



City Council

January 25, 2020

CITY OF PINOLE

Strategic Planning Workshop



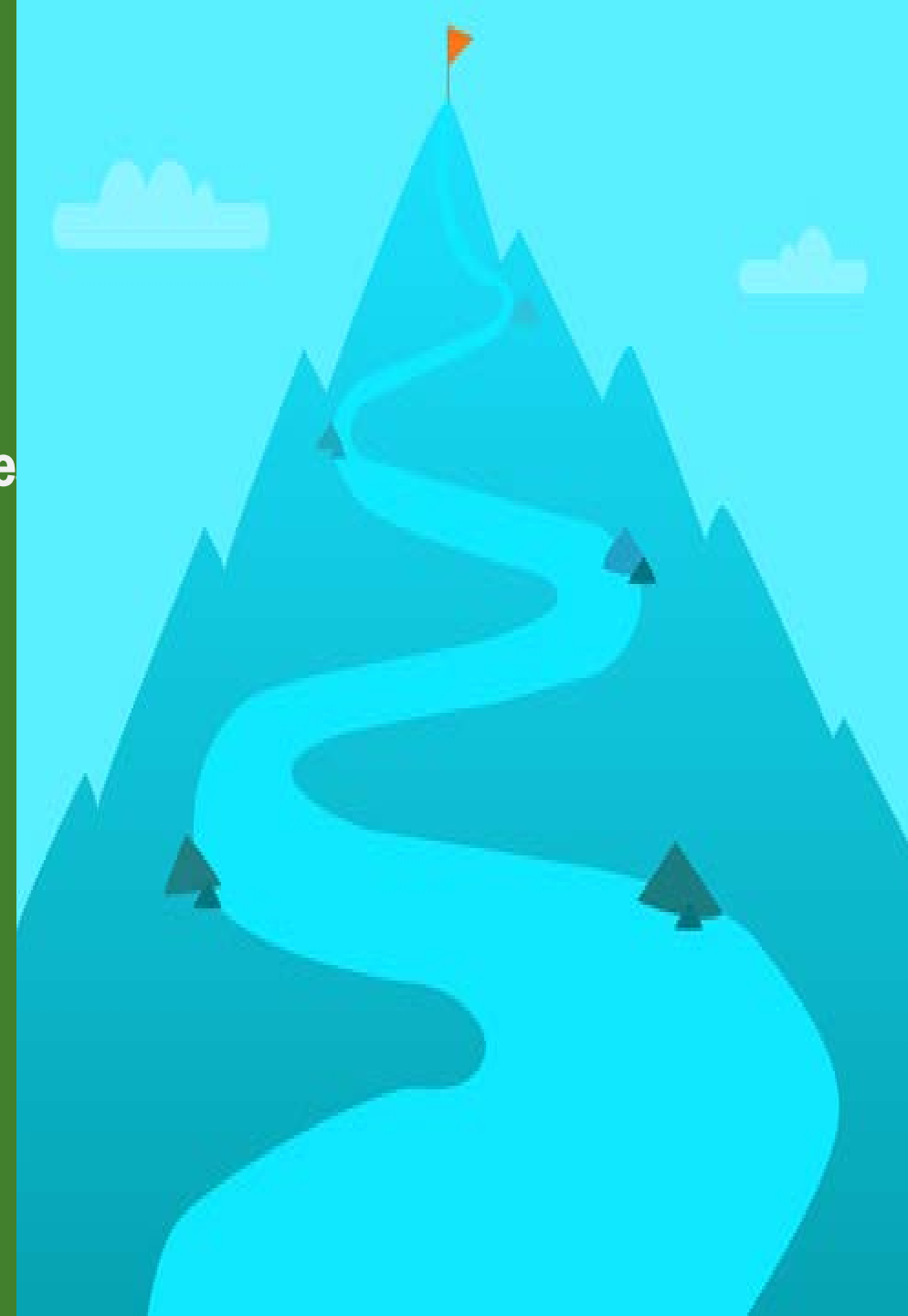
Welcome
from the
Mayor



Public Comment

TODAY'S AGENDA

1. **Welcome and public comment**
2. **Agenda review**
3. **Strategic planning overview and public engagement activities**
4. **Review environmental scan trends**
5. **Discuss and develop consensus on the vision and mission**
6. **Discuss and develop consensus on the goals and strategies**
7. **Wrap up and next steps**



WORKSHOP OBJECTIVES

Shared Understanding

Create a shared understanding of the strategic planning process and elements to be included in the City's Strategic Plan

Review Input

Review input obtained through engagement activities and information contained in the environmental scan

Build Consensus

Discuss and build consensus on vision and mission statement options, along with the goals and strategies

Next Steps

Council review and approval of the final strategic plan and development of the implementation action plan in February/March

GROUND RULES



Have some fun!

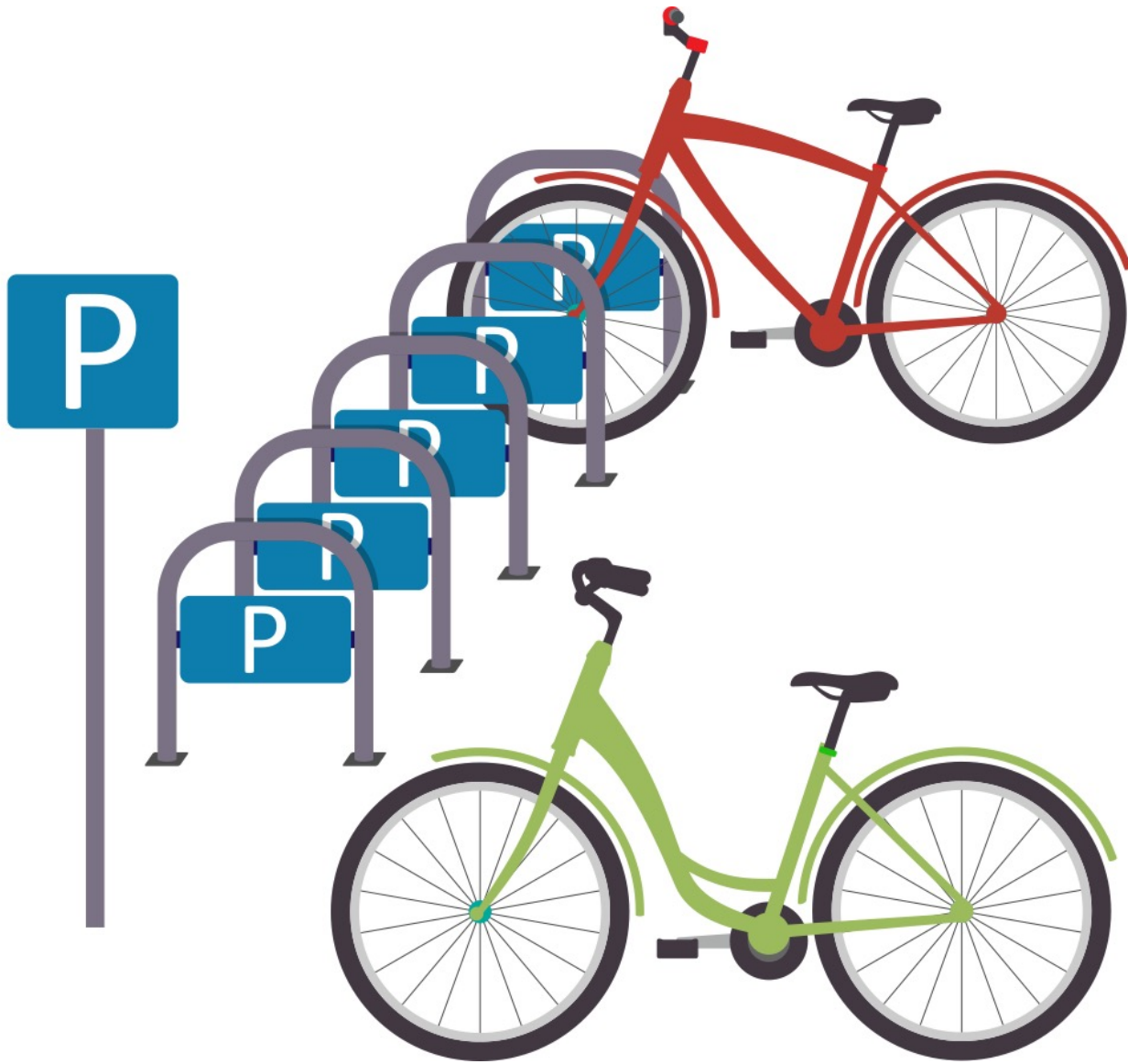
Be curious

Seek consensus

**Listens with respect
and inquiry**

Everyone participates

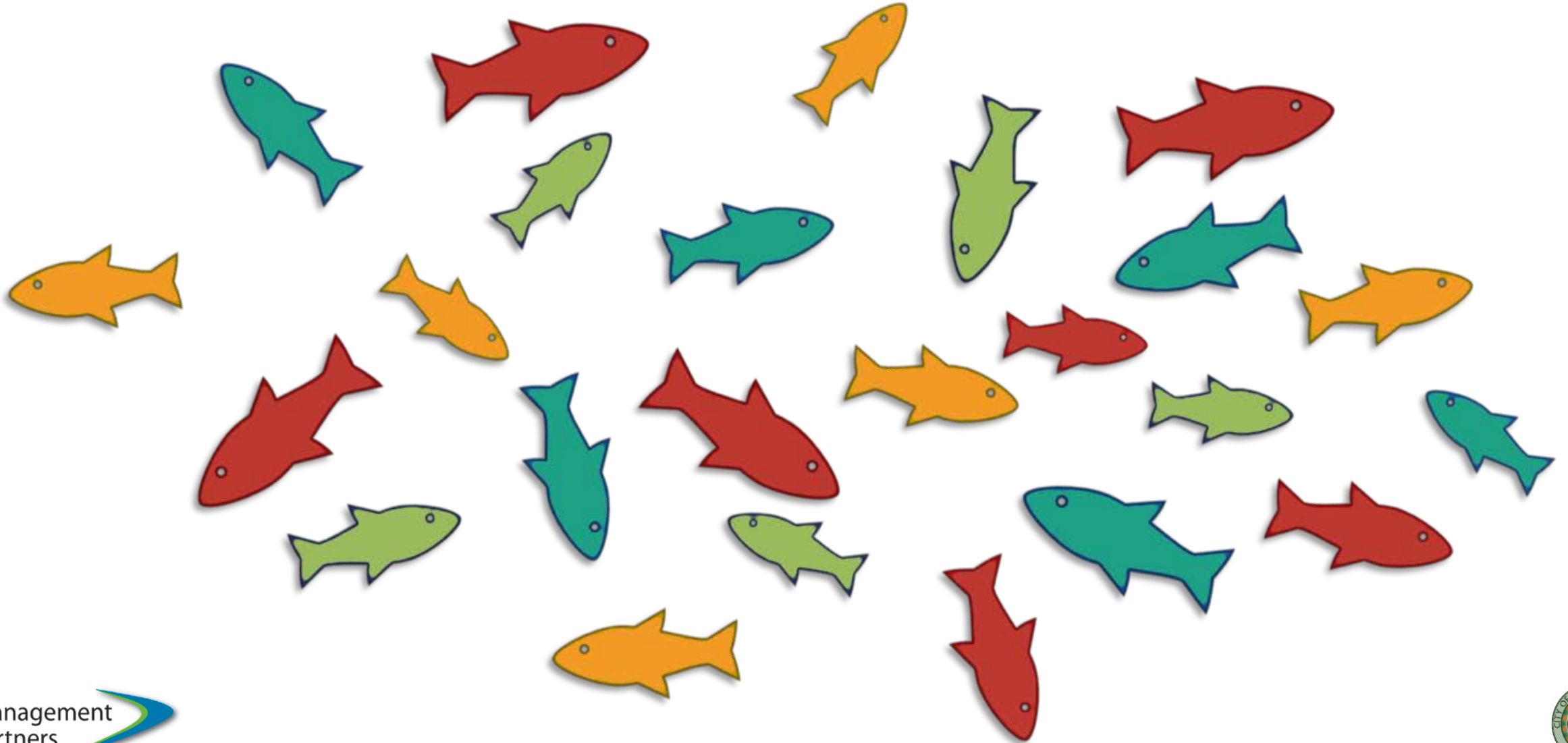
BIKE RACK



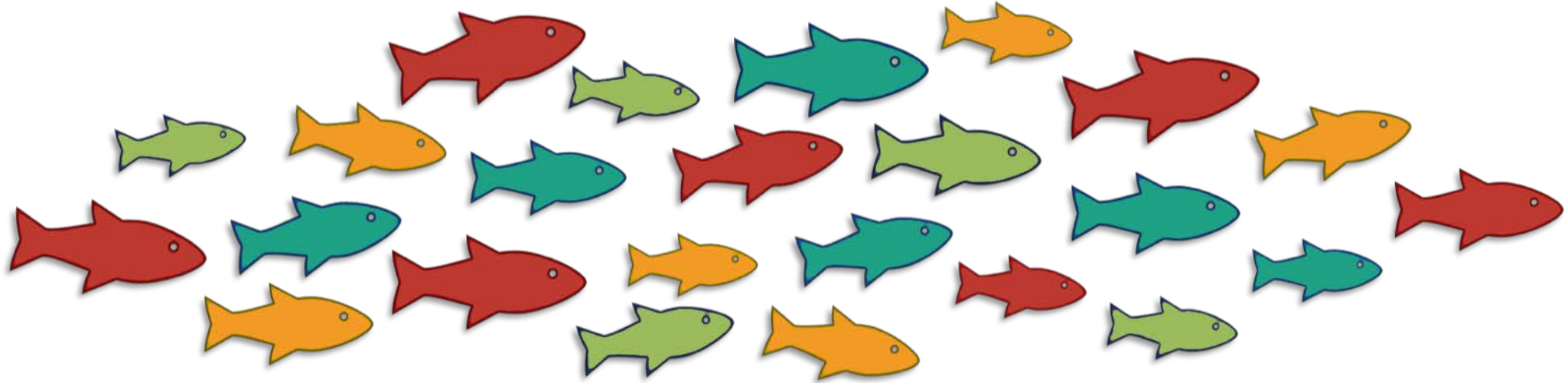
**Time
Management Tool**

**Items to discuss at
a later time**

Why do strategic planning?



Why do strategic planning?

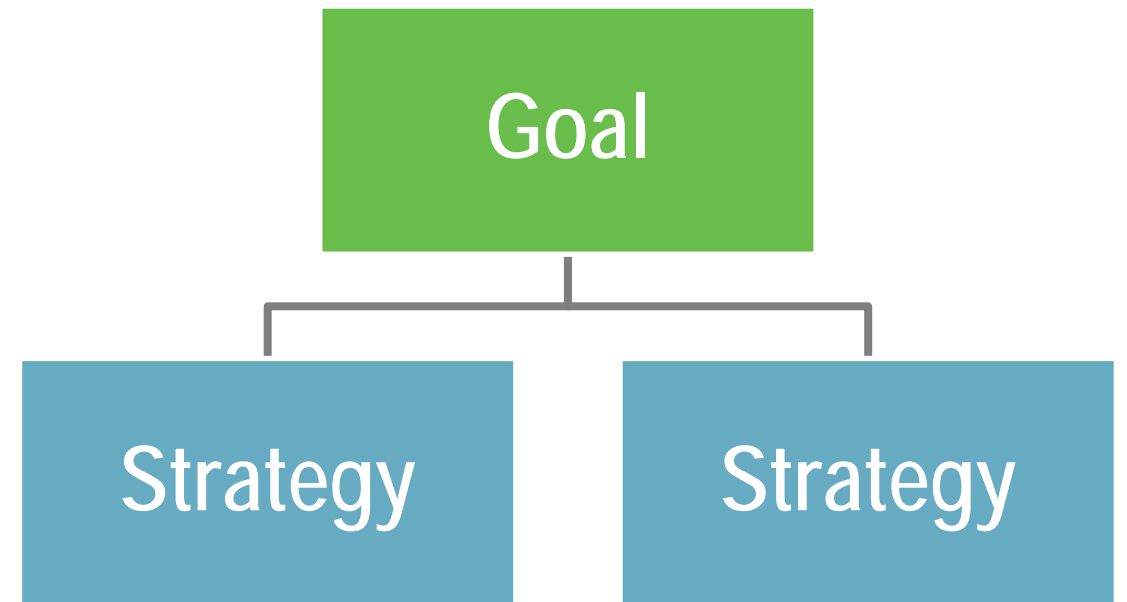


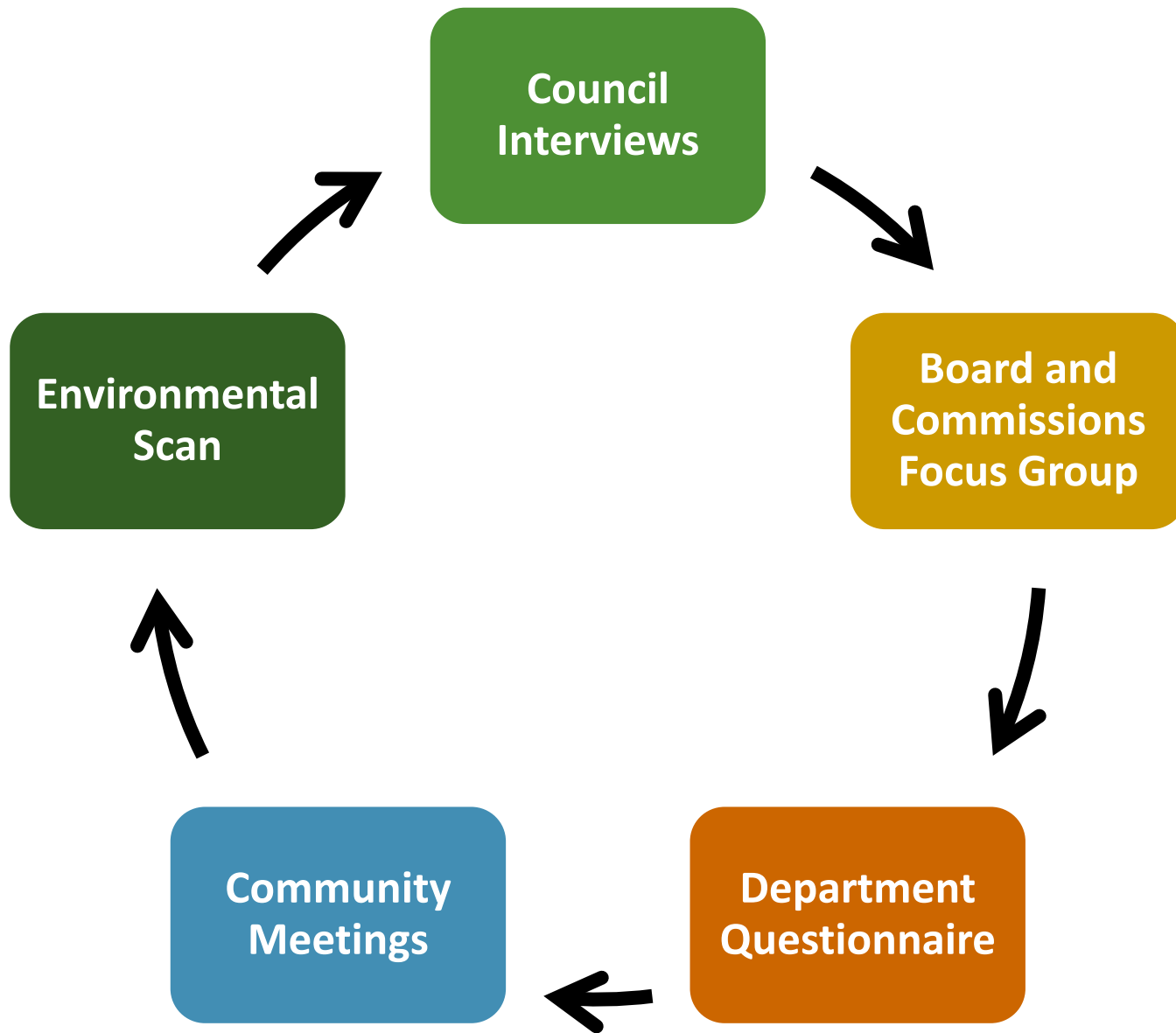
Provides direction to the organization

Aligns people toward a common purpose

Creates opportunity to re-evaluate outdated strategies

Strategic Plan Framework





OVERVIEW OF THE PROCESS

**Five Types
of Input**

Strengths

- **Strong sense of community and community involvement**
- **Small town feel with a great reputation**
- **Location: climate, geographic assets, open space**
- **Good school system**

Challenges

- Limited resources (**funding, staffing, facilities, work capacity**)
- Maintaining **City infrastructure**
- Addressing quality of life issues (**aging population, safety, job/housing balance, growth**)
- Employee morale, retention, **turnover** and work capacity
- Economic development
- Public-private partnerships
- Code enforcement (**property maintenance and city beautification**)
- **Emergency preparedness**
- Traffic and **congestion**

Opportunities

- **Downtown**
- **Engage community members**
- **Neighborhood beautification**
- **Revenue generation**
- **Economic development**
- **Code enforcement**
- **Emergency preparedness**

Environmental Scan





Discussion

Any surprises? What stands out? Anything missing?



BREAK

Vision & Mission

VISION STATEMENT

The vision is
a statement
of the
*desired
future*
of the
organization.

A.

- ***Future-focused.*** Provides clear picture of what the future looks like.

B.

- ***Vivid.*** Provides a mental image of what is most important to an organization.

C.

- ***Challenging.*** Invites the organization to achieve greatness.

D.

- ***Unique.*** Recognizes what makes the organization different.

E.

- ***Inspiring.*** Engages and inspires employees.

F.

- ***Succinct.*** Is short enough to be remembered.

Options for VISION STATEMENT

Option A.

Pinole is a safe and inclusive community where residents and businesses thrive.

Option B.

Pinole is an [engaged/connected/invested] and thriving community that honors its rich history and small-town charm with a vision for future innovation.

Option C.

Our vision is to be the safest, most vibrant and innovative community in the Bay Area while retaining our unique small-town charm.

ACTIVITY:

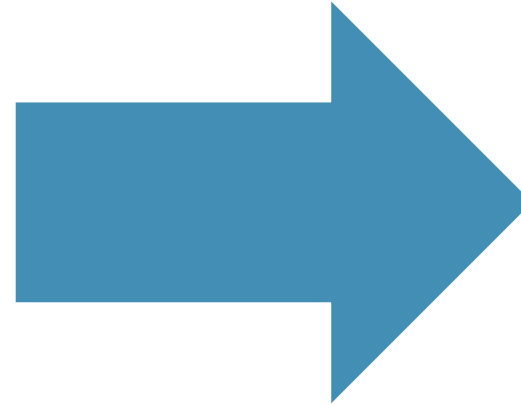
VISION STATEMENT DISCUSSION

Discuss

**Review the draft option.
What's your favorite?**

**Why did you pick that version?
What words resonated with you?**

Prepare a draft vision statement to share.



Report Out



MISSION STATEMENT

The mission is a statement of the ***purpose*** of the organization.

A.

- ***Understandable.*** Articulates the overall purpose of the organization clearly.

B.

- ***Achievable.*** Gives staff something concrete to work toward.

C.

- ***Succinct.*** Distills the overall purpose into a few words that can easily be remembered.

D.

- ***Shared.*** Resonates with most employees.

Options for MISSION STATEMENT

Option A.

Our mission is to provide a safe and inclusive environment that promotes quality of life and prosperity for the community.

Option B.

The City of Pinole's mission is to foster a thriving and safe community where residents have a voice and feel connected.

Option C.

Our mission is to deliver high quality services with sound fiscal stewardship, community input and effective planning.

ACTIVITY:

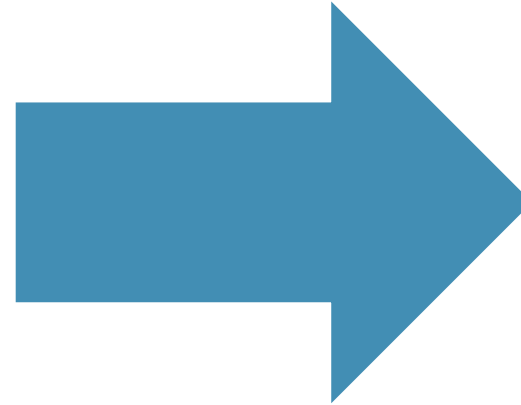
MISSION STATEMENT DISCUSSION

Discuss

Review the draft options.
What's your favorite?

Why did you pick that version?
What words resonated with you?

Prepare a draft mission statement to share.



Report Out





LUNCH TIME

STRATEGIC GOALS...

**Provide the direction
and focus of the
organization, including
resource decisions**

**Are multi-year in
nature**

**Are achieved
through a range of
strategies**

**Safe and Resilient
Pinole**

**Financially Stable
Pinole**

Goals

**Vibrant and
Beautiful Pinole**

**High Performance
Pinole**

**PROPOSED
AREAS OF
FOCUS**

PROPOSED STRATEGIES

Safe and Resilient Pinole.

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

1.Strategy 1: Update the emergency preparedness and response plan (including facilities and equipment assessment). Explore restoring the (CERT) program and annual tabletop exercises and community drills.

1.Strategy 2: Review, prioritize and implement as appropriate the **2019 fire service study recommendations**.

1.Strategy 3: Conduct a capital needs assessment and develop a long-term capital improvement plan (CIP) that aligns with the Strategic Plan.



PROPOSED STRATEGIES

Financially Sustainable Pinole.

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

Strategy 1. Develop a long-term financial plan (LTFP) and use it to guide budget and financial decisions (including policies regarding reserves and management liabilities).

Strategy 2. Conduct a comprehensive fee study to ensure cost recovery of current and potential service fees. (Evaluate implementing an online payment platform)

Strategy 3. Establish a program to evaluate grant opportunities and capacity including internal processes to evaluate costs and benefits of grant administration (i.e., go or no go).

PROPOSED STRATEGIES

Vibrant and Beautiful Pinole.

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

Strategy 1: Update the General Plan and Specific Plan.

- a. Develop/create a comprehensive strategy to encourage streamlining the rehabilitation and re-use of undeveloped or under-developed properties.
- a. b. Partner with regional for- and non-profit housing agencies (and developers) to provide an array of housing options consistent with community incomes levels.

1.Strategy 2. Develop a comprehensive economic development strategy that includes a focus on downtown redevelopment to activate the core of the community as a destination for the region.

1.Strategy 3. Partner regionally to **improve and enhance transportation circulation**, including public transit, cars, bikes and pedestrians.

1.Strategy 4. Conduct a **review and update of the City's code enforcement and property maintenance programs** with a focus on increased beautification efforts and investments in community amenities, business districts, and nuisance abatement.



PROPOSED STRATEGIES

High Performance Pinole.

Build an organization culture that values adaptation, collaboration, communication, use of best practices and public resource stewardship.

Strategy 1: Develop an employee attraction, retention and advancement plan. (Analyze the City's classification and compensation system and update as needed. Develop a robust volunteer and internship program.)

1.Strategy 2: Conduct a citywide organization review to optimize efficiencies and implement best practices.

1.Strategy 3: Develop an organization teambuilding strategy to promote and enhance collaboration between departments.

1. Strategy 4: Develop a strategic communications and public engagement plan (i.e., public information officer, messaging, marketing, technical implementation).

1.Strategy 5: Develop a comprehensive information technology strategic plan.

DISCUSSION OF DRAFT GOALS AND STRATEGIES

*

Review Goals

?

Is anything missing?

?

Is there anything that
should not be there?

?

What key strategies will
drive success?

*

Discussion



STRATEGIC PLAN NEXT STEPS

Management
Partners drafts
Strategic Plan
based on input.

City
Council adopts
the Strategic Plan
in
February/March
2020

Management
Partners and
staff create
Implementation
Action Plan in
March 2020



FINAL COMMENTS & EVALUATION

Thank you!

Nancy Hetrick, Vice President
Christine Butterfield, Senior Manager

Management
Partners

