routine and process improvement)
- Brief refresher on CIP
- List of already assigned non-Strategic Plan Council-directed special projects



STRATEGIC PLAN

2020-2025

Vision

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





Mission

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

Pinole's Goals

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 & Resilient Pinole

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. - completed

Goal 2. Financially Stable Pinole

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). - completed
2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform.) - completed
3. Establish a program to evaluate grant opportunities and capacity.
4. Explore an array of revenue generation opportunities to recover costs. - completed
5. Develop a disciplined approach to funding infrastructure maintenance and improvements.

Goal 3. Vibrant & Beautiful Pinole

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. Establish a program to evaluate grant opportunities and capacity.
3. Partner with regional for- and non-profit housing organizations to provide an array of housing options consistent with community income levels. Develop a disciplined approach to funding infrastructure maintenance and improvements. - completed

Goal 3. Vibrant & Beautiful Pinole

STRATEGIES (continued)

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). - completed
5. Partner regionally to improve and enhance transportation circulation, including public transit, cars, bikes, and pedestrians.
5. 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

STRATEGIES

1. Develop an employee attraction, retention and development plan. - **completed**
 - a) Analyze the City's classification and compensation system and update as needed.
2. Conduct a citywide organization review to optimize efficiencies. Partner with regional for-profit and non-profit housing organizations to provide an array of housing options consistent with community income levels. Develop a disciplined approach to funding infrastructure maintenance and improvements. - **completed**
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). - **completed**

Goal 4. High Performance Pinole

STRATEGIES (continued)

5. Develop a public engagement plan. - completed
 - 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. - completed
7. Develop an interagency legislative advocacy program.

Strategic Plan Updates

**Any updates desired to the 2020 – 2025
Strategic Plan?**

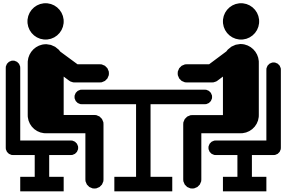


COUNCIL-DIRECTED SPECIAL PROJECT WORKPLAN

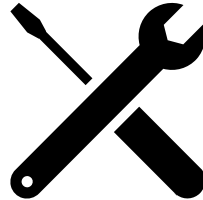
FY 2023/24

Establishment of FY 23/24 Council-Directed Special Project Workplan

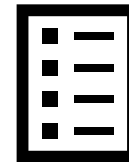
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- Brief refresher on staff's baseline work



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- Brief refresher on CIP and Strategic Plan



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- List of already assigned non-Strategic Plan, CIP Council-directed special projects



City Staff's Work

Staff's Baseline
Work



Other Council-Directed Special
Projects

Strategic Plan 2020 - 2025

Capital Improvement Plan (CIP)

Staff-Initiated Special Projects

Routine Work



Staff's Baseline Work – Routine Work

- Core Public-Facing Services and Internal Support Functions

Staff's Baseline Work – Staff-Initiated Special Projects

- Implementation of a new system for online payments for City services and City payments to vendors
- Creation of numerous updated policies and procedures, such as the procurement procedures, Volunteer Policy, and Drone Policy
- Creation of an Emergency Action Plan (EAP) for City Hall
- Restarting the cogeneration system at the wastewater treatment plant (WWTP)
- Project HOPE to assist unhoused members of the community
- Internal DEIW initiative
- Collaboration on the installation of evacuation routes
- Others...

Capital Improvement Plan (CIP) Projects

- A substantial list of projects to address deferred maintenance as well as plan and implement projects for the future
- Addresses all of the City's capital asset types, including facilities, parks, sewer collection and treatment, stormwater, streets, and more
- Some CIP projects are “once and done,” whereas other CIP projects (particularly infrastructure assessments) result in multiple succeeding CIP projects (e.g., Local Road Safety Plan (LRSP), Storm Drainage Master Plan, Sewer System Master Plan, etc.)

Strategic Plan 2020-2025

“Strategies”

- A thoughtful and substantial list of projects to address some key opportunities and position the City to succeed in the future
- Some “strategies” (special projects) are “once and done,” whereas others result in ongoing commitments
 - Develop a comprehensive economic development strategy (Goal 3, Strategy 4)
 - Develop an employee attraction, retention, and development plan (Goal 4, Strategy 1)
 - Develop a strategic communication plan/public engagement plan (Goal 4, Strategies 4 and 5)
 - Develop an information technology (IT) plan (Goal 4, Strategy 6)

Other Council-Directed Special Projects

- Council-directed projects that in addition to staff's baseline work, require substantial staff effort, and are in addition to the Strategic Plan strategies and CIP projects
- Underway or Completed
 - Additional City-coordinated community events (Earth Month, civic and LGBTQ pride, fireworks)
 - Development of the Climate Action and Adaptation Plan (CAAP)
 - Disposal and/or visioning for surplus City property
 - Development of regulations regarding single-use plastics
 - Research on options for just cause eviction regulations
 - Research on a potential citywide project labor agreement (PLA)

Other Council-Directed Special Projects

- Underway or Completed (Continued)
 - Research on a potential public bank
 - Creation of a sister city agreement
 - Creation of a public art program/City mural program update
 - Implementation of a City of Pinole job fair
 - Implementation of a weatherization program
 - Research on additional food security and recovery activities

Other Council-Directed Special Projects

- Not Yet Underway
 - Options for Old Town wayfinding signage
 - An electric vehicle (EV) charging station feasibility study
 - Process required to establish a fire prevention maintenance district in Pinole
- Additional Items Discussed But Not Yet Assigned
 - Assessment of opportunities for Public Works maintenance function reconfiguration/shared services/equipment/MOU

Other Council-Directed Special Projects

- Staff Recommendation for Process/Policy
 - Staff has the capacity to complete the already-assigned Council-directed special projects in FY 2023/24
 - Staff does not have the capacity to complete additional Council-directed special projects in FY 2023/24
 - Staff recommends that Council ratify the list of already-assigned Council-directed special projects as the official list for FY 2023/24
 - Staff further recommends that Council not add any special projects until the mid-year budget review and, if Council would like to add any special projects at that time, Council remove a commensurate project from the official list
 - Council direction
 - Official list would be incorporated into budget

