



# City of Pleasanton

City Council Retreat

January 29, 2025







# Public Comment

# Agenda

1. Welcome and Overview
2. Providing Context
3. Priority-Setting
4. Governance Best Practices
5. Wrap-Up and Next Steps



# Workshop Agreements

Be Open	Be open to new or different perspectives
Seek Consensus	Look for opportunities to agree
Be Kind	Treat each other with respect
Maintain Civility	Focus on the issue and not the person



# Bike Rack

Things to discuss at  
another time will be  
tracked separately

Time management tool





# Interview Themes

- All love Pleasanton and want the best for the community
- The City's structural budget deficit will require difficult decisions; was named as top priority for the next year
- Agreement that the election was hard and coming together will be challenging
- All expressed a desire for a civility, but named Council discord as an impediment





What makes Pleasanton *special*?  
What is *one word* to describe your hopes  
for the next year?



# Strategic Planning

City Council Priorities Discussion and Dot Voting Exercise





## Five Key Goals

- **Funding Our Future:** Fiscal Sustainability
- **Optimizing Our Organization:** Organizational Effectiveness
- **Investing in Our Environment:** Infrastructure, Public Facilities, and Sustainability
- **Safeguarding Our City:** Public Safety and Emergency Preparedness
- **Building a Community Where Everyone Belongs:** Livability and Community Development



# ONE Pleasanton - Strategic Plan Priorities



**Funding our Future – Strategy 1.** Develop a long-term strategy for funding operations and maintenance needs to ensure reliability of community-owned facilities and infrastructure and continuity of City services



**Investing in Our Environment – Strategy 2.** Develop an Asset Management Plan to address comprehensive long-term planning for maintenance, renovation, repair and/or replacement of infrastructure and public facilities to meet current and future needs



**Investing in Our Environment – Strategy 3.** Identify funding and implement the recommendations from the Water Supply Alternative Study to resolve PFAS water quality issues.



**Safeguarding Our City – Strategy 1.** Assess the City's overall emergency preparedness capabilities, resources, and tools and implement changes as needed to ensure the City is properly positioned to respond to disasters.



# Funding our Future – Strategy 1

- Strategy 1: Develop a long-term strategy for funding operations and maintenance needs to ensure reliability of community-owned facilities and infrastructure and continuity of City services
- Status: On Track
- Update:
  - The development of an Asset Management Plan is underway to provide details about funding gaps in various infrastructure categories.
  - The City Council established the Budget Advisory Committee to evaluate cost reduction strategies, infrastructure funding needs, and revenue options down the road.



# Investing in Our Environment – Strategy 2

- Strategy 2: Develop an Asset Management Plan to address comprehensive long-term planning for maintenance, renovation, repair and/or replacement of infrastructure and public facilities to meet current and future needs
- Status: On Track



- Update:
- Project kicked off in May 2024. The project will be implemented in three phases, with the City Council approving on April 16, 2024 the first two phases.
- Phase 1 (discover the gap) and Phase 2 (collect data and assess conditions) are to be completed in August of 2025.
- Staff will request City Council approval of Phase 3 (life-cycle planning) in February with planned completion end of 2025.



# Investing in Our Environment – Strategy 3

- Strategy 3: Identify funding and implement the recommendations from the Water Supply Alternative Study to resolve PFAS water quality issues.
- Status: On Track



- Update:
- Completed analysis and selection of a water supply alternative project to construct two new groundwater wells.
- Implemented Phase 1 of a water rate increase to sustain utility operations and started Phase 2 water rate study.
- Completed Water System Management Plan including a 20-year Capital Improvement Plan that identifies and prioritizes projects based on recommendations from planning studies.
- Designed, awarded, and under construction of several critical near-term water improvement projects, including bond rating and issuance to support debt to construct near-term improvements and feasibility and design phases of the regional well project.

# Safeguarding Our City – Strategy 1

- Strategy 1: Assess the City's overall emergency preparedness capabilities, resources, and tools and implement changes as needed to ensure the City is properly positioned to respond to disasters.
- Status: On Track

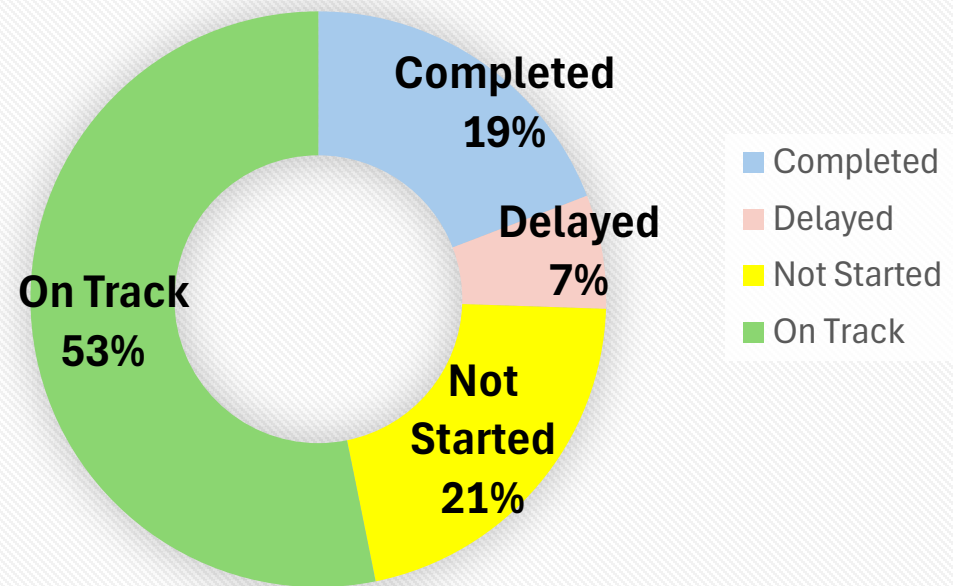


- Update:
- Compiled an inventory of existing emergency resources and updated/refreshed all supplies.
- Reviewed current Emergency Operations Plan (EOP) and identified critical updates needed to reflect current conditions and requirements.
- Update Emergency Operations Plan (EOP) update, including all critical annexes
- Continuing to engage external stakeholders and partner agencies to strengthen regional preparedness.

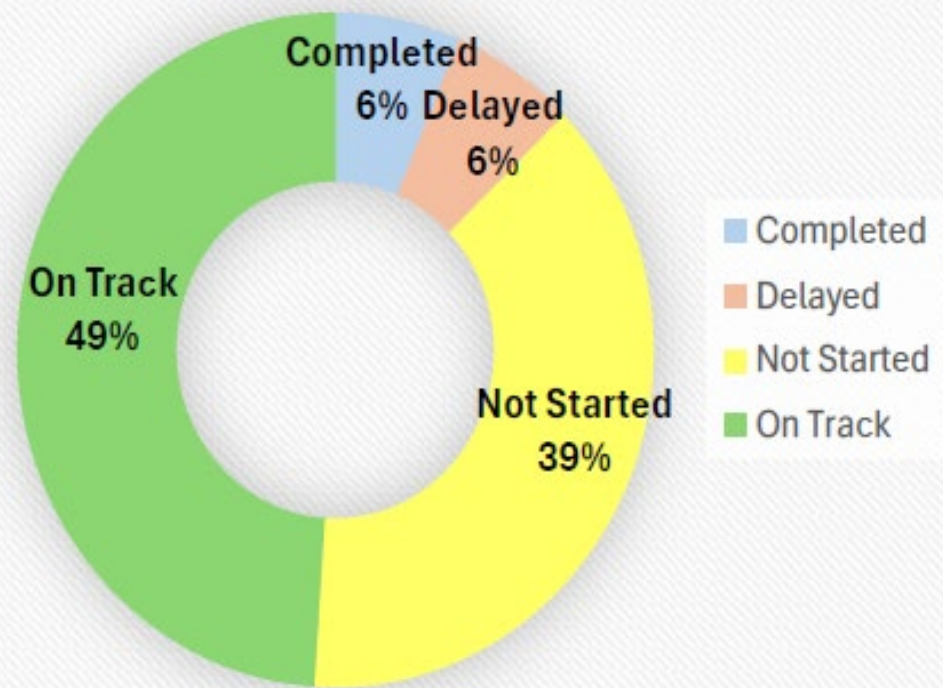


# Status Update

Citywide Strategic Plan Year 2 (FY 24/25)  
Mid-Year  
Implementation Status - All Strategies



Strategic Plan Year 1 (FY 23/24)  
Implementation Status - All Strategies



# Dot Voting Exercise Instructions

- **Voting Materials**

- Each City Council member gets **7 blue dot** stickers for voting.
- Strategies with **red dots** are previously identified priorities.
- Strategies that are complete are marked **done**.

## **Voting Guidelines**

1. Review the strategies displayed on the wall.
2. Place your **7 blue dots** next to the strategies you believe should be prioritized.
  - You can place multiple dots on a single strategy if it's highly important.
  - Or, spread your dots across multiple strategies to show broader support.

## **Rules for Voting**

- Do not move or remove dots placed by others.
- Place your dots directly on the strategy boards.
- Once all dots are placed, votes cannot be changed or moved.



# Council Priorities

## Funding Our Future

- A.2 Identify expanded and new revenue sources to address significant infrastructure needs (6 dots)
- A.1. Develop long-term strategy for funding operations and maintenance for community owned facilities and infrastructure (3 dots)

## Investing in Environment

- C.3 Identify funding and implement recommendations from Water Supply Alt Study to resolve PFAS water quality issues (5 dots)
- C.2 Develop asset management plan to address comprehensive long-term planning for maintenance, renovation, repair and/or replacement of infrastructure or public facilities (3 dots)

## Safeguarding Our Community

- 4.1 Assess City's overall emergency preparedness capabilities, resources, tools, and implement changes as needed (4 dots)

## Building a Community Where Everyone Belongs

- E.4 Implement the updated 24-28 Economic Development Plan strategic initiatives (6 dots)
- E.9 Advance East Pleasanton Specific Plan (4 dots)
- 6 Strategies with single dots



# Stretch Break

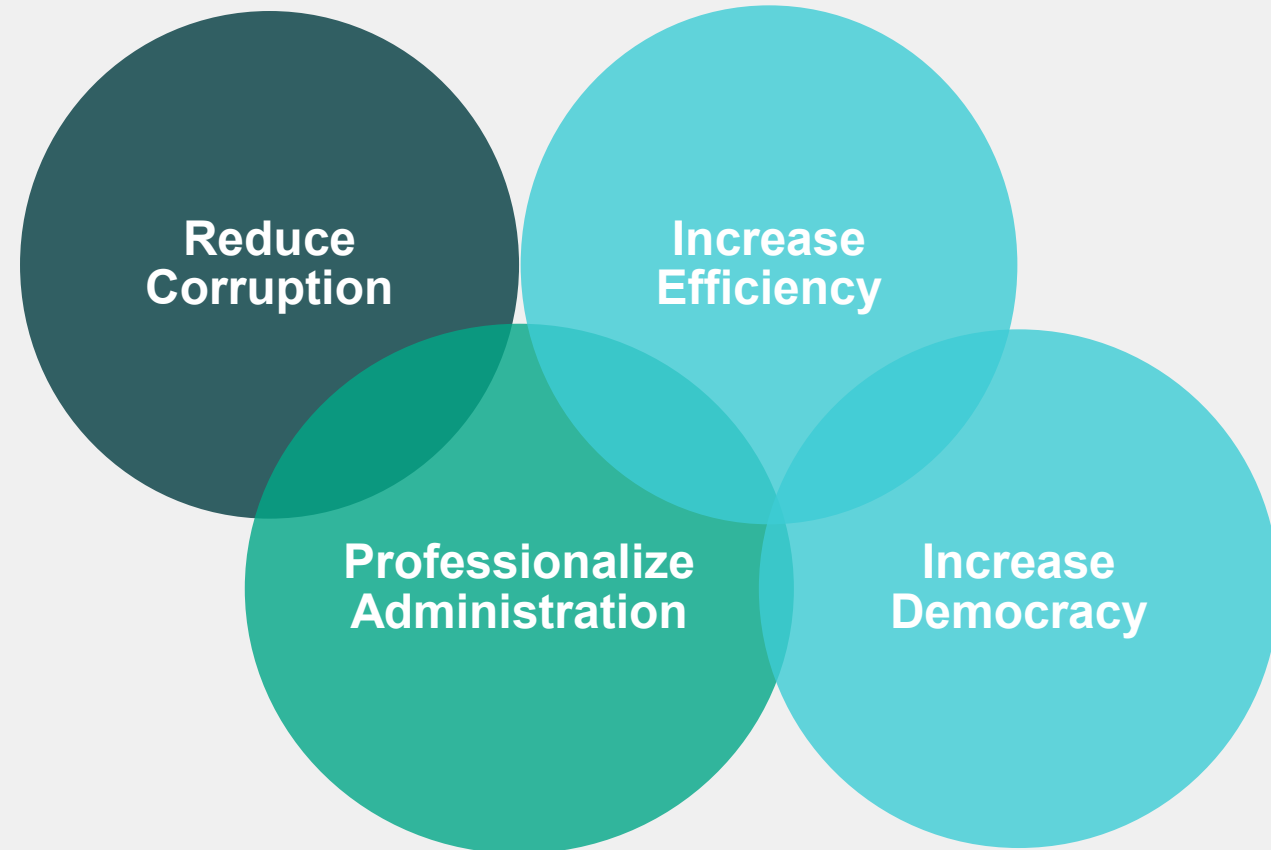


# Governance Best Practices



# Rooted in Change: Council-Manager Form of Government

The council-manager form of government emerged in the early 20th century as part of the Progressive Movement's efforts to overcome widespread political corruption, inefficiency, and the influence of political machines.



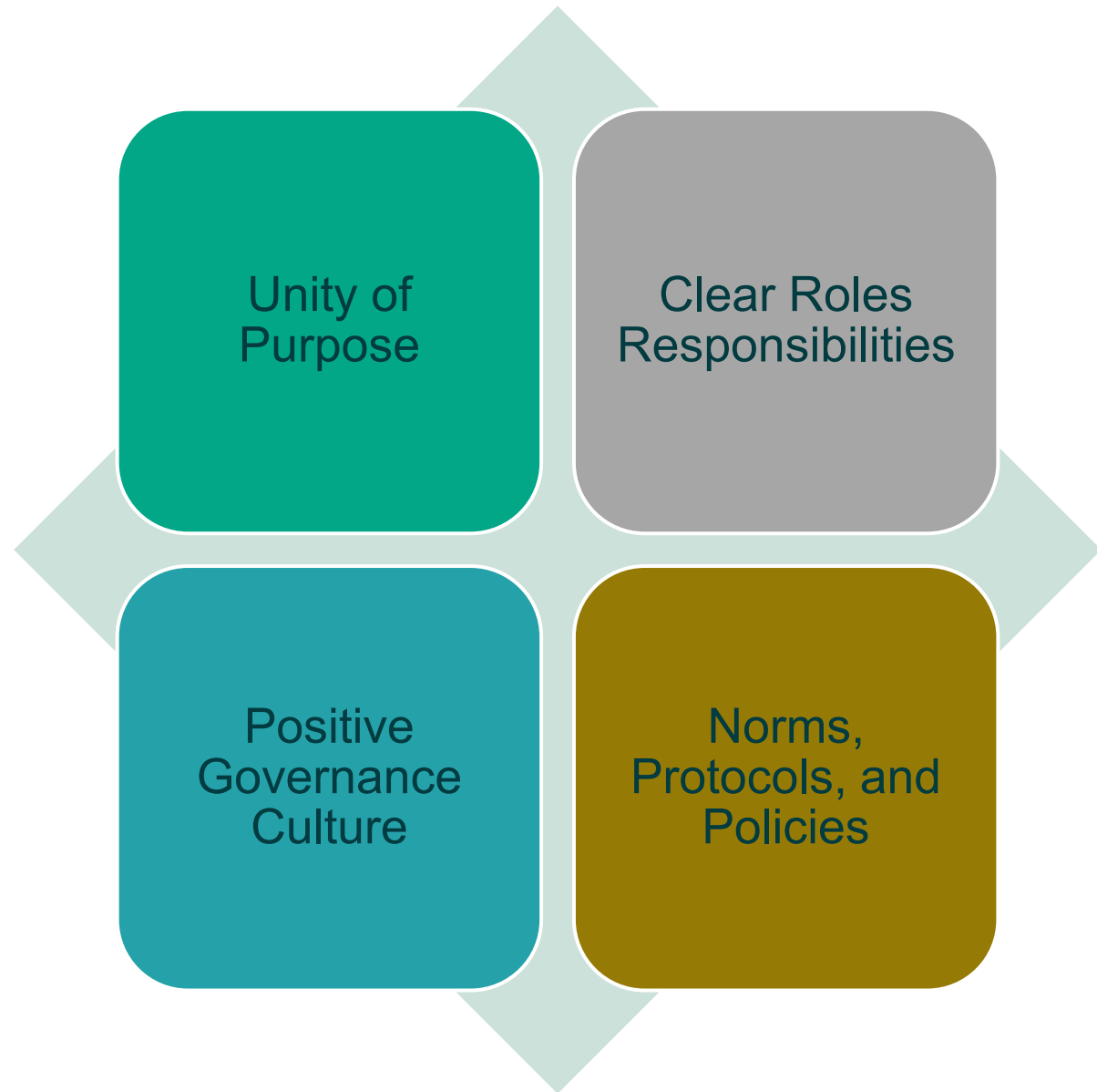
# The Six Council Roles



- 1** Setting strategic direction
- 2** Fulfilling a stewardship role
- 3** Be a customer service representative and constituent advocate
- 4** Being a community builder
- 5** Making decisions
- 6** Providing oversight



# Effective Governance



*Institute for Local Government*

# Exceptional City Councils

*Institute for Local Government*

1. Commit to a **partnership** with the city manager to govern and manage the city
2. Have **clear roles** and responsibilities that are understood and adhered to
3. Honor **the relationship** with staff and each other
4. Routinely conduct **effective meetings**
5. Hold themselves and the city **accountable**
6. Have members who practice **continuous improvement**



## 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

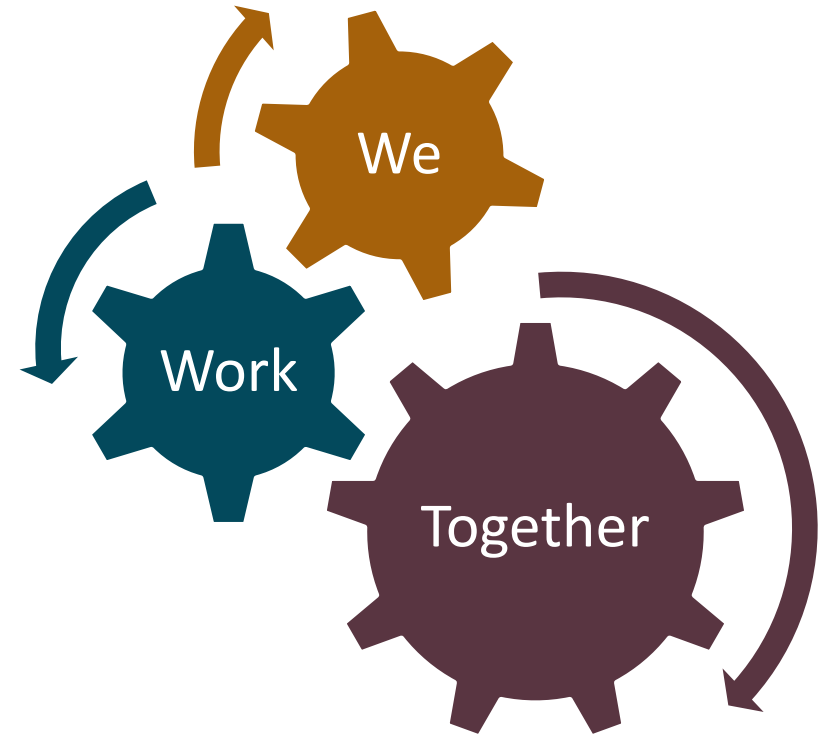
Build capacity to create a more effective team. The governance team (mayor, councilmembers and city manager) should get to know each other; how each person approaches issues, decision making style and so on. This can be accomplished at annual meetings or workshops through-out the year. In the event that 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.

# City Government is a Team Sport

You can be a solid Council member and a team player, too



It's about collaboration, persuasion and relationships





# Council – City Manager and Staff Partnership



# Having Clear Roles Supports Effective Governance



Mayor



Council



City  
Manager



City  
Attorney



# Basic Roles



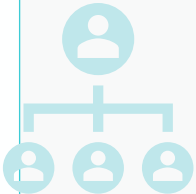
## Mayor

- Chairs Council meetings
- Represents the City at events and meetings
- Signs proclamations
- Keeps the City Manager informed about issues
- Assists in creating consensus



## Council

- Sets policy as a body, approves budget, establishes vision and goals
- Appoints City Manager and City Attorney
- Keeps in touch with the community; serves as a conduit for problem solving by referring issues to staff



## City Manager

- Appoints, directs and supervises all City staff
- Recommends and implements Council policy
- Manages all City operations and organizational issues
- Offers policy advice, stays in touch with community concerns



## City Attorney

- Provides advice to the Council on City matters
- Approves contracts, resolutions, ordinances and other legal documents
- Manages other attorneys; handles litigation



# Good Governance Is About...



## ***What can you get done for the community?***

- Effective leadership by the Mayor and Council
- Responsive management and leadership by the City Manager
- Meaningful communication that is honest, direct, respectful, proactive
- Understanding roles and fulfilling expectations
- Fostering mutual respect and building trust
- Ethics

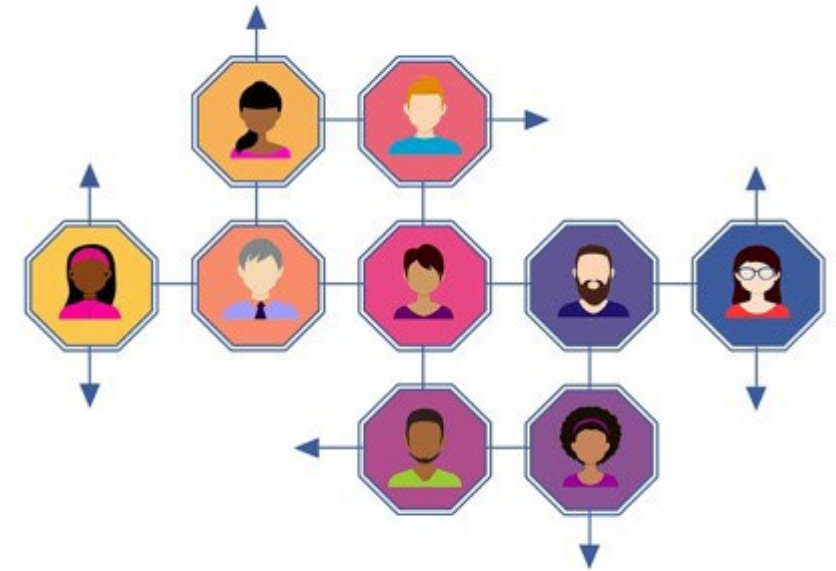
# No One Can Do It Alone

- Take the long view; think strategically
- Put the community first in all matters
- Understand and appreciate each others' styles, strengths and expertise
- Respect each other and understand your roles
- Be solid on laws and rules regarding ethics



# Finding Common Ground

- Getting things done as a body makes us all look good
- Accomplishments build relationships... which leads to other successes
- *And the community wins!*





# Effective Practices for Elected Officials

- *Any questions or topics to clarify?*
- *What are your takeaways?*
- *What do these good governance principles mean to you?*

# Parting Thoughts

---

What do you want  
this Council to be  
known for?





A yellow arrow is painted on a dark, textured tiled floor, pointing towards the right. To the right of the arrow, a red light reflects off the tiles, creating a bright red area. The right side of the image fades into a white background.

**Wrap up**



# Thank You!

**Nancy Hetrick and Rod Gould**

