

# City of Hercules 2024 Strategic Goals



Plan Assembled By:



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# Summary

Strategic planning is a common best practice for all organizations. Identifying broad goals, defining success for the organization and helping to set a direction for the team that works daily to deliver is a logical management practice. In city governments, this takes on a particularly important role where the function of the elected leaders is to set targets and priorities for the agency staff, and then to unleash the city staff to work on accomplishing the goals and delivering for the community. An effective strategic planning process both informs city staff about the priorities of the city council they serve and helps council members resolve their competing priorities and visions for the city they serve.

City managers find the strategic planning process to be particularly helpful as it gives them a chance to hear from all the council members in a public forum where they can engage each other in healthy dialogue of shared missions and visions. This process also aids the city staff leadership team, allowing them to share their expertise to help inform the elected leaders about areas of concern, potential focus areas, and strategic solutions. The robust exchange can align the city staff to the aspirations of the city council and provide a three-to-five-year vision for their work and budget priorities.

The City of Hercules engaged Tripepi Smith Talent Solutions (TSTS) to lead a strategic planning process for the City Council in April 2024. The process included an interview with the City Manager, individual interviews with four of five council members, a facilitated City Council workshop, a debrief of the workshop with city staff and the assembly of this report.

The purpose of the process is not only to identify goals, but also to establish a work plan with reportable objectives to accomplish those goals and provide ongoing progress reports to the City Council.

# Key Concepts for Strategic Planning

To create a uniform understanding of key terms used in strategic planning, the following explanations are offered:

Vision	What is Hercules' overarching aspiration for the City and community? Think 30+ years out.
Mission	What is Hercules currently focusing on to achieve the vision?
Values	What core principles guide Hercules in pursuit of its vision and mission?
Strategic Goals	What definable elements are necessary to deliver or show progress on the mission in the two-year goal cycle?

## Review of Vision, Mission and Values

Given time constraints, TSTS advised the City Council to give a cursory review of the vision, mission and values to ensure there were no egregious issues. A deeper review of the vision, mission and values requires a more extensive and detailed process that can be undertaken at a later date. During the workshop, the City Council offered modest suggestions for future adjustments to vision, mission and values, but no edits were formally approved. The Council agreed to revisit the vision, mission and values at a later date.

### City of Hercules' Vision

The City of Hercules is a richly diverse community, serving as a major transportation hub and a prime destination for the Bay Area. It is built on a sound economic and physical infrastructure, and its residents enjoy public safety, security, well-maintained parks, streets and public facilities. We conduct our work in an atmosphere of trust and respect. We constantly look for better ways to deliver services and always strive for excellence.

### City of Hercules' Mission

Our mission is to lead our diverse community and enhance the quality of life in the City of Hercules, now and in the future. We do this by providing effective, efficient, responsive, and innovative services with integrity and a culture of transparency.

### City of Hercules' Values

- Integrity – Honesty, transparency, fair dealing
- Professionalism – Exemplary conduct, competence, continuous improvement, respect
- Service – Customer orientation, courtesy, hard work, striving for excellence
- Collaboration – Teamwork, communication, community interaction and outreach
- Creativity – Thinking, innovating, encouraging critical analysis
- Tenacity – Setting priorities, staying focused, not getting discouraged
- Responsibility – Taking ownership of one's work, accountability, going the extra mile

# Strategic Goals

Each City Council member was offered the opportunity to fill out a questionnaire and participate in a one-on-one interview with TSTS to provide initial insight and feedback on individual concerns and priorities. After meeting with four of five council members, TSTS reviewed the feedback, identified and consolidated concerns and priorities and presented six goals at a special meeting held on April 13, 2024<sup>1</sup>. The council members engaged in robust discussion, agreed with the six goals in concept, identified one new goal and offered language adjustments and/or additional objectives within each goal. While the meeting was publicly noticed and open to the public, no members of the public were present at the strategic planning workshop. TSTS relied on the discussion to assemble this report, and it is anticipated that the City Council, when adopting the report, will also be adopting the objectives and tactical steps noted within those goals.

Following the facilitated meeting, city staff met to discuss and develop a work plan with department-level objectives and tactical steps that will provide a measurable way to track and report progress on the strategic goals. This report outlines the seven goals identified by City Council, along with tactical steps and metrics for each.

*\*Please note: The goals are not listed in any particular order.*

## Goal #1 – Advance Progress of the Hercules Hub

Objective	Tactical Steps	Timeline
Develop regional partnerships	Participate and collaborate with other agencies, their boards and commissions, and other stakeholder groups to raise awareness of the Hercules Hub and regional transit-related issues, surface opportunities for partnership, and support appropriate transportation revenue-generating measures.	Ongoing
Enhance lobbying efforts/contracts	Secure the services of a federal lobbyist as an advocate on behalf of the Hercules Hub.	Winter 2024
Continue to keep the community informed	Utilize social media and other informational platforms to disseminate information regularly and when new developments occur.	Ongoing
Initiate the Train Station design	Secure sufficient grant funding to begin the station design.	Summer 2025

<sup>1</sup> Exhibit A includes the special meeting agenda; Exhibit B includes the PowerPoint deck presented by TSTS

## Goal #2 – Take Steps to Address the City’s Fiscal Sustainability

Objective	Tactical Steps	Timeline
Improve efficiency through a budget review process	Continue to improve and create a more robust Capital Improvement Plan (CIP) with special attention to service delivery methodology, addressing deferred maintenance, and prioritizing projects.	Spring 2025; Ongoing
Explore revenue sources to meet current and future needs	Present to Council future revenue-generating options that include: <ul style="list-style-type: none"> <li>● Sales Tax</li> <li>● UUT (Utility User Tax)</li> <li>● Grant opportunities</li> <li>● General Obligation (GO) bonds</li> <li>● Lease Revenue/Certificate of Participation (COP) bonds</li> <li>● Real Property Transfer Tax</li> </ul>	Winter 2024

## Goal #3 – Improve Community Transparency and Communication

Objective	Tactical Steps	Timeline
Improve communication on the progress of Strategic Goals	Provide quarterly updates at City Council meetings and post the progress to a dedicated strategic plan web page on the City’s website.	Fall 2024; Ongoing
Provide community engagement opportunities outside of Council meetings	Provide twice-a-year workshops/town halls to allow residents to connect with the City outside of Council meetings and the rigid public comment process.	Winter 2024; Ongoing
Encourage residents to be more involved in civic affairs	Evaluate and report back on ways to improve resident engagement.	Winter 2024

## Goal #4 – Continue Investing in a Winning Team at City Hall

Objective	Tactical Steps	Timeline
Address staff capacity	Initiate a gap analysis of strategic goal priorities and staff capacity.	Spring 2025
	Initiate a staffing comparison study of comparable cities (population, city services, department size, and total FTEs).	Spring 2025
Develop a succession plan	Identify critical and vulnerable positions; Identify a talent pipeline; and identify employees in the qualified positions who could temporarily fill the vacancy and potentially apply as candidates for the position should the need arise.	Winter 2024
	Create a succession development plan with training and learning opportunities that are aligned with the successor position.	Winter 2025
Invest in ongoing staff education and training through conferences and other learning tools	Survey staff to assess service and/or training gaps in each department and the City organization, as a whole.	Summer 2025
	Use the above-mentioned (succession plan) education/experience assessment and cross reference with survey/interviews.	Spring 2026
	Identify training opportunities/conferences, including complimentary webinars, for each department.	Spring 2025; Ongoing
Build a high-performance culture that both yields efficient results and increases staff retention	Review and analyze potential standards to define and measure high performance culture.	Spring 2025
	Survey and initiate standards for efficiency.	Spring 2025
	Survey and initiate standard retention goals, to include impediments and opportunities.	Spring 2025

## Goal #5 – Plan and Fund Major Infrastructure

Objective	Tactical Steps	Timeline
Identify and set priorities related to major infrastructure	Review and refine policy for prioritizing capital projects as part of the budgeting process.	Spring 2025
Continue progress on the Capital Improvement Plan	Continue to update the City Council on progress during the mid-year CIP progress report process.	Spring 2025
Devise a plan for funding the Parks and Recreation Facilities Master Plan	Identify grant opportunities, sponsorships, partnerships, and available Capital Improvement funds for projects called out in the 5-year Park Master Plan Action Plan.	Ongoing
Devise a plan for funding facilities assessment and maintenance	Maintain and refine the recently established Facility Replacement Fund to address the backlog of large unfunded maintenance and infrastructure projects.	Spring 2025

## Goal #6 – Develop a Comprehensive Land-Use Strategy

Objective	Tactical Steps	Timeline
Complete the Housing Element certification process and begin implementation	Work with the State Department of Housing and Community Development to complete the review and certification of the Housing Element.	Spring 2025
Update the General Plan	Secure the services of a consultant to update the General Plan, which will include land-use strategies for the redevelopment of shopping centers and commercial sites with mixed-use.	Spring 2025
	Complete the General Plan update.	Spring 2027 <sup>2</sup>
Update Council and community on affordable housing progress and RHNA <sup>3</sup> obligations	Continue annual reporting to the City Council on the status of development projects and Housing Element RHNA (Regional Housing Needs Allocation) progress.	Ongoing

<sup>2</sup> The timeline for completing the General Plan update is outside of the two-year goal cycle

<sup>3</sup> RHNA stands for Regional Housing Needs Allocation



## Goal #7 – Develop a Comprehensive Economic Development Strategy

Objective	Tactical Steps	Timeline
Devise strategies to expand retail and attract businesses	Develop an Economic Development strategy.	Spring 2026
	Continue to implement the Business Attraction Grant program.	Ongoing

# Exhibit A – April 13, 2024 Agenda



**Meeting Location: City Hall – Senior Center  
111 Civic Drive  
Hercules, CA 94547**

**Special Meeting – 9:00 a.m.**

Dan Romero, Mayor  
Dion Bailey, Vice Mayor  
Alex Walker-Griffin, Council Member  
Chris Kelley, Council Member  
Tiffany Grimsley, Council Member

Dante Hall, City Manager  
Patrick Tang, City Attorney  
Eibeleis Melendez, City Clerk

## CITY COUNCIL SPECIAL MEETING AGENDA In - Person Only April 13, 2024

- I. ROLL CALL – CALL TO ORDER**
- II. PUBLIC COMMUNICATION**
- III. SPECIAL WORKSHOP**

**3A: Strategic Planning and Goal Setting Workshop. The City Council will discuss its priorities for the next two fiscal years, July 1, 2024 – June 30, 2026. No formal action will be taken at this meeting. The Council will review and formally adopt identified goals at a future meeting.**

- IV. ADJOURNMENT**

Agendas are posted in accordance with Government Code Section 54954.2(a) or Section 54956. Members of the public can view electronic agendas and staff reports by accessing the City website at [www.ci.hercules.ca.us](http://www.ci.hercules.ca.us) and can receive e-mail notification of agenda and staff report postings by signing up to receive an e-notice from the City's homepage. Agendas and staff reports may also be obtained by contacting the City Clerk's Office at (510) 799-8208.  
(Posted: April 11, 2022)

# Exhibit B – April 13, 2024 Tripepi Smith PowerPoint Deck



## Strategic Planning Workshop

Saturday, April 13, 2024



April 2024

## Objectives for Today

1. Review background
2. Review Mission, Vision, Values
3. Discuss Strategic Planning Goals

# 2022 Goal-Setting Process

## Goals for FY 2022-23

- Regional Intermodal Transit Center (RITC)
- Financial sustainability

## Multiyear Goals

- Multimodal station (RITC)
- Grow retail and commercial development to serve the community
- Long-term financial plan

# Background

1. Kick-off meeting with the City Manager
2. Questions prior to council member interviews
3. One-on-one interviews with each Council member

# Mission, Vision and Values

## Defining Terms

- **Vision** – What is Hercules' overarching aspiration for the City and community? Think 30+ years out.
- **Mission** – What is Hercules focusing on now to achieve the vision?
- **Values** – What core principles guide Hercules in its pursuit of its vision and mission?
- **Goals** – What are definable elements that we need to accomplish to deliver on the mission in the next year or we can show progress on during the next year?

## Vision

The City of Hercules is a richly diverse community, serving as a major transportation hub and a prime destination for the Bay Area. It is built on a sound economic and physical infrastructure, and its residents enjoy public safety, security, well-maintained parks, streets and public facilities. We conduct our work in an atmosphere of trust and respect. We constantly look for better ways to deliver services and always strive for excellence.

## Mission

Our mission is to lead our diverse community and enhance the quality of life in the City of Hercules, now and in the future. We do this by providing effective, efficient, responsive, and innovative services with integrity and a culture of transparency.

# Values

- **Integrity** – Honesty, transparency, fair dealing
- **Professionalism** – Exemplary conduct, competence, continuous improvement, respect
- **Service** – Customer orientation, courtesy, hard work, striving for excellence
- **Collaboration** – Teamwork, communication, community interaction and outreach
- **Creativity** – Thinking, innovating, encouraging critical analysis
- **Tenacity** – Setting priorities, staying focused, not getting discouraged
- **Responsibility** – Taking ownership of one's work, accountability, going the extra mile

## Goals for Discussion

# Goal #1

## *Advance Progress of the Hercules Hub*

- Develop regional partnerships
  - Identify areas for collaboration to leverage resources and opportunity
- Enhance lobbying efforts/contracts
- Explore funding opportunities
- Continue to keep the community informed
- Train Station Design Initiated

# Goal #2

## *Take Steps to Address the City's Fiscal Sustainability*

- Explore revenue sources to increase funding for:
  - Increased Staff Capacity
  - Capital Improvement Program
  - Hub
- Possible revenue sources
  - Sales Tax
  - Transient Occupancy Tax (TOT)
  - Utility Users Tax (UUT)
  - Real Estate Transfer Tax



## Goal #3

### *Improve Community Transparency and Communication*

- Improve communication on progress of Strategic Goals
- Provide community engagement opportunities outside of Council meetings:
  - Provide workshops/town halls to give residents an opportunity to connect with the City beyond Council meetings
  - Consider providing a Resident Academy (Local Government 101)

## Goal #4

### *Build a Winning Team at City Hall*

- Address staff capacity
- Begin succession planning
- Invest in ongoing staff education and training through conferences and other learning tools
- Build a high-performance culture that both yields efficient results and increases staff retention

## Goal #5

### *Plan and Fund Major Infrastructure*

- Capital Improvement Plan
  - Improve infrastructure in our more-established neighborhoods
  - Assess and address the condition of roads, sidewalks, buildings and recreation facilities
- Parks and Recreation Facilities Master Plan
- Facilities Assessment and Maintenance

## Goal #6

### *Develop a Comprehensive Land-Use Strategy*

- Complete Housing Element certification process and begin implementation
- Finalize the General Plan Update
- Prioritize Economic Development within the Land-Use Strategy

# Strategic Planning Goals Discussion

Any additions/amendments to the strategic planning goals?

## Goals for Consideration

Goal #1 – Advance the Progress of the Hercules Hub

Goal #2 – Take Steps to Address the Fiscal Sustainability of the City

Goal #3 – Improve Community Transparency and Communication

Goal #4 – Build a Winning Team at City Hall

Goal #5 – Plan and Fund Major Infrastructure

Goal #6 – Take Steps Toward Land Use Strategy and Implementation

## Next Steps

- City Staff and Tripepi Smith will meet to review the goals affirmed by the City Council and discuss programmatic responses and metrics
- Tripepi Smith will assemble a report and summary on today's meeting and measurement metrics
- City Council will review and consider adoption of a final report affirming Goals, Objectives and Metrics