



**City of Hercules**  
**City Council Workshop**  
**Held April 22, 2017**

**May 2017**

**Management  
Partners**



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## Table of Contents

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<b>City Council Workshop Report.....</b>	<b>1</b>
Workshop Overview.....	1
<i>Workshop Objectives.....</i>	<i>1</i>
<i>Participants.....</i>	<i>1</i>
<i>Workshop Agenda.....</i>	<i>2</i>
<i>Ground Rules.....</i>	<i>2</i>
<i>Workshop Preparation .....</i>	<i>2</i>
Council Communication Styles.....	3
<i>Summary of Comments regarding Council Communication Styles .....</i>	<i>4</i>
<i>Style Strengths.....</i>	<i>4</i>
<i>Style Trouble.....</i>	<i>4</i>
Vision, Mission and Values.....	5
<i>Vision .....</i>	<i>5</i>
<i>Mission .....</i>	<i>5</i>
Review of Organizational Values .....	6
Highlights of Recent Council and Staff Accomplishments.....	7
Presentation of Community Survey Results .....	7
Strategic Plan Update: Goals and Objectives .....	8
<i>Goals .....</i>	<i>9</i>
<i>Strategies and Objectives.....</i>	<i>9</i>
Next Steps and Evaluation.....	14
<i>Items for Further Discussion .....</i>	<i>14</i>
<i>Closing Comments by Councilmembers .....</i>	<i>14</i>
<i>Closing Comments by Staff .....</i>	<i>14</i>
<i>Evaluation Summary.....</i>	<i>15</i>
<b>Attachment A – Workshop Evaluation .....</b>	<b>16</b>
<b>Appendix A – City of Hercules Strategic Plan Survey.....</b>	<b>19</b>

## City Council Workshop Report

### ***Workshop Overview***

The City of Hercules, California held a workshop with the City Council, City Manager and executive staff on April 22, 2017 at the Hercules by the Bay Clubhouse (1299 Santa Fe Avenue). The purpose of the workshop was to discuss goals, new policies, effective governance and teamwork.

### **Workshop Objectives**

- Understanding Council communications styles.
- Review of vision and mission statements.
- Update of the 2012 strategic plan and goal setting.
- Strengthen the Council/staff team

### **Participants**

The City Council and executive team participated in the workshop.

#### **City Council**



**Mayor**  
**Myrna L. DeVera**



**Vice Mayor**  
**Chris Kelley**



**Councilmember**  
**Dan Romero**



**Councilmember**  
**Roland Esquivias**



**Councilmember**  
**Gerard Boulanger**

#### **Executive Team**

- David Biggs, City Manager
- Patrick Tang, City Attorney
- Bill Goswick, Chief of Police
- Lori Martin, Administrative Services Director/City Clerk
- Michael Roberts, Public Works Director/City Engineer
- Christopher Roke, Parks and Recreation Director
- Holly Smith, Planning Director
- Annie To, Finance Director

The workshop was facilitated by Patrick O’Keeffe with support from Julie C.T. Hernandez, both of whom are with Management Partners.

## **Workshop Agenda**

- Welcome
- Public Comment
- Review agenda, objectives, ground rules and bike rack
- Discuss Council communication styles
- Review vision and mission statements
- Review organizational values
- Review Council and staff recent accomplishments
- Presentation of community survey results
- Update of strategic plan goals, strategies and objectives
- Next steps and workshop evaluation
- Adjournment

## **Ground Rules**



The facilitator suggested several ground rules to help ensure a productive workshop.

- Seek consensus
- Everyone listen to each other (electronic gadgets off)
- Everyone participates
- Disagree agreeably
- Focus on issues not the person
- Seek to gain understanding

The facilitator noted the bike rack for items that will be addressed in another venue, not today.

## **Workshop Preparation**

Prior to the workshop, Pat O’Keeffe conducted individual interviews with each Councilmember and met with the executive team to learn about their desired outcomes for the session and to gather background information about the City’s accomplishments, issues, challenges and working relationships.

The City Manager prepared and issued two electronic surveys, one to the community and one to City’s employees. Through these surveys, the City gathered perspectives about how well the City is operating, the City’s current goals and suggestions for additional goals. The surveys also

included a strengths, weaknesses, opportunities and threats (SWOT) component. For the community survey, information was gathered about how long they had lived in the City, as well as how satisfied they are with living in Hercules. For the employee survey, information was gathered about how long they had worked for the City, as well as how satisfied they are working for the City of Hercules.

## ***Council Communication Styles***

To set the context for the discussion, facilitator Pat O’Keeffe presented information about the importance of understanding communication style differences. The four communication styles are: Direct, Spirited, Considerate, and Systematic.

<b>Direct</b>	<b>Spirited</b>
<b>Considerate</b>	<b>Systematic</b>

Pat then led the Council through a series of communication styles worksheets that resulted in identification of a primary and secondary communication style for each Councilmember.

Each Councilmember was asked to share with the group his or her primary communication style. A diagram was created that showed the primary communication style for each Councilmember in relation to the others. The results of the diagram visually showed that the communications style of each Councilmember is different from the others; no two are alike.

The combination of primary and secondary communication styles represented on the Council are as follows:

	<b>Primary Style</b>	<b>Secondary Style</b>
<b>Councilmember #1</b>	Direct	Spirited
<b>Councilmember #2</b>	Spirited	Direct and Systematic
<b>Councilmember #3</b>	Direct	Systematic
<b>Councilmember #4</b>	Systematic	Direct
<b>Councilmember #5</b>	Considerate	Systematic

## **Summary of Comments regarding Council Communication Styles**

Councilmembers offered comments during the debriefing of the styles, including:

- The variety of communication styles represented are diverse but balanced.
- Knowing the differing communication styles helps them to learn when and how to change their own style to contribute towards Council unity and effectiveness.

Each Councilmember was asked to offer comments on the strengths of their primary communication style, as well as to identify how that communication style can create trouble or impediments.

### **Style Strengths**

- Considerate: Explains; provides the background on a topic; states opinions and expectations
- Direct: Gets to the point immediately
- Spirited: Communicates with spirit and passion; heart is essential; uses information along with knowledge of the history of the city
- Systematic: Well informed

The Council consensus of the “Strengths” discussion was that they are learning and growing as Councilmembers, and that working together helps the city. They also agreed that they will strive to focus more on the ideas presented by others, rather than the style. They agreed that this will be a good tool to help them to find common ground.

### **Style Trouble**

- Systematic: Can hurt others’ feelings
- Spirited: Cares too much and won’t let go; can offend others
- Direct: Can offend others with directness
- Considerate: May not express unpopular opinions

The overall Council comments of the “In Trouble” discussion was that they need to have frank, honest discussions, not walk on egg shells, but discuss things without hurting others.

## Vision, Mission and Values



The Council reviewed its vision and mission statements and set of values to determine if changes are needed. The results are summarized below.

### Vision

The vision of the City of Hercules is as follows. After reviewing the City's current vision statement, the Council decided to maintain it as is.

*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.*

Concern was expressed that the City's vision is not marketed enough and that there are opportunities to do so. Suggestions for ways to share the vision more broadly included:

- Read it aloud at Council meetings and budget hearings
- Post it prominently on the City's website
- Include it in other marketing materials

It was also noted that the 2015 strategic plan document includes an older version of the City's vision, and that the current vision should be added to the new version of the strategic plan.

### Mission

The current mission of the City of Hercules is as follows.

*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.*

After reviewing the City's mission statement, the Council decided that it still likes it with one addition by adding the words "... and a culture of transparency" to the end.

The **revised mission statement** reads as follows.

*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.*

## ***Review of Organizational Values***

The organizational values for the City of Hercules are shown in the following table. Each value has a definition. Councilmembers provided comments on some of the values as noted in the third column. The new words for the definitions as suggested have been added to the second column and are shown in *italics*.

Value	Definition	Comments
<b>Integrity</b>	Honesty, transparency, fair dealing	
<b>Professionalism</b>	Exemplary conduct, competence, continuous improvement, <i>respect</i>	Add " <i>respect</i> " to the definition. Other comments: Consensus that the existing practice of referring to Council and staff by using titles and last names, rather than the familiarity of addressing each other by first names, added to the professionalism of Council meetings and other public discussions. There was also consensus that the practice of attending Council meetings in business dress also adds to the professionalism of these meetings and public discussions. This formality is a Hercules tradition that is visible and symbolic, sets a good tone and reminds the Council that they are there for the public.
<b>Service</b>	Customer orientation, courtesy, hard work, <i>striving for excellence</i>	Add to the definition, " <i>striving for excellence</i> "
<b>Collaboration</b>	Teamwork, communication, community interaction <i>and outreach</i>	Add, "and outreach" at the end of the definitions
<b>Creativity</b>	Thinking, innovating, encouraging critical analysis	
<b>Tenacity</b>	Setting priorities, staying focused, not getting discouraged	
<b>Responsibility</b>	Taking ownership of one's work, accountability, going the extra mile	



## ***Highlights of Recent Council and Staff Accomplishments***

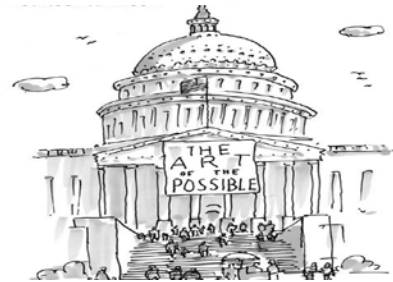
The Council and staff were invited to list the City's most recent accomplishments, resulting in the following list.

Recent Accomplishments	
<ul style="list-style-type: none"><li>• Selling HMU (Hercules Municipal Utility)</li><li>• "Let's Get I-80 Moving"</li><li>• Uniform cost accounting</li><li>• Sold Sycamore Crossing</li><li>• Repaid Ambac</li><li>• Due diligence with redevelopment</li><li>• Hosted Mayor's conference</li><li>• ULI review</li><li>• Increased police staffing</li><li>• Citizen's Police Academy</li><li>• Traffic program</li><li>• Neighborhood watch, business watch</li><li>• Movie nights</li><li>• Pool ADA lift</li><li>• Safest cities recognition</li><li>• Staff volunteer at events</li><li>• Design completed – Bay Trail West</li><li>• LLAD – 218 process</li><li>• Repair and replace facilities</li><li>• First CFD for storm water</li><li>• Upgrades to sewer collection system</li><li>• Vehicle replacements</li><li>• Budget for street work</li></ul>	<ul style="list-style-type: none"><li>• Willow Ave. paving and sidewalk developments</li><li>• Victoria Crescent is completed</li><li>• Muir Point is under construction</li><li>• Waterfront project is proceeding</li><li>• Aventine completed</li><li>• 1<sup>st</sup> parking district</li><li>• Volunteers in Planning Dept.</li><li>• Code enforcement</li><li>• Admin. Citation Program</li><li>• Transfer of PG&amp;E property</li><li>• Chelsea Wetlands</li><li>• Taker for the Queen Ann</li><li>• Began a circulation element update</li><li>• Made payroll – produced payroll</li><li>• First check scanner and other technology</li><li>• Body cameras</li><li>• Public image improved in wider community and region</li><li>• Hard working and committed staff</li><li>• Council interaction with staff – works well</li><li>• Changed City Manager contracting authority</li><li>• Stability in staffing</li><li>• No more interim staffing</li></ul>

## ***Presentation of Community Survey Results***

The City Manager provided an overview from both the Community Survey and the Employee Survey that were designed and implemented through the City Manager's Office. The survey results are included as Appendix A.

## ***Strategic Plan Update: Goals and Objectives***



The City has a strategic plan that contains a series of goals. Each goal has strategies that divide the goal into sub areas, and detailed objectives, or action items that implement each strategy. The following graphic shows this relationship.



The Council discussed each goal and reviewed the strategies and objectives. Modifications were made, as shown below. The Council further directed that the strengths, weaknesses, opportunities and

threats (SWOT) analysis described in the current strategic plan be updated by staff for the final 2017 Strategic Plan report.

## Goals

The Council reviewed the goals from the current 2015 strategic plan for the City. The goals are multi-year in nature and reflect broad policy intent of the Council. The current goals are listed below.

2015 Strategic Plan Goals
Goal A: Restore Trust in City Government
Goal B: Achieve and Maintain Financial Stability
Goal C: Solve Real Estate Problems and Create Opportunities
Goal D: Enhance Economic Development Efforts
Goal E: Plan and Guide the Remaining Build-Out of the City
Goal F: Facilitate and Regulate Quality Construction and Ensure Proper Maintenance of Public Infrastructure and Facilities
Goal G: Provide Outstanding Cultural and Recreational Services
Goal H: Provide Excellent Police Services to the Community
Goal I: Provide Exemplary City Administration

After discussion about the status of each of the current goals, the Council decided to delete goals that have been completed, keep or reword goals that are in process, and to add a new goal.

The revised goals for the City's 2017 strategic plan are as follows:

2017 Strategic Plan Goals
Goal A: Strengthen Financial Stability
Goal B: Continue to Provide Excellent Police Services to the Community
Goal C: Enhance Economic Development Efforts
Goal D: Enhance Transportation Access and Options
Goal E: Complete the Vision of the City's Development
Goal F: Provide Outstanding Cultural and Recreational Services
Goal G: Invest in and Enhance Maintenance of Public Infrastructure and Facilities
Goal H: Continue to Provide Exemplary Governance and City Administration

## Strategies and Objectives

Each of the goals has strategies and objectives. The Council reviewed the objectives for each goal and agreed to delete the ones that have been completed, keep or reword objectives that are in process, and add new ones.

Each of the goals, with the revised strategies and objectives are shown in the tables below.

<b>Goal A: Strengthen Financial Stability</b>
<b><i>Strategy 1(a): Maintain a balanced budget.</i></b> <b><u>Objectives</u></b> <ul style="list-style-type: none"><li>• Ensure ongoing revenues support ongoing costs.</li><li>• Ensure one-time revenues fund one-time expenditures.</li><li>• Restructure debt where possible to reduce near term debt payments.</li><li>• Continue a formal volunteer program to help various departments.</li><li>• Consider new ways to deliver municipal services in more cost-effective ways.</li><li>• Consider service-sharing with other communities when mutually beneficial.</li></ul>
<b><i>Strategy 1(b): Balance the budget and increase revenues.</i></b> <b><u>Objectives</u></b> <ul style="list-style-type: none"><li>• Review all Parks and Recreation fees before mid-year budget review.</li><li>• Consider cost effectiveness of increasing code enforcement activities.</li><li>• Consider annual fee review.</li><li>• Partner with other entities when beneficial for grant and cost-sharing opportunities.</li><li>• Take advantage of telecommunications and broadband opportunities.</li><li>• Push County and State elected officials to increase Hercules' share of each dollar of property taxes that is collected in Hercules.</li></ul>

<b>Goal B: Continue to Provide Excellent Police Services to the Community</b>
<b><i>Strategy 1: Protect life and property.</i></b> <b><u>Objectives</u></b> <ul style="list-style-type: none"><li>• Maintain core services, including police patrols and traffic enforcement.</li><li>• Continue to utilize community policing strategies.</li><li>• Maintain the special response team and school resource officers.</li><li>• Coordinate disaster preparedness with local police, fire, emergency medical services and the County and State office of emergency services.</li><li>• Utilize Reserve Police Officers when feasible to keep costs under control.</li><li>• Complete a succession plan to deal with anticipated future retirements.</li><li>• Complete an equipment replacement plan with a rationale, schedule and budget.</li><li>• Seek federal, state and other funding to enhance police department funding for staff and equipment.</li><li>• Recruit volunteers to assist office personnel with front counter duties, records processing and data entry.</li></ul>

### **Goal C: Enhance Economic Development Efforts**

#### ***Strategy 1: Pursue high priority economic development initiatives.***

##### **Objectives**

- Develop and implement economic development strategies.
- Consider whether the City's fee structure or permitting process might be impediments to new businesses opening in Hercules.
- Recruit qualified volunteer help on a regular and/or ad hoc basis from the City Council, Chamber of Commerce, local business leaders and the community at large.
- Participate in regional economic development efforts that will help Hercules.
- Focus on high priority sites for new development.

#### ***Strategy 2: Create a "brand" for Hercules and promote/market the brand.***

##### **Objectives**

- Enhance the entry gateways of the City with volunteer landscaping/beautifying projects, public art, and signage.
- Promote the waterfront/intermodal transportation center (ITC) Development – A special place that is distinctive of other planned developments and serves as the City's downtown.
- Work with the City Council, staff and volunteers to develop and implement a brand and marketing strategy in-house.
- Consider whether the City's fee structure or permitting process might be impediments to new businesses opening in Hercules.

#### ***Strategy 3: Recruit businesses that make sense for Hercules; retain and grow existing businesses.***

##### **Objectives**

- Prioritize and visit potential businesses to recruit to Hercules.
- Review various plans and ordinances for potential updates, with an eye toward balancing economic development with "new urbanism" planning principals.

### **Goal D: Enhance Transportation Access and Options**

#### ***Strategy 1: Promote alternative forms of transit***

##### **Objectives**

- Leverage RITC site control into grant funding for station and related infrastructure.
- Complete the RITC
- Look for opportunities to partner with rail for movement of goods.
- Pursue future ferry service.
- Work with WestCAT to expand service.
- Expand City's walkways and bike paths via Complete Streets program.
- Provide leadership role in BART's participation to enhance services at Hercules Transit Center.

**Goal E: Complete the Vision of the City's Development**

***Strategy 1: Undertake updates of General Plan and Zoning Code to implement the Vision.***

**Objectives**

- Complete the update of the City's Circulation Element.
- Review various plans and ordinances for potential updates.
- Revise the City Zoning Ordinance to be consistent with the General Plan and Specific Plans.
- Plan for the resources and funding to update the priority elements of the City's General Plan.
- Revisit the City's sign ordinance and update as needed.

**Goal F: Provide Outstanding Cultural and Recreational Services to the Community**

***Strategy 1: Evaluate programs for community impact and cost effectiveness, and make recommendations to improve the overall effectiveness of the City's efforts in services managed by the Parks and Recreation Department.***

**Objectives**

- Work with volunteer organizations to ensure full funding for a 40 hour per week Library.
- Work with the County to reinstate 45 hours per week of Library services.
- Cooperate with public/private partnerships to enhance City cultural and recreation services.
- Continue to provide high quality recreation programs that reinforce Hercules' reputation for a high quality of life.
- Continue to work on the current cost recovery objective of being budget neutral to minimize General Fund support.
- Annually analyze and report on costs and revenues on a program by program basis.
- Create and implement new ways to fund Parks and Recreation programs, including increasing participation.
- Continue to manage facilities rentals and find ways to increase number of rentals as well as income from rentals.

***Strategy 2: Continue to look for ways to augment City funding for parks and recreation programs and initiatives.***

**Objectives**

- Research federal, state and foundation funding availability under "Health and Wellness" and other programs.
- Apply for federal, state, and foundation grants as appropriate to support and enhance our parks, open space and recreation programs.

**Goal G: Invest in and Enhance Maintenance of Public Infrastructure and Facilities**

***Strategy 1: Re-evaluate and make recommendations to improve the City's capital improvement program, clean water program and all lighting and landscape assessment districts.***

**Objectives**

- Prioritize the City's capital improvement program.
- Develop and implement a new code compliance model based on the new administrative citation program.
- Secure maintenance and operations funding for all new capital facilities.
- Effectively manage day-to-day operations to ensure Hercules keeps its reputation as a well-maintained city.
- Update lighting and landscaping districts annually.
- Consider updating the lighting and landscaping districts to increase funding and level of service.

**Goal H: Continue to Provide Exemplary Governance and City Administration**

***Strategy 1: Improve administrative processes and overall quality of executive and administrative management.***

**Objectives**

- Enhance strategic planning and implementation efforts with linkages to the budget.
- Improve financial, personnel and administrative functions.
- Ensure all required state and federal financial reports are timely.
- Complete financial and operational audits in a timely manner.
- Provide regular financial reports including a mid-year review.
- Evaluate financial controls and streamline where advisable.
- Evaluate and re-engineer as necessary administrative processes.
- Evaluate IT systems, especially financial management to determine possible improvements.
- Ensure good inter-departmental communications and collaboration.

***Strategy 2: Enhance usage of the City's Finance Commission.***

**Objectives**

- Provide oversight of City tax measures.
- Serve as a resource to staff.
- Provide training to commissions.

***Strategy 3: Provide and enhance exemplary governance.***

**Objectives**

- Enhance relationships in support of education and schools.
- Encourage and engage in regional collaboration and cooperation.
- Continue to enhance transparency and open government.
- Foster an ethical environment free from conflicts of interest.
- Enhance access to information (sunshine provisions).
- Provide a means for employees to report concerns or possible wrong doing (whistle-blowing).
- Conduct annual review and update of anti-nepotism, anti-cronyism, conflict of interest, and Code of Ethics.
- Reduce exposure to litigation and claims.

## ***Next Steps and Evaluation***

Participants ended the workshop by reviewing next steps and sharing useful moments from the day with each other, which are summarized below.

### **Items for Further Discussion**

The following items were listed on the bike rack for staff research and further Council discussion:

- Review the rental inspection program ordinance

### **Closing Comments by Councilmembers**

Councilmembers offered comments about what went well in the workshop, as follows.

- Communicating openly with the Council
- Fun and informative
- Helpful to talk together about strategies and priorities
- It was engaging and gave us a plan and goals
- Communication with Council outside of normal business

### **Closing Comments by Staff**

A summary of the staff comments about what went well in the workshop follows.

- We ended up with more strategic goals
- Chance to be together to reach common goals
- Better understanding of Councilmember styles so we can provide better support to them
- Open communication among Councilmembers; the dialogue has changed
- Appreciated tone of the day—it was friendly, personal, not so formal, best Council
- Sharing of management discussion for implementing goals
- Learned communication styles
- Understanding priorities
- Better defined goals and objectives



### Evaluation Summary

At the end of the meeting thirteen participants completed a short evaluation form, including five Councilmembers and eight staff. Attachment A provides the evaluation and all written comments.

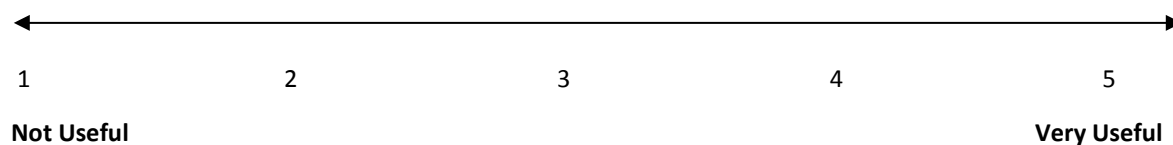


## Attachment A – Workshop Evaluation

The following is a compilation of responses to the evaluation form from the workshop participants. Council responses are shown first, followed by staff responses.

## CITY COUNCIL RESPONSES

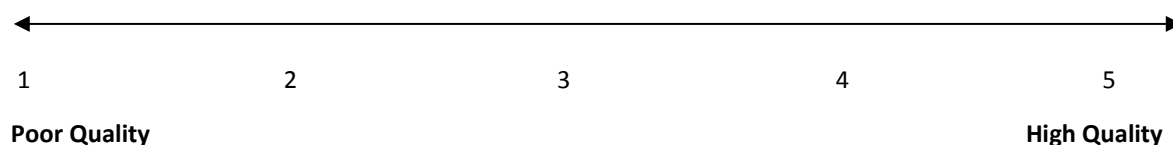
**Overall *usefulness* of the workshop**



Workshop participant ratings for the overall usefulness of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	1	0	4

**Overall quality of the workshop**



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	1	0	4

**The best thing about this workshop was...**

- Engaging; educational; fun.
- Get us all to talk together on strategy and priorities.
- Communicating openly with Council.
- Fun. Communication styles validated. Updating goals/strategies. Fun and informative!
- To be with staff and Councilmembers outside of regular business.

### Some things that could have been better...

- More time.
- Well, not enough time to consider everything in depth.
- Discussion of expenditures and revenues.

- More time. Should have been video or audio taped.
- Organizing suggestions/strategies into a bigger picture.

### Other Comments

- We should do this every five years.
- What do we do next with the plan?

## STAFF RESPONSES

Overall usefulness of the workshop



Workshop participant ratings for the overall usefulness of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	4 (1@4.5)	2

**Overall *quality* of the workshop**



Workshop participant ratings for the overall quality of the workshop

Rating	1	2	3	4	5
No. of Responses	0	0	0	5	3

### The best thing about this workshop was...

- Collaboration between staff and Council helpful for staff to understand the priorities of Council and city.
- Team building; Council getting on same page.
- Knowing Council's priorities; updating the plan for the city; strategic and specific goals.
- Got to know each other's personalities better; provided a better foundation of relationships between Council/staff; allowed sharing some of management ideas/input for goal setting for tasks.

- Communicating openly with the Council; fun and informative; talk together strategies and priorities; ended up with more strategic goals; very positive comments; understanding common goals; chance to bring us all together and hear other perspectives to reach common goals.
- Team-building through development of common vision.
- Set future goals; identified the future; engaging for Councilmembers to work together; prioritized items.
- Updated goals and objectives; more strategic.

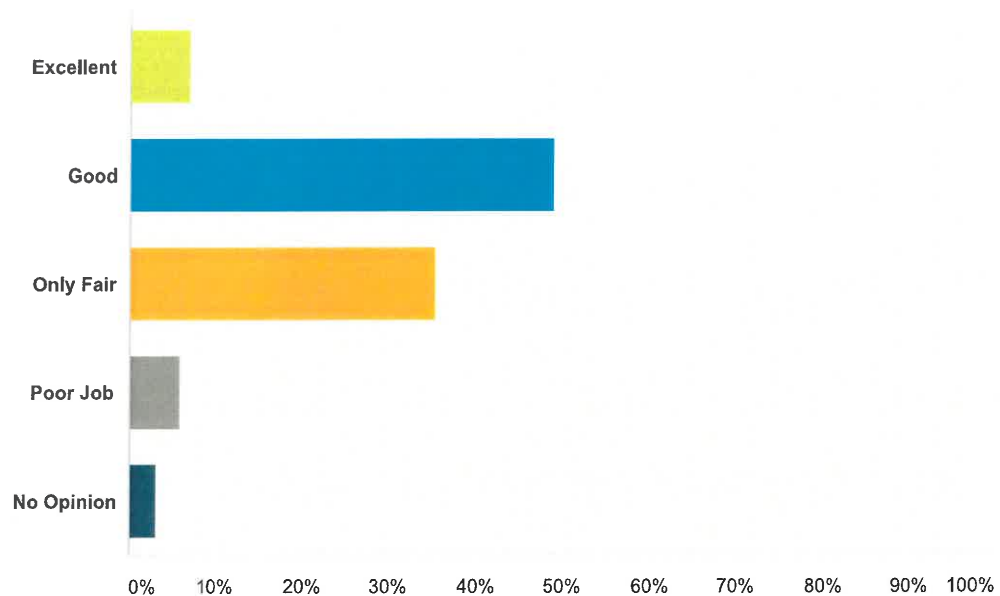
**Some things that could have been better...**

- Discussion of pay/benefits and workload.
- Have more involvement from staff.
- Print out the presentation charts.
- Focusing on available resources verses breadth/depth of goals.
- More time.

## Appendix A – City of Hercules Strategic Plan Survey

**Q1 Would you say that things in the City of Hercules are generally headed in the right direction or do you feel that things are off on the wrong track?**

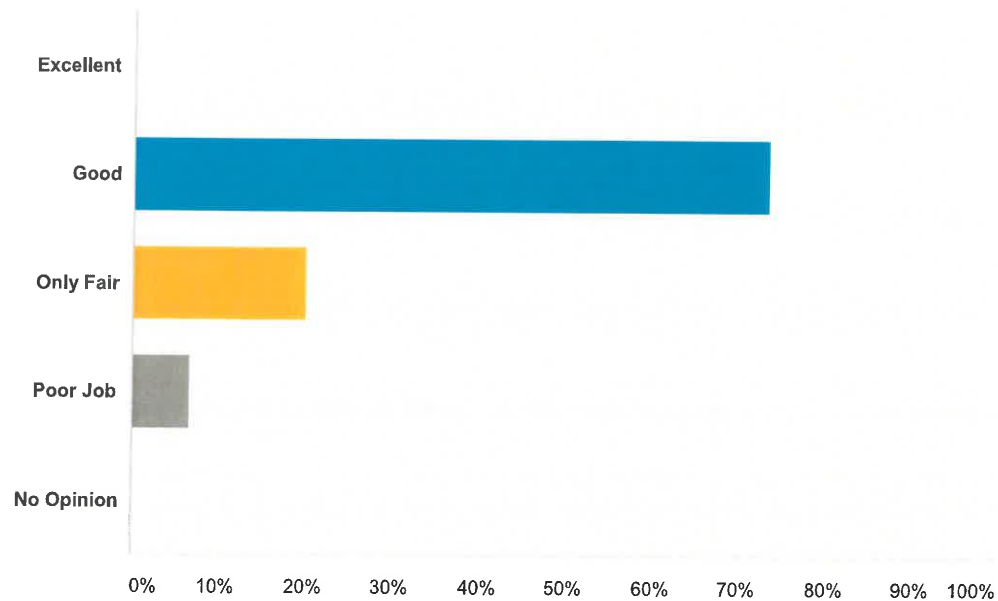
Answered: 190 Skipped: 1



Answer Choices	Responses	
Excellent	6.84%	13
Good	48.95%	93
Only Fair	35.26%	67
Poor Job	5.79%	11
No Opinion	3.16%	6
<b>Total</b>		<b>190</b>

**Q1 Would you say that things in the City of Hercules are generally headed in the right direction or do you feel that things are off on the wrong track?**

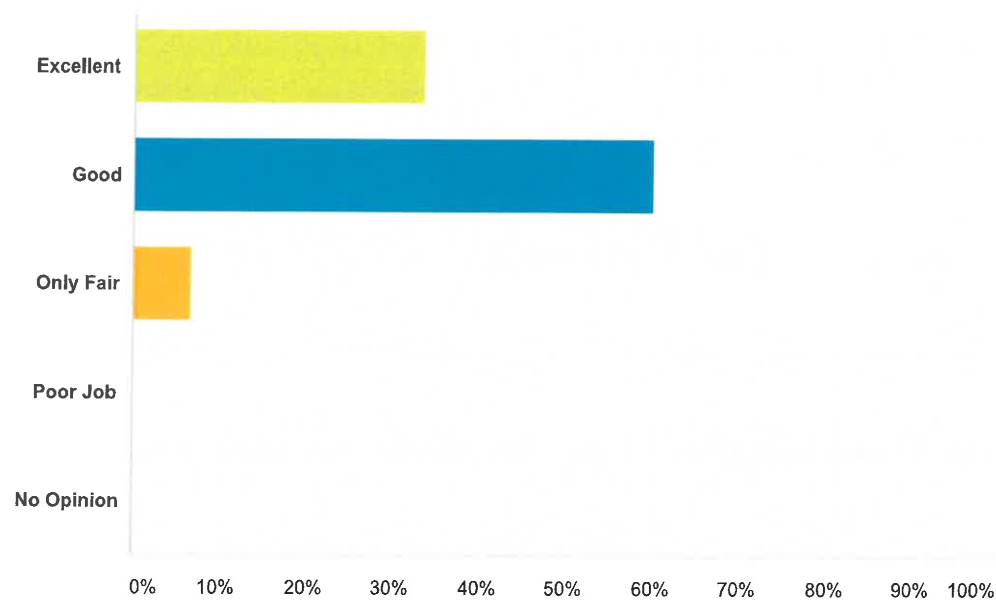
Answered: 15 Skipped: 0



Answer Choices	Responses	
Excellent	0.00%	0
Good	73.33%	11
Only Fair	20.00%	3
Poor Job	6.67%	1
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>

Q2 How would you rate the overall job being done by City employees in providing services to the City’s residents?

Answered: 15 Skipped: 0

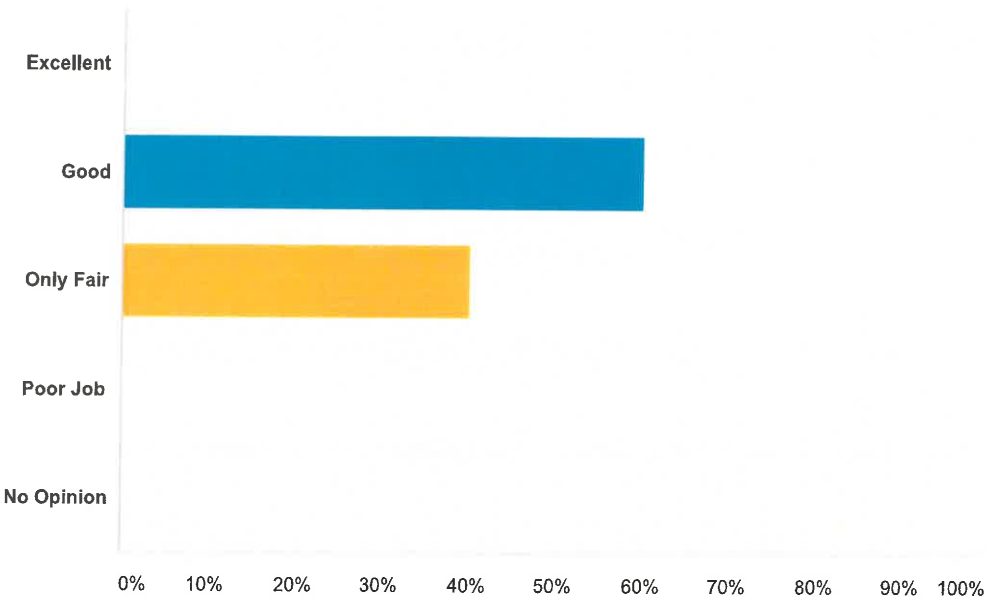


Answer Choices	Responses	
Excellent	33.33%	5
Good	60.00%	9
Only Fair	6.67%	1
Poor Job	0.00%	0
No Opinion	0.00%	0
Total		15



**Q3 How would you rate the job being done by the City of Hercules in managing the City's budget and finances?**

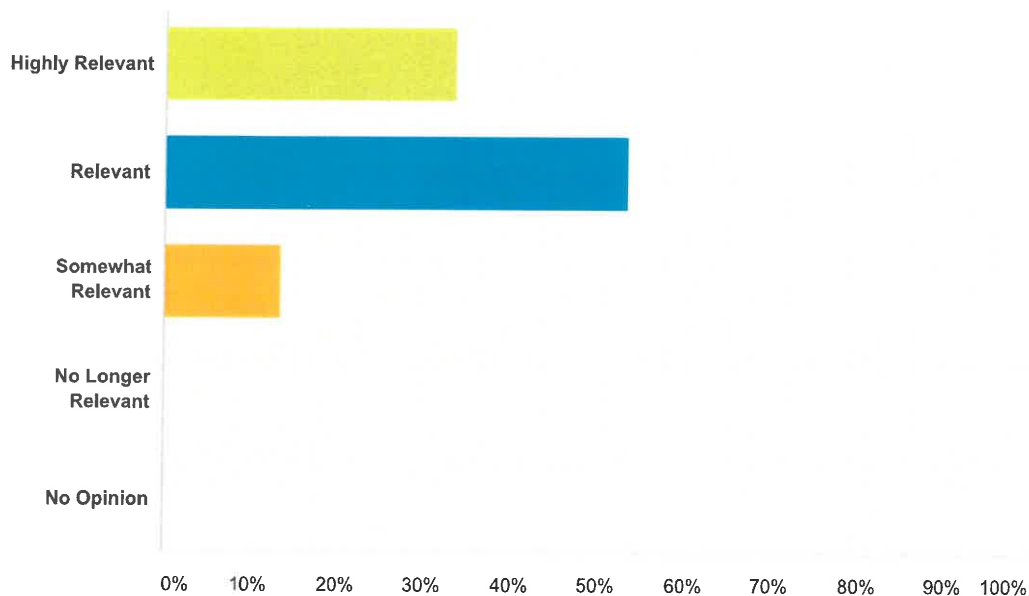
Answered: 15 Skipped: 0



Answer Choices	Responses	
Excellent	0.00%	0
Good	60.00%	9
Only Fair	40.00%	6
Poor Job	0.00%	0
No Opinion	0.00%	0
Total		15

**Q4 Restore Trust in Government (Enhance transparency and access to information, improve communication with the community, and regularly share financial information)**

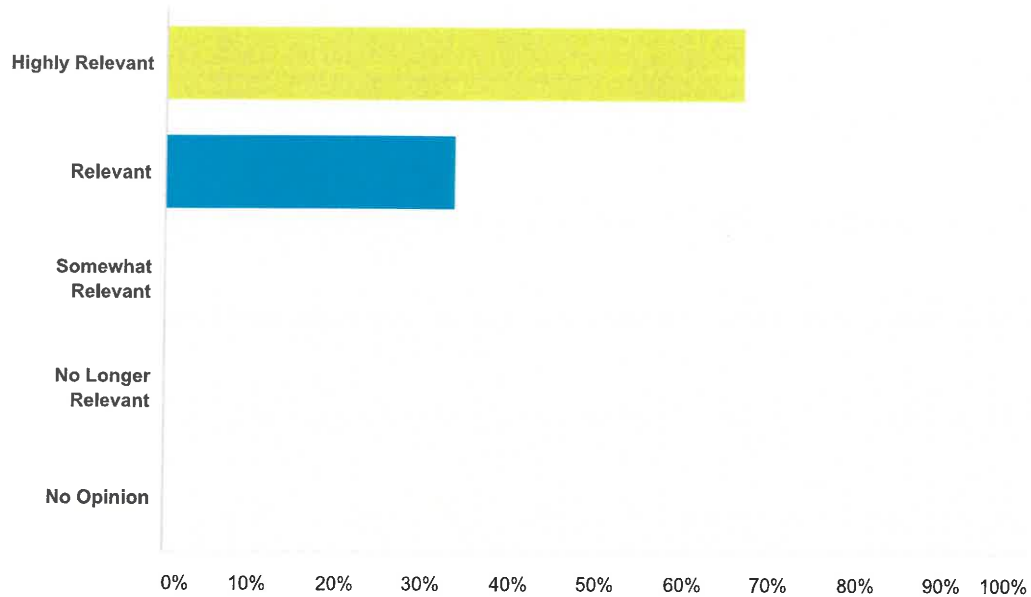
Answered: 15 Skipped: 0



Answer Choices	Responses	
Highly Relevant	33.33%	5
Relevant	53.33%	8
Somewhat Relevant	13.33%	2
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>

**Q5 Achieve and Maintain Financial Stability**  
**(Adopt balanced annual budgets with**  
**expenditures not exceeding revenues,**  
**ensure one-time funds are used for on-time**  
**purposes, enhance revenues, control costs,**  
**and address threats to fiscal health)**

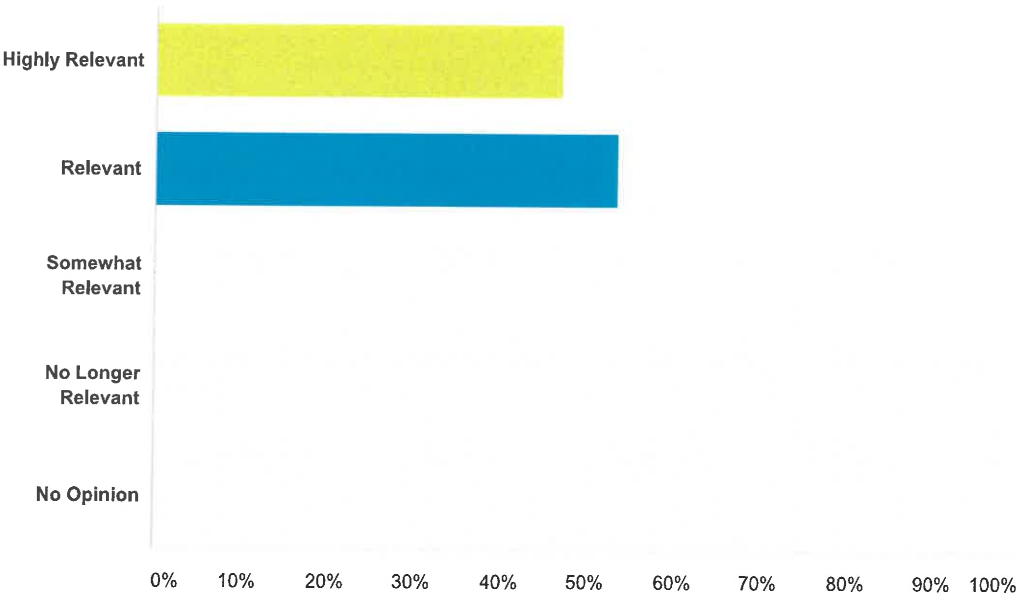
Answered: 15 Skipped: 0



Answer Choices	Responses	
Highly Relevant	66.67%	10
Relevant	33.33%	5
Somewhat Relevant	0.00%	0
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>

**Q6 Solve Real Estate Problems and Create Opportunities (Sell former Redevelopment Agency properties for beneficial development – properties sold, development underway or pending)**

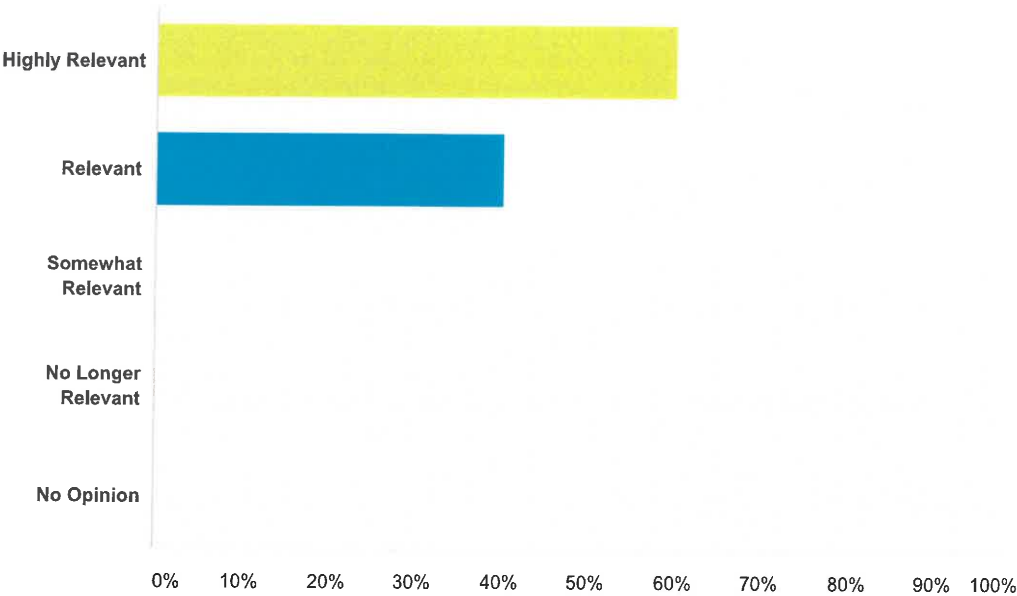
Answered: 15 Skipped: 0



Answer Choices	Responses	
Highly Relevant	46.67%	7
Relevant	53.33%	8
Somewhat Relevant	0.00%	0
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
Total		15

**Q7 Enhance Economic Development Efforts  
(Diversify the City’s economic base and  
revenues, and provide more and enhanced  
shopping and dining opportunities)**

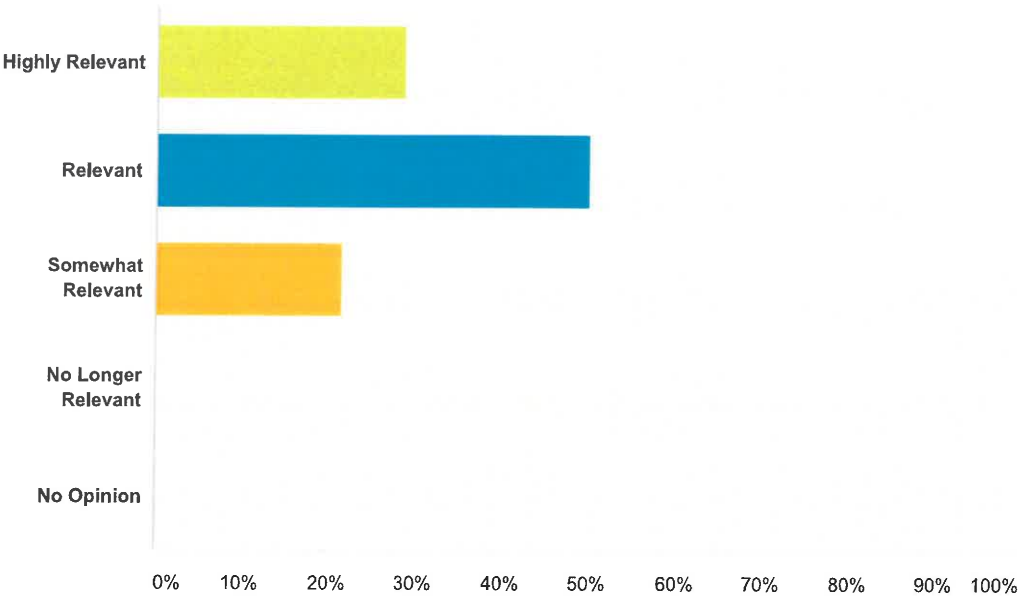
Answered: 15 Skipped: 0



Answer Choices	Responses	
Highly Relevant	60.00%	9
Relevant	40.00%	6
Somewhat Relevant	0.00%	0
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
Total		15

**Q8 Plan and Guide Remaining Build-Out of the City (Update key planning documents with an eye towards economic development and ensuring quality projects)**

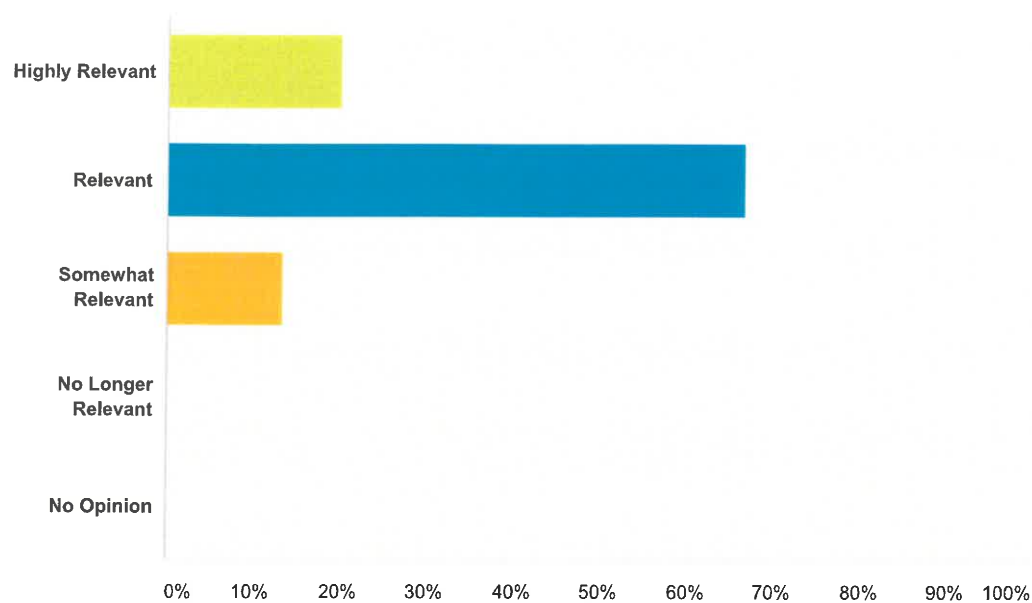
Answered: 14 Skipped: 1



Answer Choices	Responses	
Highly Relevant	28.57%	4
Relevant	50.00%	7
Somewhat Relevant	21.43%	3
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
Total		14

**Q9 Facilitate and Regulate Quality Construction and Ensure Proper Maintenance of Public Infrastructure and Facilities (Improve permitting and building inspection functions, enhance code compliance and maintenance efforts, and improve planning for and implementation of private development projects and City capital improvement projects such as the extension of John Muir Parkway)**

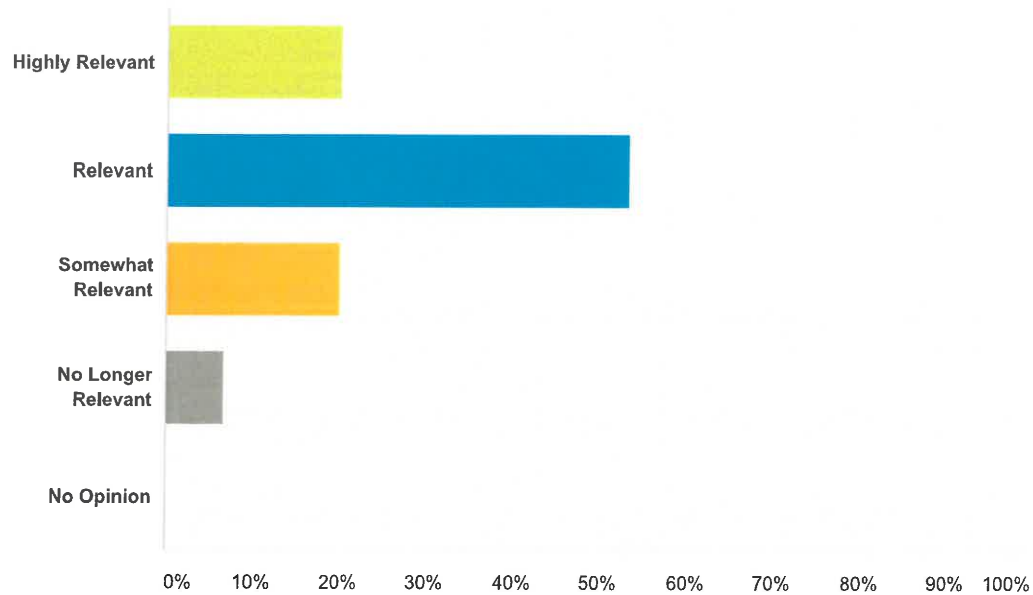
Answered: 15 Skipped: 0



Answer Choices	Responses
Highly Relevant	20.00% 3
Relevant	66.67% 10
Somewhat Relevant	13.33% 2
No Longer Relevant	0.00% 0
No Opinion	0.00% 0
<b>Total</b>	<b>15</b>

**Q10 Provide Outstanding Cultural and Recreational Services (Provide quality recreation programs with a high level of cost recovery directly or in partnership with others including volunteers, and identify non-city resources to do so)**

Answered: 15 Skipped: 0

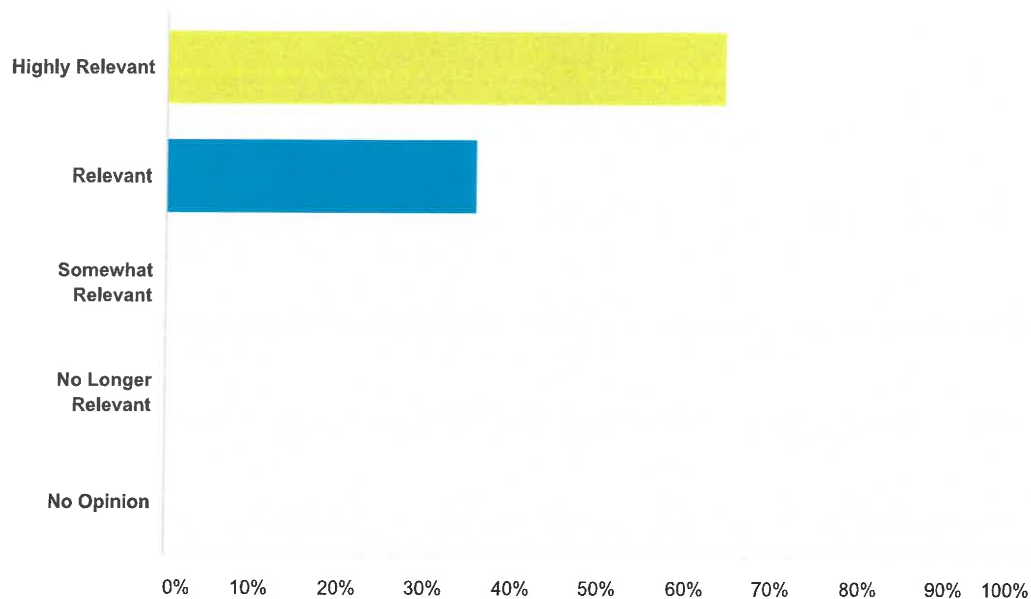


Answer Choices	Responses	
Highly Relevant	20.00%	3
Relevant	53.33%	8
Somewhat Relevant	20.00%	3
No Longer Relevant	6.67%	1
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>



**Q11 Provide Excellent Police Services to the Community (Protect life and property using a community policing model with the assistance of reserve officers and volunteers, seek funding to supplement public safety resources)**

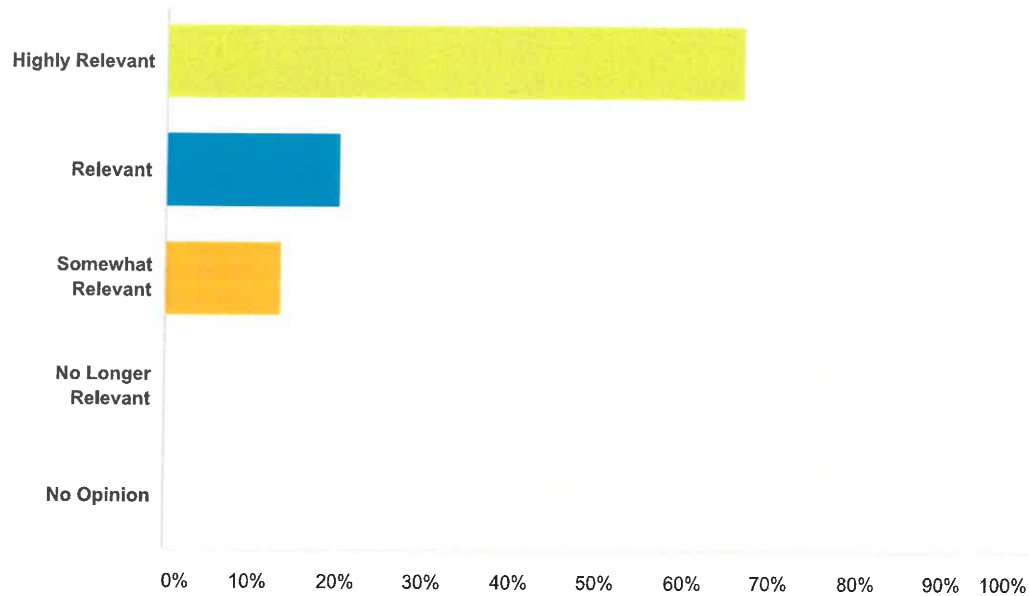
Answered: 14 Skipped: 1



Answer Choices	Responses	
Highly Relevant	64.29%	9
Relevant	35.71%	5
Somewhat Relevant	0.00%	0
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
<b>Total</b>		<b>14</b>

**Q12 Provide Exemplary City Administration  
(Support the provision of quality City  
services by improving operations,  
enhancing financial reporting, managing  
our valuable human resources, improving  
technological capabilities, and connecting  
with the community)**

Answered: 15 Skipped: 0



Answer Choices	Responses	
Highly Relevant	66.67%	10
Relevant	20.00%	3
Somewhat Relevant	13.33%	2
No Longer Relevant	0.00%	0
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>

**Q13 Do you have any other long term goals or strategic objectives which you believe should be part of the 2017 Strategic Plan update?**

Answered: 11 Skipped: 4

#	Responses	Date
1	Succession planning, employee retention and appreciation	4/12/2017 9:58 AM
2	Senior managers are working well over the 36 hours that they are compensated for. Senior manager should be compensated for at least 40 hrs.	4/11/2017 6:52 PM
3	Focus on current and future employee stability.	4/10/2017 12:28 PM
4	We absolutely need more viable businesses in Hercules. We don't need housing, we need business because it brings in the tax revenue we need. If there are any entities trying to do things in Hercules which bring in revenue we need to step up and let them come into town.	4/10/2017 9:25 AM
5	Departments need to become whole and we need to be financially compatible with surrounding departments.	4/3/2017 1:00 PM
6	Increasing staff wages and Increasing staff numbers. To many staff at all levels are working extra long hours, or wearing to many hats out of necessity	4/3/2017 11:49 AM
7	Not at this time	4/3/2017 7:01 AM
8	The city lacks enough police officers for the growth and future population and business increase. This should be a top priority for the city.	4/2/2017 11:07 AM
9		4/2/2017 8:27 AM
10	Increase staffing level. Current staff is overloaded a barely maintaining services to our the residents. In order to successfully reach most of these long term goals, additional staff will be needed. The City will continue to see a high turn over rate in staff due to the increase in workload and pressure to attain this goals.	3/31/2017 9:58 AM
11	I like the direction the city is going with plans for new infrastructure, businesses, etc. Ex: I saw the plan for the new Safeway, which I am looking forward to using. My only fear for this project would be the traffic issues. I hope the city's engineers are going to work this out! I have recently heard the city only has two patrol officers on any shift? This does not make me feel safe. Thank you	3/31/2017 8:59 AM

# Q14 What do you believe are the strengths, weaknesses, opportunities and threats for the City of Hercules?

Answered: 13 Skipped: 2

Answer Choices	Responses	
Strengths	92.31%	12
Weaknesses	84.62%	11
Opportunities	69.23%	9
Threats	92.31%	12

#	Strengths	Date
1	dedicated employees	4/12/2017 9:58 AM
2	City Leaders including department heads are committed to the success and future of this city	4/11/2017 6:52 PM
3	Hard working employees	4/10/2017 12:28 PM
4	Good people who want good things	4/10/2017 9:25 AM
5	Family oriented city, good amount of police, mostly middle class families	4/6/2017 3:24 PM
6	Diverse community	4/3/2017 6:24 PM
7	City of Hercules employees who work hard long hours, always pick up the slack and make sure that the job gets done.	4/3/2017 1:00 PM
8	Hard working dedicated staff	4/3/2017 11:49 AM
9	customer service	4/3/2017 7:01 AM
10	lean city staffing doing work of many	4/2/2017 11:07 AM
11	Great employees	4/2/2017 8:27 AM
12	Good community relations	3/31/2017 8:59 AM

#	Weaknesses	Date
1	lack of transparent and equal accountability of staff	4/12/2017 9:58 AM
2	Many feel that the city needs to compensate those who are working above and beyond the 36 hour work week. the common feeling is that the city may be taking advantage and not doing more for those who are working so many hour. if other work additional hours they are compensated with OT	4/11/2017 6:52 PM
3	Employee retention	4/10/2017 12:28 PM
4	Not looking into possible income sources, and stopping potential revenue bases because we want to keep Hercules a bedroom community	4/10/2017 9:25 AM
5	small tax revenue, not enough small businesses, less citywide events	4/6/2017 3:24 PM
6	Ability to recruit and retain quality employees	4/3/2017 6:24 PM
7	Not financially compatible with other cities.	4/3/2017 1:00 PM
8	Under staffed that is over worked and tired	4/3/2017 11:49 AM
9	not best talent due to salary issue	4/2/2017 11:07 AM
10	Haven't given any pay raises in a long time	4/2/2017 8:27 AM
11	Not enough city personnel; furlough Friday, what is this about?	3/31/2017 8:59 AM

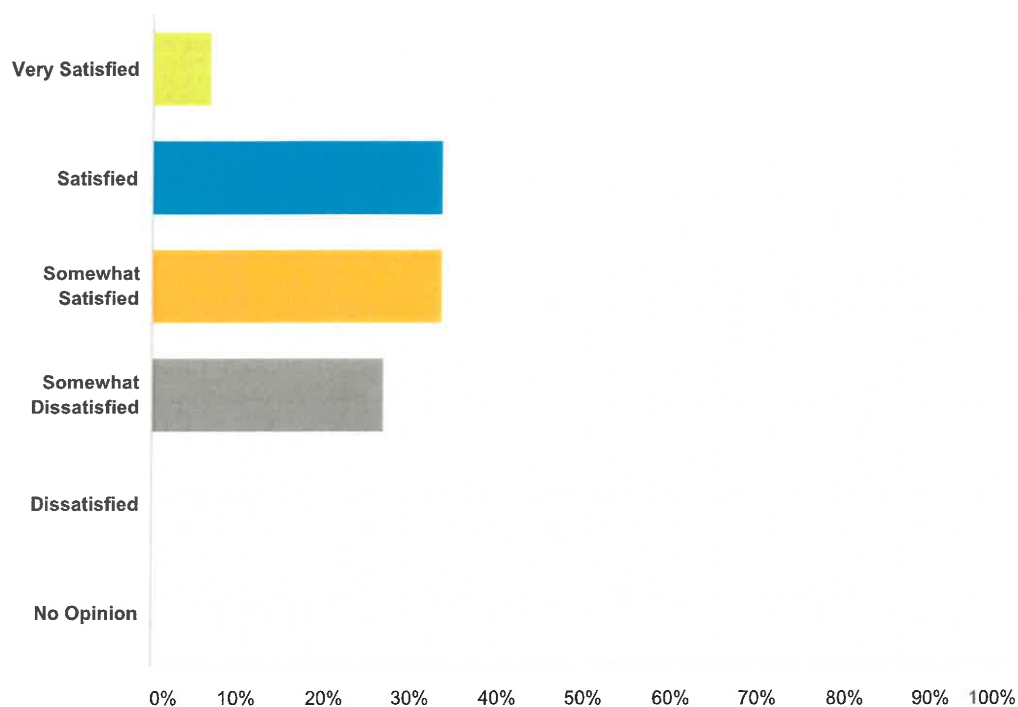
#	Opportunities	Date
1	create commercial development opportunities for fiscal sustainability	4/12/2017 9:58 AM

112 14a

2	Improve moral through compensation, focus on bring revenue generating businesses to Hercules	4/11/2017 6:52 PM
3	Other revenue sources, such as electronic signs.	4/10/2017 12:28 PM
4	We have the opportunity to grow and compete with other cities for businesses with the real estate we have	4/10/2017 9:25 AM
5	Have train station, ferry or bart, commercial businesses for job opportunities	4/6/2017 3:24 PM
6	Exposure to public as if we were a big city	4/3/2017 6:24 PM
7	Without growth within positions and salary increases I don't see any.	4/3/2017 1:00 PM
8	Need to bring in more businesses to make money	4/2/2017 8:27 AM
9	Small city, not much expectations	3/31/2017 8:59 AM
#	<b>Threats</b>	<b>Date</b>
1	self-serving managers who play favorites for personal gain	4/12/2017 9:58 AM
2	Lossing key personnel due to the lack of pay. with the lack of new revenue the city may be facing personnel and pay freezes	4/11/2017 6:52 PM
3	Not having enough staff to keep up with projects.	4/10/2017 12:28 PM
4	Not keeping the business in Hercules and letting residents go to other cities and spend thier money	4/10/2017 9:25 AM
5	If City opportunites are met, might have congested traffic.	4/6/2017 3:24 PM
6	Wages not competitive	4/3/2017 6:24 PM
7	Other cities with their financial stability and growth within positions.	4/3/2017 1:00 PM
8	long term knowledge leaving	4/3/2017 11:49 AM
9	Need to stay strong with police dept	4/3/2017 11:28 AM
10	bad management creating new problems	4/2/2017 11:07 AM
11	Employees leaving due to low morale	4/2/2017 8:27 AM
12	Umm?	3/31/2017 8:59 AM

### Q15 How satisfied are you with working for the City of Hercules?

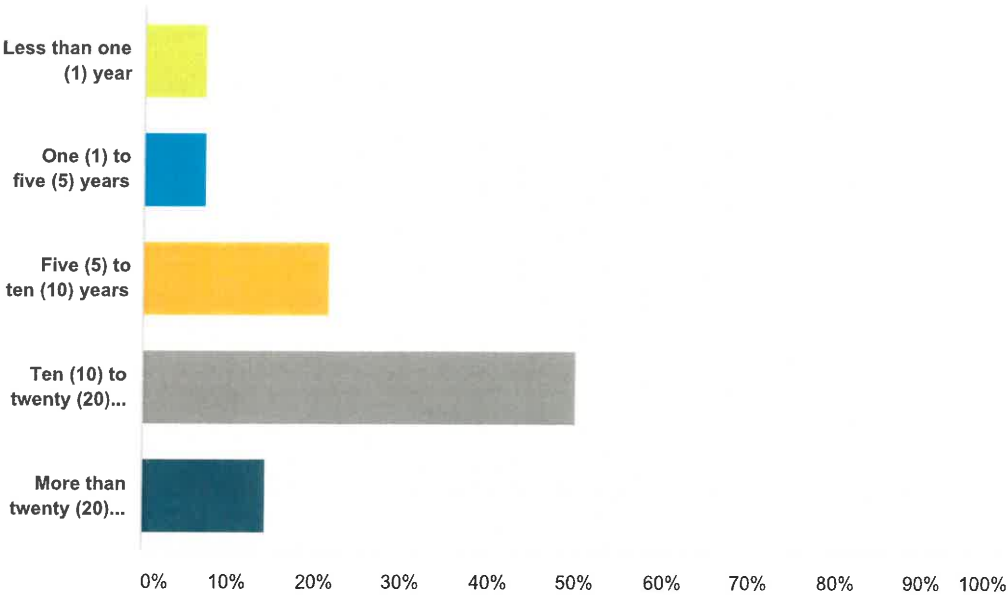
Answered: 15 Skipped: 0



Answer Choices	Responses	
Very Satisfied	6.67%	1
Satisfied	33.33%	5
Somewhat Satisfied	33.33%	5
Somewhat Dissatisfied	26.67%	4
Dissatisfied	0.00%	0
No Opinion	0.00%	0
<b>Total</b>		<b>15</b>

Q16 How long have you been an employee of the City of Hercules?

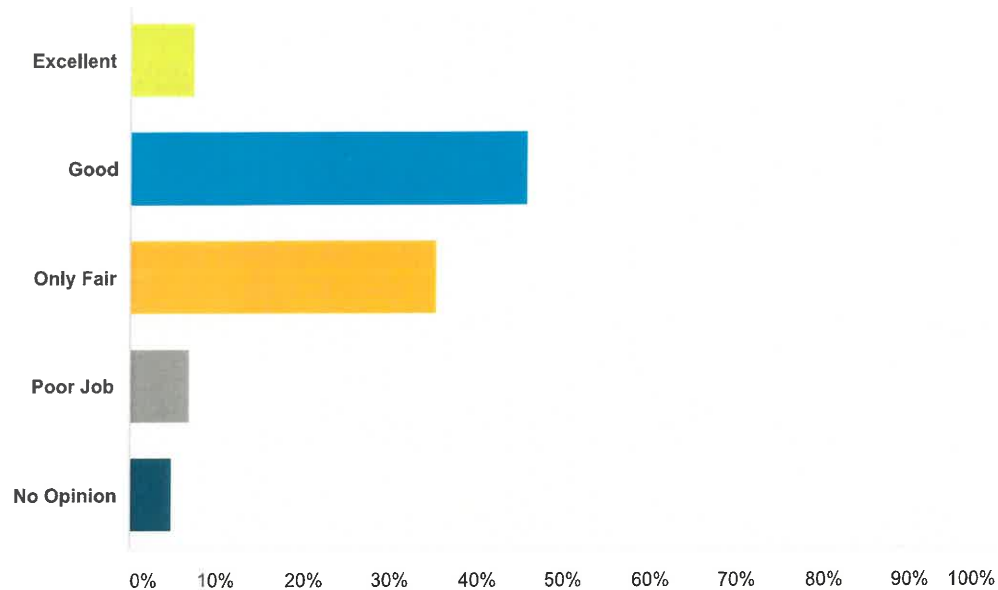
Answered: 14 Skipped: 1



Answer Choices	Responses	
Less than one (1) year	7.14%	1
One (1) to five (5) years	7.14%	1
Five (5) to ten (10) years	21.43%	3
Ten (10) to twenty (20) years	50.00%	7
More than twenty (20) years	14.29%	2
Total		14

## Q2 How would you rate the overall job being done by the City of Hercules in providing services to the City's residents?

Answered: 190 Skipped: 1

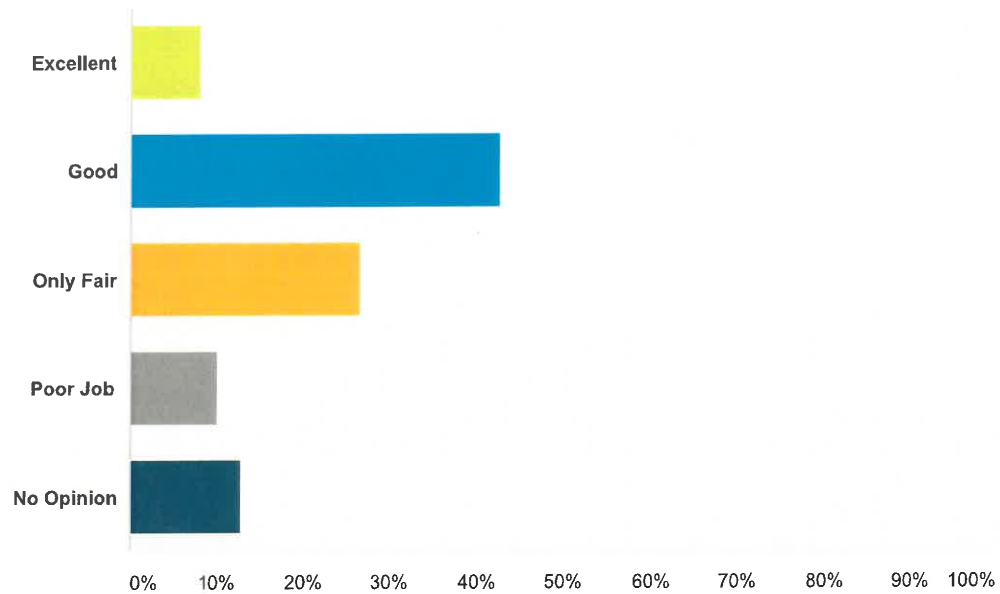


Answer Choices	Responses	
Excellent	7.37%	14
Good	45.79%	87
Only Fair	35.26%	67
Poor Job	6.84%	13
No Opinion	4.74%	9
<b>Total</b>		<b>190</b>



**Q3 How would you rate the job being done by the City of Hercules in managing the City's budget and finances?**

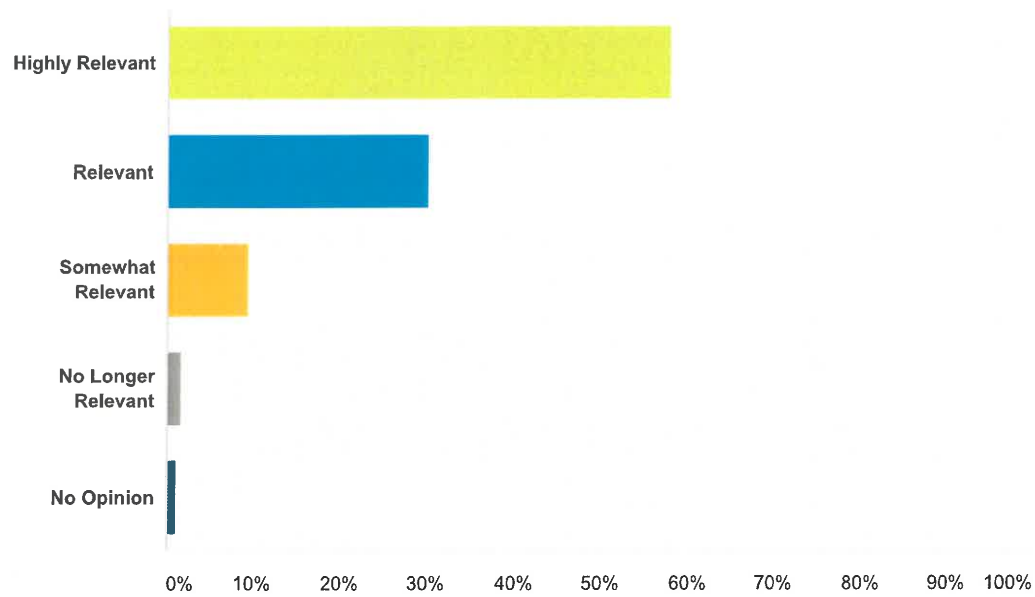
Answered: 188 Skipped: 3



Answer Choices	Responses	
Excellent	7.98%	15
Good	42.55%	80
Only Fair	26.60%	50
Poor Job	10.11%	19
No Opinion	12.77%	24
<b>Total</b>		<b>188</b>

**Q4 Restore Trust in Government (Enhance transparency and access to information, improve communication with the community, and regularly share financial information)**

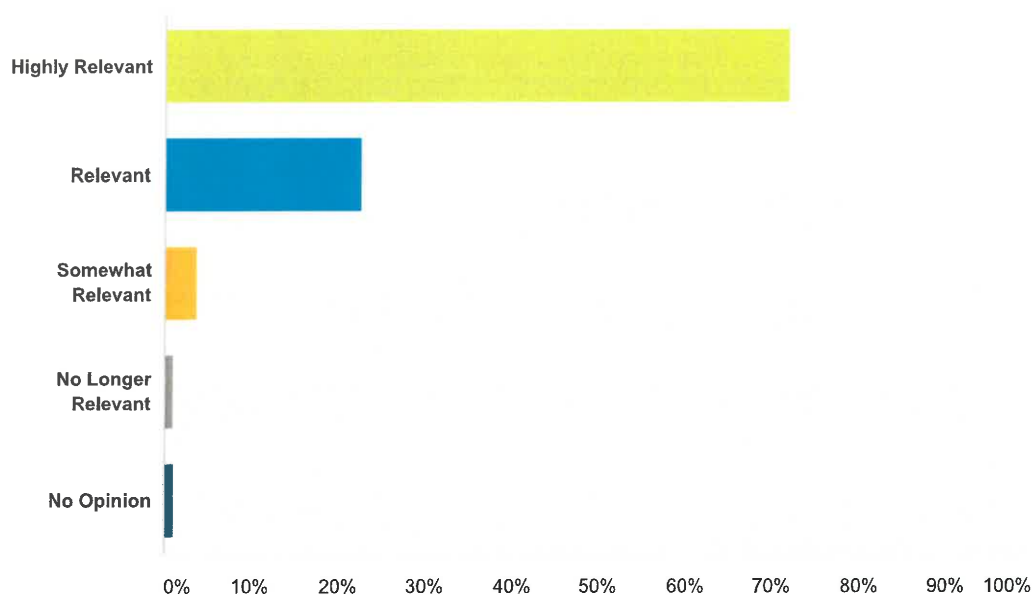
Answered: 190 Skipped: 1



Answer Choices	Responses	
Highly Relevant	57.89%	110
Relevant	30.00%	57
Somewhat Relevant	9.47%	18
No Longer Relevant	1.58%	3
No Opinion	1.05%	2
<b>Total</b>		<b>190</b>

**Q5 Achieve and Maintain Financial Stability**  
**(Adopt balanced annual budgets with**  
**expenditures not exceeding revenues,**  
**ensure one-time funds are used for on-time**  
**purposes, enhance revenues, control costs,**  
**and address threats to fiscal health)**

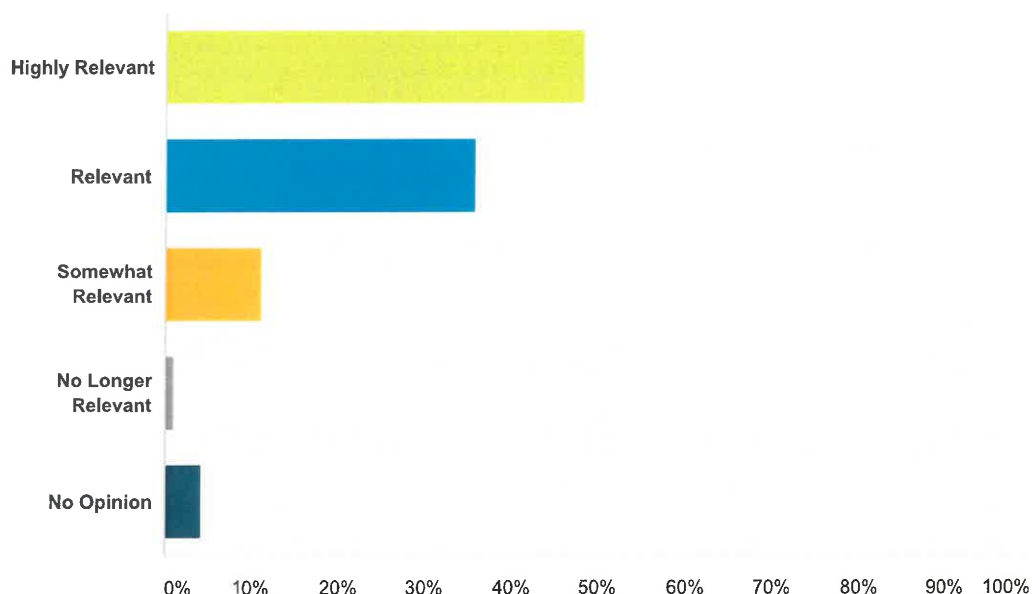
Answered: 191 Skipped: 0



Answer Choices	Responses	
Highly Relevant	71.73%	137
Relevant	22.51%	43
Somewhat Relevant	3.66%	7
No Longer Relevant	1.05%	2
No Opinion	1.05%	2
<b>Total</b>		<b>191</b>

**Q6 Solve Real Estate Problems and Create Opportunities (Sell former Redevelopment Agency properties for beneficial development – properties sold, development underway or pending)**

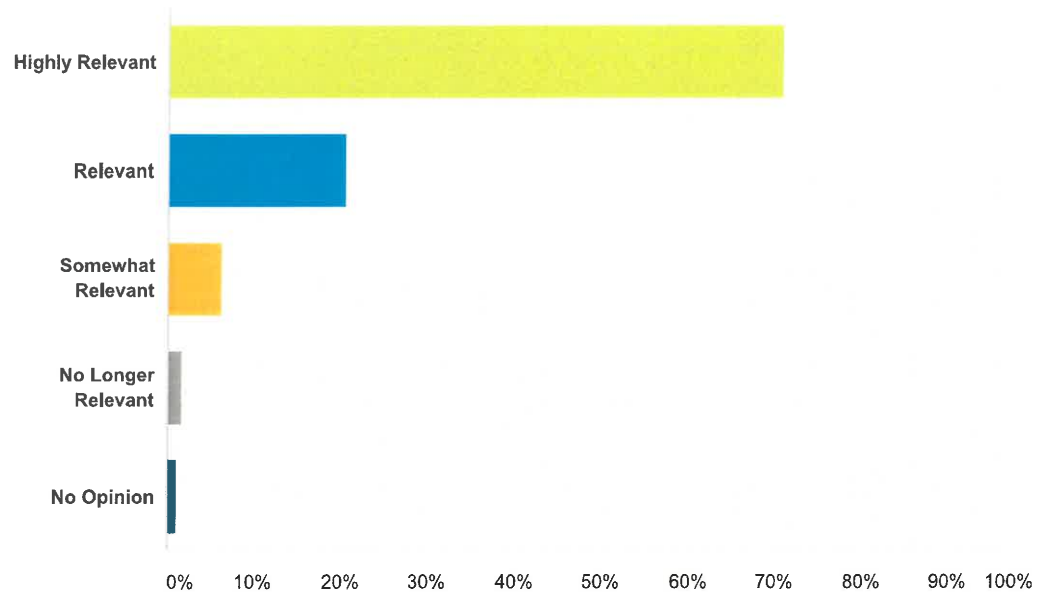
Answered: 191 Skipped: 0



Answer Choices	Responses	
Highly Relevant	48.17%	92
Relevant	35.60%	68
Somewhat Relevant	10.99%	21
No Longer Relevant	1.05%	2
No Opinion	4.19%	8
<b>Total</b>		<b>191</b>

**Q7 Enhance Economic Development Efforts  
(Diversify the City's economic base and  
revenues, and provide more and enhanced  
shopping and dining opportunities)**

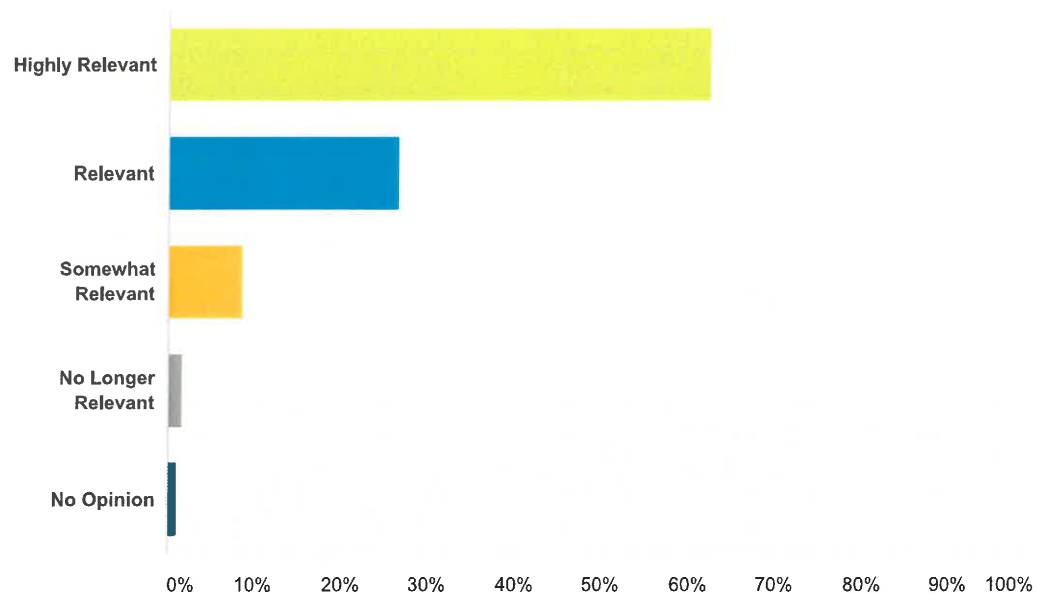
Answered: 191 Skipped: 0



Answer Choices	Responses	
Highly Relevant	70.68%	135
Relevant	20.42%	39
Somewhat Relevant	6.28%	12
No Longer Relevant	1.57%	3
No Opinion	1.05%	2
<b>Total</b>		<b>191</b>

**Q8 Plan and Guide Remaining Build-Out of the City (Update key planning documents with an eye towards economic development and ensuring quality projects)**

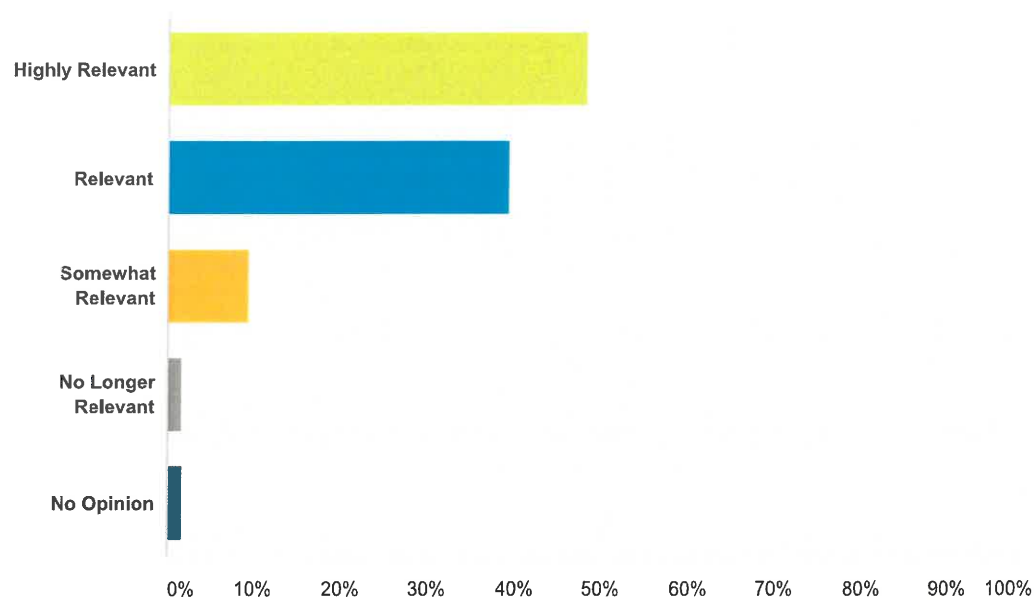
Answered: 189 Skipped: 2



Answer Choices	Responses	
Highly Relevant	62.43%	118
Relevant	26.46%	50
Somewhat Relevant	8.47%	16
No Longer Relevant	1.59%	3
No Opinion	1.06%	2
<b>Total</b>		<b>189</b>

**Q9 Facilitate and Regulate Quality Construction and Ensure Proper Maintenance of Public Infrastructure and Facilities (Improve permitting and building inspection functions, enhance code compliance and maintenance efforts, and improve planning for and implementation of private development projects and City capital improvement projects such as the extension of John Muir Parkway)**

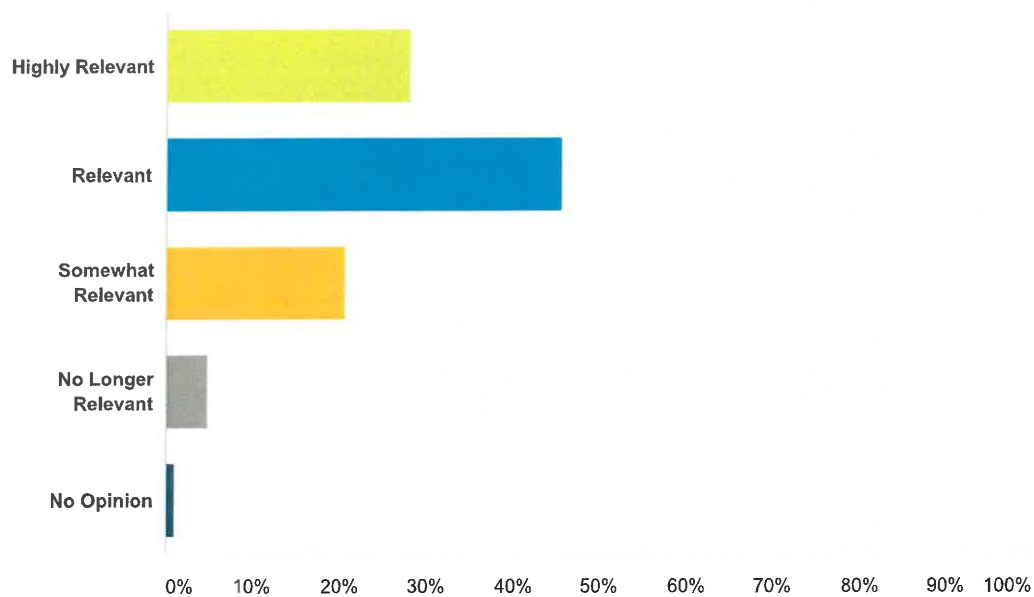
Answered: 191 Skipped: 0



Answer Choices	Responses	
Highly Relevant	48.17%	92
Relevant	39.27%	75
Somewhat Relevant	9.42%	18
No Longer Relevant	1.57%	3
No Opinion	1.57%	3
<b>Total</b>		<b>191</b>

**Q10 Provide Outstanding Cultural and Recreational Services (Provide quality recreation programs with a high level of cost recovery directly or in partnership with others including volunteers, and identify non-city resources to do so)**

Answered: 189 Skipped: 2

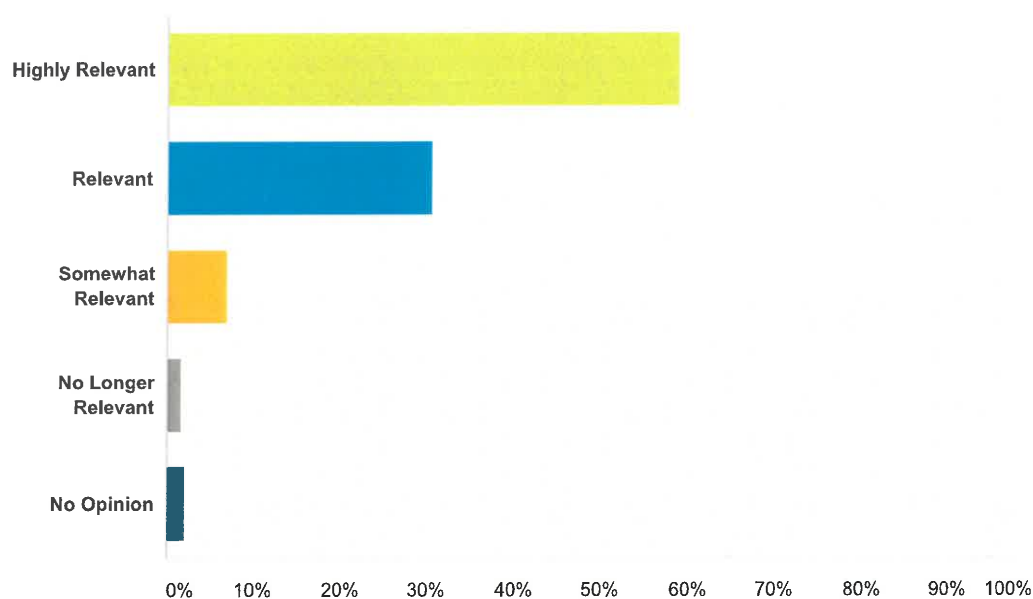


Answer Choices	Responses	
Highly Relevant	28.04%	53
Relevant	45.50%	86
Somewhat Relevant	20.63%	39
No Longer Relevant	4.76%	9
No Opinion	1.06%	2
<b>Total</b>		<b>189</b>



**Q11 Provide Excellent Police Services to the Community (Protect life and property using a community policing model with the assistance of reserve officers and volunteers, seek funding to supplement public safety resources)**

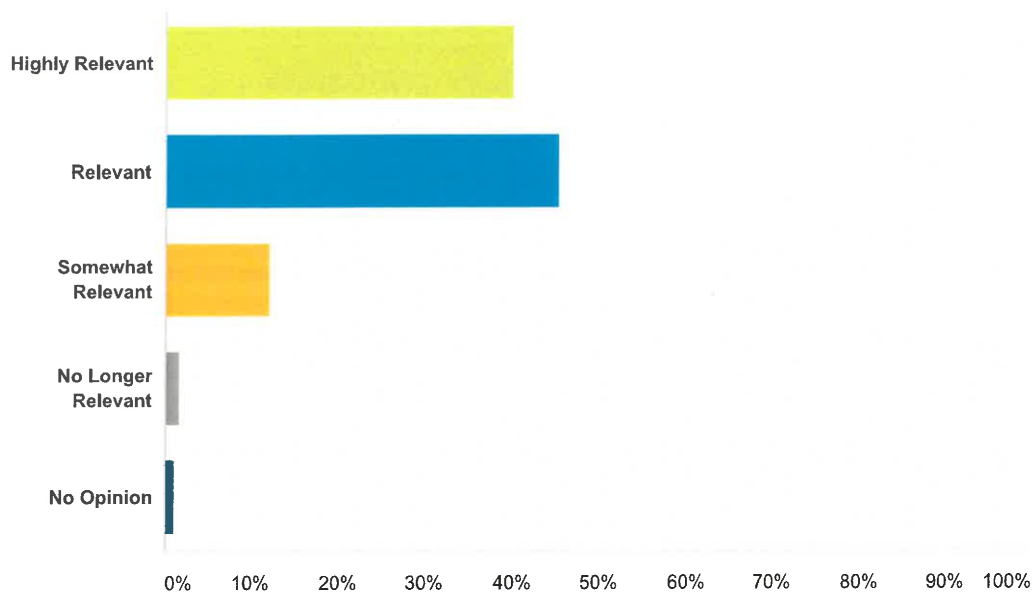
Answered: 190 Skipped: 1



Answer Choices	Responses	
Highly Relevant	58.95%	112
Relevant	30.53%	58
Somewhat Relevant	6.84%	13
No Longer Relevant	1.58%	3
No Opinion	2.11%	4
<b>Total</b>		<b>190</b>

**Q12 Provide Exemplary City Administration**  
**(Support the provision of quality City**  
**services by improving operations,**  
**enhancing financial reporting, managing**  
**our valuable human resources, improving**  
**technological capabilities, and connecting**  
**with the community)**

Answered: 190 Skipped: 1



Answer Choices	Responses	
Highly Relevant	40.00%	76
Relevant	45.26%	86
Somewhat Relevant	12.11%	23
No Longer Relevant	1.58%	3
No Opinion	1.05%	2
<b>Total</b>		<b>190</b>

**Q13 Do you have any other long term goals or strategic objectives which you believe should be part of the 2017 Strategic Plan update?**

Answered: 107 Skipped: 84

#	Responses	Date
1	Safeway + gas station. Other eating opportunities.	4/18/2017 9:15 AM
2	Continue working towards a ferry and train stop in hercules. Continue building a tax base with shopping and such by the waterfront.	4/17/2017 9:59 PM
3	Amtrak stop in Hercules ASAP Attract a Costco store near Hercules	4/17/2017 9:14 PM
4	A ferry terminal please!	4/17/2017 8:46 PM
5	With more housing projects coming up, City of Hercules need to improve on their transportation especially entries into Freeway 80 and Highway 4	4/17/2017 4:01 PM
6	Improve public transportation links to Bart, and pedestrian walkways into Pinole- create sidewalk on the east side of San Pablo.	4/17/2017 3:43 PM
7	I want to see projects like Safeway, train stop and ferry service actually happen. Also, the Creekside shopping center needs a makeover desperately. Landscape maintenance is important off of Lupine. The weeds grow so high then the gardeners come and weedwhack only 2 feet in leaving a mess. Can you please hire city gardeners that do a good job and clean up after themselves!	4/17/2017 11:39 AM
8	Higher standards for public schools.	4/17/2017 11:04 AM
9	Be a partner in solving the traffic challenges for the 1-80 corridor. Hercules is a bedroom community that calls for the vast majority of the residents to commute.	4/17/2017 9:59 AM
10	Put more effort in code compliance, so we can get the city back in shape.	4/16/2017 11:25 PM
11	Stop giving home builders everything they want without demanding parks and schools. Stop building homes instead of commercial, tax-providing developments. How have you learned NOTHING from Pinole's success?	4/16/2017 10:52 PM
12	W/ the continuous grow of the city, some major streets traffic signal lights should be synchronize to reduce traffic congestion especially around the intersection of Sycamore & Refugio Valley road area.	4/16/2017 9:36 PM
13	Redevelopment of Creekside Shopping Center Move the Corp Yard and convert property to City Park and recreation center.	4/16/2017 9:32 PM
14	We were promised Ferry, Amtrak, Waterfront etc... in 2005 when we purchased our home here. Still waiting!!!	4/16/2017 4:57 PM
15	To attract better businesses to the area. There are too few restaurants and businesses. Pinole is booming and Hercules has very few options.	4/16/2017 4:06 PM
16	Let's start by looking at the city's real estate investments and determine what can be developed by the city (such as the property across from the Shell station) and what should be sold to private developers. Also, let's try not to make any more bad deals like the mixed use building on Sycamore.	4/16/2017 2:32 PM
17	More info about the possible Safeway shopping center for Hercules as well as what will be done with the Market Hall area in San Pablo Ave. Also would like the city to look into expanding the Hercules Library hours to include being open on Sundays.	4/16/2017 2:30 PM

18	First, let's accept the reality. When Hercules City Council rejected BART extension proposal many years ago, that essentially killed any possibility of ever having BART extension to Hercules. That was and will be the worst decision ever in the history of this city. So please stop talking about it when someone brings it up. Just stop because it will never happen. Secondly, don't dangle the timeline of 3 years of having train stop in Hercules when none of train operators signed onto it. There will be no funding for public transportation for Hercules under the current administration in the White House. Any public discussion in discussing as if something (train stop, ferries, BART) will happen in the next 3-5 year time frame is misleading and doing disservice to the people of Hercules. Instead, focus on improving the poor school system, reducing the property taxes which is higher (if not the highest) than most cities in Contra Costa County. Do you think it is fair to assess taxes over \$1200/year for landscaping and park maintenance when our lawns yards that we are paying special taxes to maintain looks embarrassing (even in non-drought years). These are the immediate and urgent issues the city council needs to tackle. Not about pipe dream projects that sound good but mostly likely never come into fruition.	4/16/2017 2:08 PM
19	Striving to become a destination town rather than just another pit stop on 80. To do so, strive to seek commercial development that focuses on local and original offerings, rather than fast food (eg Chick a fil, etc).	4/16/2017 12:39 PM
20	Sustainable growth with new urbanism in mind. Make Hercules a "destination town" in line with its natural beauty	4/16/2017 12:14 PM
21	Traffic to the City is becoming a bigger problem as families are moving further away from the city. What took 1/2 hour to get home now is an 1 1/2. We need more choices for shopping and eating to remain in the area.	4/16/2017 10:57 AM
22	Work to speed up the Intermodal Transit Center.	4/15/2017 9:38 PM
23	Control the litter problem that is apparent in nearly all parts of the City and address the many blighted properties found in the neighborhoods without HOA's.	4/15/2017 8:05 PM
24	Just as I believed when I moved here in Jan 1978. More businesses, shopping and a multitude of restaurants, & qqqeateries would make me one happy Herculean.	4/15/2017 6:57 PM
25	Get the new Safeway store built. Delays have been interminable.	4/15/2017 3:46 PM
26	Streetlight replacement for Heights. Better trash upkeep throughout Hercules. Better common space landscape upkeep along Refugio Valley Road walking path. There is a lot of poison oak starting to extend onto the path and a lot of dead trees and brush that need removal.	4/15/2017 2:37 PM
27	Develope s sense of place that embraces what we love about this town; cultural diversity, open space, beautiful vista's, tranquility and safety.	4/15/2017 12:21 PM
28	I think that the city Council needs to support the Hercules public library more than they do at this time. Our library is a resource that is valued by thousands and it is the city's heart and center so I feel that it should be supported more than it is currently being supported by the city.	4/15/2017 12:07 PM
29	Developer public-private partnership relationships between businesses and public school system that enhance vocational-technical training for our youth.	4/15/2017 11:35 AM
30	no lighted pylon signs on the highway!	4/15/2017 9:08 AM
31	Improving and supporting our Middle/High School is vital.	4/15/2017 8:35 AM
32	Make sure that economic development includes viable plans to improve transportation options to job centers including Oakland and the south Bay. Traffic is terrible. We love living here but it is hard to get home if you work more than 20 miles away. Have you thought about getting BART extended to Hercules? The closest station is 30 minutes away due to freeway congestion.	4/15/2017 7:30 AM
33	Reduce and phase out reliance on special tax measures!	4/14/2017 11:53 PM
34	Invest and support Solar, Wind Power opportunities for the communities.	4/14/2017 10:49 PM
35	Use trains originating on the BNSF tracks next to Hercules transit center to connect to UP tracks to access Richmond BART and the Berkeley, Emeryville, and Jack London Square train stations (and maybe even San Jose.)	4/14/2017 10:05 PM
36	Extend BART All the way up to Crockett Area to minimize Commuting hours both ways.Make it part of Federal Gov't Trillion Dollars Infrastructures, 2018 Budget. This is Win,Win, Win...	4/14/2017 9:45 PM
37	We need to bring more retail and commercial service opportunities to generate income for the city instead of building more homes which increase traffic and costs the city more money to maintain	4/14/2017 7:35 PM
38	We want BART ASAP	4/14/2017 7:13 PM
39	Ensuring pedestrian-friendly development that is aesthetically compatible with the surrounding residential neighborhoods, particularly west of San Pablo Avenue.	4/14/2017 6:56 PM
40	Build the tax base by promoting more retail development and business opportunities (similar to what Pinole has done).	4/14/2017 6:43 PM

## Hercules Strategic Plan Survey 2017

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41	Need to have a sustainable tax base. Work on the transit issue. Connect the bay trails to Point Pinole to Rodeo. Bring back the Cultural Festival.	4/14/2017 6:35 PM
42	No	4/14/2017 6:23 PM
43	More business establishments.	4/14/2017 6:19 PM
44	local health clinic/services for Seniors.	4/14/2017 6:14 PM
45	Work on getting Hercules fair share of property taxes which is ~ 2.5% compared to Pinole 10% and El Cerrito ~ 15 - 20%.	4/14/2017 5:56 PM
46	More businesses for hercules	4/14/2017 5:49 PM
47	We need to bring people into our city to spend money. Pinole has done well at getting Trader Joe's and Sprouts, we need to do similar, but not Walmart.	4/14/2017 5:33 PM
48	A school bus system would be amazing.	4/14/2017 5:23 PM
49	Improve students' scholastic achievements	4/14/2017 5:18 PM
50	There needs to be greater diversity and inclusion within the strategic plan, building the community and greater collaborations to support community efforts.	4/14/2017 5:12 PM
51	Continue working to get the ITC going!	4/14/2017 11:32 AM
52	Fully supporting five hours of Library operation and maintenance of the library including replacing upholstered furniture that has been worn out after 10 years of continual use.	4/13/2017 8:23 PM
53	Pheasant Drive road needs repaving. There is no middle line to divide 2-way road and there are lumps in the road from previous construction.	4/12/2017 10:47 PM
54	Attracting desirable businesses to the community to create more desire ability	4/12/2017 7:38 PM
55	Build up waterfront, bring in more businesses to hercules ASAP	4/12/2017 11:35 AM
56	I think the intermodal transit hub idea is a good and worthy one. That said, I like Hercules being a fairly quiet little town, and have no wish to see it transformed into an extensive commercial hub. Downtown Pinole is an example of what I like. The commercial complex on Fitzgerald by the freeway is an example of what I do not want us to become.	4/11/2017 8:10 PM
57	provide better financial planning, watch to what dept the finances go towards and make sure it's being used properly and not being wasted.	4/11/2017 11:42 AM
58	FERRY!	4/10/2017 6:41 AM
59	Need fresh businesses, look at city of Pinole as a good example. Pinole gets things done in a timely manner and approves good businesses the community wants	4/9/2017 10:37 PM
60	Restore utilities to The Clubhouse and open it for community events.	4/7/2017 4:15 PM
61	Make local schools more attractive to local residents -- make them serve local population. Make schools reflect local population, take measures to reduce influx of high number of transfer students. Poor performing schools impact desirability of community and forces parents to look outside of Hercules to educate their children, either by requesting a transfer to public schools outside of Hercules or to private schools.	4/7/2017 12:38 PM
62	The city need to expand businesses and expand Bart to Hercules.	4/6/2017 9:31 PM
63	Repair and update the community rental properties so residents don't go outside of the City to spend their money. I have rented the Ohlone property twice for parties and the A/C did not work during summer and the property needed interior painting. Also, revisit using the large property for food trucks on a regular basis so money stays in Hercules.	4/6/2017 7:37 PM
64	I believe the city needs to return to offering the option of part-time childcare. Parks and Rec and fun activities are always cut and we rarely get new businesses or stores but there are housing developments all the time. Where will these people eat, shop, and go to school?	4/6/2017 6:09 PM
65	Yes. Bringing BART to Hercules. When I moved here 28 years ago I was told that BART will be coming to Hercules SOON. 28 years is SOON enough. When will it happen?	4/6/2017 4:03 PM
66	Attract more businesses/restaurants to Hercules	4/6/2017 3:59 PM
67	Create economic stability by bringing retail/commercial development to Hercules. Residential housing creates further drain on the smaller City staff, which continues to be furloughed.	4/6/2017 3:26 PM
68	As a new resident to Hercules, I am impressed by the growth that is taking place. However, my concern is about safety and the number of burglaries. What can the council and city do to help us feel safe in our homes and neighborhoods?	4/6/2017 2:53 PM

315 13C

# Hercules Strategic Plan Survey 2017

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69	Work towards getting BART in Hercules. Build more restaurants and stores.	4/6/2017 2:42 PM
70	Improvement to the Hercules school system.	4/6/2017 2:36 PM
71	Adopt a development philosophy akin to Gross Domestic Happiness. Consider a holistic approach to development that will promote the values important to City residents.	4/6/2017 2:35 PM
72	Create better schools for all residents of Hercules. The only decent public school in Hercules is Hannah Ranch. The high school is average compared to other schools in East contra costa.	4/6/2017 1:28 PM
73	You HAVE to bring more retail/dining/entertainment opportunities to our city. We are tired of having to go to another city for these. When are WE going to get all the services in Hercules that keep popping up in Pinole? I dont want to have to keep driving over to the next town over to dine/shop/see a movie all the time. All that money is being given away to other cities that could remain right here in Hercules	4/6/2017 1:09 PM
74	Trying to get more businesses within our community in order to create revenue for improvements in our community. New stores would provide jobs, tax revenue, etc. New restaurants within our own community instead of giving neighboring cities (Pinole) all of our tax revenue.	4/6/2017 12:50 PM
75	Restore confidence in the City's financial well being.	4/6/2017 12:48 PM
76	No	4/6/2017 12:48 PM
77	Bathroom at Frog Pad.	4/6/2017 12:34 PM
78	With the new housing communities, discussion and/or development for new schools to address the growing community.	4/6/2017 12:05 PM
79	Repave the horrible streets and higher police presence. Criminals from other cities are capitalizing on our lack of police presence.	4/6/2017 11:59 AM
80	We need to have a legitimate plan to alleviate the congestion on 80. We are building more homes and apartment building but do not have in place viable public transportation options. This has created further congestion and no other options.	4/6/2017 11:57 AM
81	Be financial sound and be able to continue to support recreational programs	4/6/2017 11:54 AM
82	I know it is in process, but I would love to spend my money in Hercules instead of having to go to other cities. Nice restaurants and higher end retail would be great. We have a beautiful city, we need to use that to our strength and make it a place where people want to come spend a day. Many other ways we can do that besides restaurants and retail as well. Things like recreation - kayaking and paddle boarding of pier. Aside from the development options, traffic control is something I feel needs to be addressed. I don't feel safe walking down Sycamore as people speed well over 40 mph in a 25 mph zone. I saw that we recently setup the radar that flashes blue and red. I hope that works, but I don't think people will slow down until they are ticketed.	4/6/2017 8:25 AM
83	Address to control and reduce the ever-increasing traffic issues in our small, limited community.	4/5/2017 4:30 PM
84	Provide more opportunities for retail. and get the Hercules Transportation Center on track with Train Station, Ferry, and Bus Transportation. Mainly	4/5/2017 2:19 PM
85	public transit, ferry service, new waterfront, theater center, skate park, rezoning, advanced permitting opportunities	4/4/2017 9:13 PM
86	build bay front and Hercules Point ASAP before property prices come down.	4/3/2017 1:29 PM
87	Affordable housing to include low- and middle-income family homes,apartments,condos. Because the property taxes (including bonds and parcel taxes) are outrageously high for real estate surrounded by petroleum refineries, holding tanks, General Chemical, off-shore oil tanker loading, and which is a former brown field in some areas of Hercules, residents need to be able to pay a mortgage or rent and painful property taxes. Hercules will not have a thriving business/shopping sector unless residents can afford both to shop and to pay for a roof over their heads. Yes, nonresidents will be part of the shopping dollar income to this city, but since Hercules seems to be a Lands' End territory, it's the citizens here who will chose not to drive/online shop elsewhere, but to walk to or take a free neighborhood SHUTTLE to our new shopping district by the bay.	4/3/2017 12:42 PM
88	See weaknesses in 14 below.	4/3/2017 9:45 AM
89	school, bring in well paying jobs by bring in corporate offices.	4/3/2017 7:52 AM
90	Build a stronger economic base through a much better effort to attract and develop commercial and retail businesses (as opposed to residential). Why shouldn't Hercules be like Pinole in attracting businesses?	4/2/2017 11:23 PM
91	Open more transit options: ferry, Bart, Amtrak train and make priority!	4/2/2017 10:29 PM
92	Attract more businesses and quality restaurants in Hercules.	4/2/2017 9:40 PM

415 13d

93	We need restaurants and stores. We are tired of having no options. Bring stuff that will bring tax revenues. We only need part time childcare but the city no longer offers it. Our swimming lessons are more than triple the cost of them in Crockett. Our police force is way too small for a city this size.	4/2/2017 9:32 PM
94	How to improve transportation/commute options How to increase city revenue through increase economic development How to preserve green spaces that make Hercules unique	4/2/2017 7:42 PM
95	City needs improved services so we don't constantly leave the area for dining/shopping/recreation. We live here, meaning own a house and sleep here, but pretty much do everything else socially as a family outside the area. Schools, dining, and recreation.	4/2/2017 7:40 PM
96	We do not need anymore big chain stores in Hercules. Focus on what needs fixing first (i.e., potholes, gopher jokes on rufugio valley park green) before staring anything new. Keep things in proportion to the size. For instance, whatever goes onto market hall needs to be sized pppropriely to the lot.	4/2/2017 7:06 PM
97	Speed up transportation development to other areas of the Bay area, including San Francisco and Walnut Creek. Reduce taxation for city residents, and instead become more welcoming for businesses and rely on businesses for tax revenue (e.g. often we are going out of town for dinning and shopping, but would prefer to spend our money for the benefit of the our community). Encourage the building department to be more friendly towards home owner expansions and improvements.	4/2/2017 10:31 AM
98	Fix the clock tower,improve exit and entrance out of city,too much congestion during peek hours to San Pablo ave.	4/2/2017 9:16 AM
99	<b>Improve the schools, build out waterfront</b>	4/2/2017 7:16 AM
100	extend the bart system to hercules transit center; develop waterfront in rodeo or annex it to hercules if possible	4/1/2017 6:45 PM
101	Get BART and ferry service to Hercules.	3/31/2017 3:42 PM
102	Community-building opportunities; publicity of and outreach for such opportunities; partnership with other East Bay cities; bridge between residents and City; public art designed and painted by community	3/30/2017 11:46 PM
103	More restaurants and shop so I don't have to shop else where.	3/30/2017 9:48 PM
104	TRANSIT. TRANSIT. TRANSIT. BART needs to come to Hercules and Lynx needs more buses in mid day.	3/30/2017 9:21 PM
105	Begin planning a city center.	3/30/2017 7:20 PM
106	PLEASE--We NEED more restaurants & retail!!!!...Book stores, music stores, Apple Store, art store, clothing stores, mom & pop coffee shops & eateries....ferry to SF....pretty please!	3/30/2017 7:03 PM
107	Hercules needs more retail and restaurants and less housing. Hercules needs a new elementary school for residents of Victoria by the Bay and the Waterfront area.	3/30/2017 6:36 PM

## Q14 What do you believe are the strengths, weaknesses, opportunities and threats for the City of Hercules?

Answered: 126 Skipped: 65

Answer Choices	Responses
Strengths	92.06% 116
Weaknesses	92.06% 116
Opportunities	80.95% 102
Threats	84.92% 107

#	Strengths	Date
1	Location	4/18/2017 9:15 AM
2	Community	4/18/2017 6:20 AM
3	Is a Diamond in the Rough	4/17/2017 4:01 PM
4	Area along the Bay looks promising, I like the trails along the Bay as well	4/17/2017 3:47 PM
5	Lovely location by the Bay	4/17/2017 3:43 PM
6	Sense of Community	4/17/2017 1:29 PM
7	police and fire department	4/17/2017 11:39 AM
8	Above average literacy rate; above average household income	4/17/2017 11:04 AM
9	Clean, nice and safe community to live in	4/17/2017 9:59 AM
10	New communities and parks	4/17/2017 7:21 AM
11	Its people and the volunteers here.	4/16/2017 11:25 PM
12	Location	4/16/2017 10:52 PM
13	Good people running City now	4/16/2017 9:32 PM
14	Safe place to live, good schools.	4/16/2017 4:57 PM
15	Walkability. Everything is easy to walk to.	4/16/2017 4:06 PM
16	The people you serve, the citizens.	4/16/2017 2:32 PM
17	Strong community	4/16/2017 2:30 PM
18	Admission of past failures; Aspiration for brighter future	4/16/2017 2:08 PM
19	Natural beauty, racial and economic diversity, sense of community, proximity to the inner Bay Area. Probably the last affordable place along the water for middle-class folks	4/16/2017 12:39 PM
20	Natural beauty, diversity, family friendly	4/16/2017 12:14 PM
21	Live in a small community - quite living	4/16/2017 10:57 AM
22	Great staff, dedicated electeds, engaged community.	4/15/2017 9:38 PM
23	The City has a great location and concerned citizens.	4/15/2017 8:05 PM
24	Dedication of employees who stayed on during the recession, losing salaries, and staying, standing by the City.	4/15/2017 6:57 PM
25	The City Council seems focused and attentive.	4/15/2017 3:46 PM
26	Response time to reports or complaints. Very expedient.	4/15/2017 2:37 PM
27	cultural diversity, solidly middle class, open space, beautiful vista's, tranquility and safety.	4/15/2017 12:21 PM

1/13 14a



## Hercules Strategic Plan Survey 2017

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28	Our city Council has done a good job getting us through difficult times and I appreciate their service to our city. Are cities natural resources and diverse community is definitely a strength.	4/15/2017 12:07 PM
29	Location	4/15/2017 11:35 AM
30	Tenacity of Herculeans	4/15/2017 8:35 AM
31	Quiet and safe, reasonably priced homes	4/15/2017 7:30 AM
32	Beautiful and plentiful natural settings between bay and hills	4/14/2017 11:53 PM
33	Some good ideas & projects.	4/14/2017 10:45 PM
34	Diversity, Nice weather and good people.	4/14/2017 9:45 PM
35	Our location is amazing	4/14/2017 8:04 PM
36	Beautiful community and residents	4/14/2017 7:35 PM
37	Location. Undeveloped hills. Wetlands.	4/14/2017 6:56 PM
38	Focused leadership	4/14/2017 6:43 PM
39	crossroad of Hwy 4 and Hwy 80 need to market	4/14/2017 6:35 PM
40	Strong city government.	4/14/2017 6:19 PM
41	Clean and well maintained	4/14/2017 6:14 PM
42	Good, decent people overall and City Council trying in many ways.	4/14/2017 5:56 PM
43	Naturally beautiful.	4/14/2017 5:44 PM
44	Clean environment with minimal graffiti	4/14/2017 5:33 PM
45	Good rated city	4/14/2017 5:29 PM
46	Diversity	4/14/2017 5:18 PM
47	the diversity of our people	4/14/2017 5:10 PM
48	beautiful landscape and geography, family-oriented	4/14/2017 5:00 PM
49	Location, climate, available space for development	4/14/2017 11:32 AM
50	Hercules Community Library	4/13/2017 8:23 PM
51	Employed and educated residents	4/12/2017 10:47 PM
52	Waterfront and location to napa, sf, marin	4/12/2017 7:38 PM
53	PLENTY OF SPACE TO BUILD	4/12/2017 11:35 AM
54	Good people, nice area.	4/11/2017 8:10 PM
55	a lot of employees that care	4/11/2017 11:42 AM
56	Diversity	4/11/2017 9:52 AM
57	ethnic and cultural diversity, excellent fire/police dept, Bart extension	4/10/2017 5:45 PM
58	nicest city around, residents have good income	4/10/2017 6:41 AM
59	Community	4/9/2017 10:37 PM
60	proximity to SF	4/7/2017 4:15 PM
61	desire to improve.	4/7/2017 12:38 PM
62	Community	4/7/2017 9:59 AM
63	Has the potential to be great	4/6/2017 7:37 PM
64	Water views	4/6/2017 6:09 PM
65	That people want to see Hercules improve.	4/6/2017 4:30 PM
66	Environment. the Citizens. Library. Schools	4/6/2017 4:03 PM
67	Land available for commercial development	4/6/2017 3:26 PM

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68	Opportunities for financial growth, location, waterfront	4/6/2017 2:53 PM
69	With Oakland becoming more expensive, Hercules is an affordable place to live with a managable commute.	4/6/2017 2:42 PM
70	Community based programs, launching new businesses	4/6/2017 2:36 PM
71	Diversity	4/6/2017 2:35 PM
72	Awesome community	4/6/2017 1:50 PM
73	Clean, safe and has activities for kids	4/6/2017 1:28 PM
74	Ongoing plans to help citizens commute and keep the city relevant	4/6/2017 1:25 PM
75	strenth of the community, leadership's desire to make good, longterm decisions.	4/6/2017 1:14 PM
76	Continued infrastructure improvements	4/6/2017 1:09 PM
77	Small community	4/6/2017 12:50 PM
78	Sought out place to live, community, commute	4/6/2017 12:48 PM
79	Cleanliness, new construction projects finished	4/6/2017 12:48 PM
80	Beautiful environment	4/6/2017 12:05 PM
81	diversity, small town, Lynx to SF, bay access/wetlands	4/6/2017 12:01 PM
82	Community and residents.	4/6/2017 11:59 AM
83	recreational programs; city pride	4/6/2017 11:54 AM
84	Small town feel	4/6/2017 12:29 AM
85	Small town with multi-cultural residents	4/5/2017 4:30 PM
86	Housing	4/5/2017 2:19 PM
87	underdeveloped	4/4/2017 9:13 PM
88	location	4/4/2017 4:49 PM
89	Great location but still more reasonable living costs than most of Bay Area.	4/3/2017 4:47 PM
90	Bay front access, Hercules Point	4/3/2017 1:29 PM
91	Relatively low-density population = better traffic flow	4/3/2017 12:42 PM
92	Clean, well maintained city with an outstanding public library, beautiful shoreline that is not emphasized enough. Diverse population. Easy access to surrounding areas with great public transportation.	4/3/2017 9:45 AM
93	location	4/3/2017 7:52 AM
94	Focussed smart administration	4/2/2017 11:23 PM
95	Diverse community	4/2/2017 10:29 PM
96	Location of Hercules where it is located. The Bay view. New bridge looks awesome, great job!	4/2/2017 9:40 PM
97	Location in relation to SF	4/2/2017 9:32 PM
98	Great neighborhood feel; excellent public library.	4/2/2017 8:23 PM
99	Location, opportunities for expansion	4/2/2017 10:31 AM
100	Dedicated City Staff and volunteers	4/2/2017 7:28 AM
101	City council, diversity, water front, ferry& train station	4/2/2017 7:16 AM
102	stable leadership, professional, open	4/1/2017 6:45 PM
103	affordable housing	4/1/2017 4:49 PM
104	We have the foundation for a transit-centered, foot traffic friendly, desirable waterfront area that could become a huge asset to the city	3/31/2017 3:42 PM
105	Community & "small town" feeling	3/31/2017 3:01 PM
106	Quiet, no major issues, safe	3/31/2017 12:23 PM

3/13 14c

107	Waterfront and good neighbors	3/31/2017 5:30 AM
108	proximity to San Francisco, Berkeley. Nice parks. Diverse community. Lots of dining. Good shopping centers in Pinole.	3/30/2017 9:21 PM
109	We are still here	3/30/2017 9:04 PM
110	an amazing diversity in the community	3/30/2017 7:55 PM
111	Quiet	3/30/2017 7:20 PM
112	Parks & Recs dept, public schools & library	3/30/2017 7:03 PM
113	Waterfront development	3/30/2017 6:58 PM
114	Lots of homes	3/30/2017 6:36 PM
115	Community Support	3/30/2017 6:18 PM
116	Dedication and loyalty of its employees.	3/30/2017 5:45 PM
#	<b>Weaknesses</b>	<b>Date</b>
1	Lack of revenue generating businesses	4/18/2017 9:15 AM
2	Better Transportation ie access to bart, buses, trains etc	4/17/2017 4:01 PM
3	Traffic during certain periods, eighborhood cleanup, particularly in the older neighborhoods	4/17/2017 3:47 PM
4	Lack of retail-restaurants and walkable environment.	4/17/2017 3:43 PM
5	Need more Retail	4/17/2017 1:29 PM
6	can't seem to attract viable businesses so we can get more revenue	4/17/2017 11:39 AM
7	lack of retail stores for goods and services	4/17/2017 9:59 AM
8	Unneccessary police activity	4/17/2017 7:21 AM
9	Following through, on what is told to the people.	4/16/2017 11:25 PM
10	Government	4/16/2017 10:52 PM
11	About 30% of the cars don't obey the WALK signals, they considered people or bikes should give the right of way to the cars regardless	4/16/2017 9:36 PM
12	Long term planning needs updating	4/16/2017 9:32 PM
13	Development, transportation, shopping	4/16/2017 4:57 PM
14	Few options for dining.	4/16/2017 4:06 PM
15	City council and city manager that feel they know better.	4/16/2017 2:32 PM
16	Lack of a developed waterfront area. Could be a Fabulous area for shops and dining	4/16/2017 2:30 PM
17	Legacy of corruption and incompetency; past missed opportunities to make this a great city	4/16/2017 2:08 PM
18	Lack of diversity of shopping - eg too many chain stores	4/16/2017 12:39 PM
19	Chain stores and lack of shopping	4/16/2017 12:14 PM
20	crime increase, more shopping and resturants	4/16/2017 10:57 AM
21	Limited fund sources, aging infrastructure and amenities.	4/15/2017 9:38 PM
22	Lack of effort in maintaining existing facilities.	4/15/2017 8:05 PM
23	In ability to bring in shopping, and restaurants. There is no tax base. Buried Oh My God more houses is not the answer	4/15/2017 6:57 PM
24	Inability to get Safeway store built in a reasonable time.	4/15/2017 3:46 PM
25	Landscaping upkeep. Poor code enforcement of homes. Many are not up kept and unsightly. Many homes have unpermitted additions in their garage as living space with multiple cars and overflowing trash due to more people in a home.	4/15/2017 2:37 PM

26	Old facilities like bathrooms in parks that are scary and out dated or complete lack of appropriate facilities in some parks and districts. Staffing at low level. Lack of support for independent businesses. Previous bad business deals and corruption by city	4/15/2017 12:21 PM
27	Many families cannot afford the recreational programs that the city offers so it is important for us to support the park and the library in our community that benefits everyone.	4/15/2017 12:07 PM
28	Transportation linkages with broader Bay Area	4/15/2017 11:35 AM
29	need more commercial businesses. get rid of waste water plant in pinole	4/15/2017 9:08 AM
30	Schools	4/15/2017 8:35 AM
31	Limited decent paying jobs, traffic congestion, schools, attractiveness	4/15/2017 7:30 AM
32	lack of sales tax revenue	4/14/2017 11:53 PM
33	But too slow in executing those good ideas & projects.	4/14/2017 10:45 PM
34	Lack of recognition from media outlets to our many successes in the past.	4/14/2017 9:45 PM
35	Council chooses big box/chains over small business. But even with the chains, which is better than nothing, nothing is getting done. Hoop after hoop... why does everything take so long... and why is Pinole getting all the decent retail? TJ's , Peet's, Sprouts, East Bay Coffee, etc.	4/14/2017 8:04 PM
36	Not a lot of business to produce tax income	4/14/2017 7:35 PM
37	Unimaginative, car-centric strip malls. Lack of easy pedestrian access to the Community Center from west of San Pablo Ave. Lack of clean restrooms at public parks.	4/14/2017 6:56 PM
38	Living with sins of the past	4/14/2017 6:43 PM
39	Hercules leadership, need to cultivate new leaders to take on with passion for the city, sewer issue not determined	4/14/2017 6:35 PM
40	Need more city personnel.	4/14/2017 6:19 PM
41	property crime	4/14/2017 6:14 PM
42	Lack of finances	4/14/2017 5:56 PM
43	Poor school district, low rating.	4/14/2017 5:44 PM
44	lack of attractions to bring in shoppers from outside city	4/14/2017 5:33 PM
45	80 hwy on ramp	4/14/2017 5:29 PM
46	Lack of Commercial businesses	4/14/2017 5:18 PM
47	not enough shopping and restaurants	4/14/2017 5:10 PM
48	too little shopping or dining places	4/14/2017 5:00 PM
49	Lack of retail income	4/14/2017 11:32 AM
50	lack of sales tax receipts	4/13/2017 8:23 PM
51	few shopping and dining options	4/12/2017 10:47 PM
52	Execution of ideas taking too long.	4/12/2017 7:38 PM
53	TAKE TOO MUCH TIME TO BUILD	4/12/2017 11:35 AM
54	Past financial mismanagement	4/11/2017 8:10 PM
55	lack of managing funds	4/11/2017 11:42 AM
56	No control over school performance, limited tax base	4/11/2017 9:52 AM
57	Unified School System, roads need repaving.	4/10/2017 5:45 PM
58	poor economic development	4/10/2017 6:41 AM
59	Funding, business opportunities	4/9/2017 10:37 PM
60	schools	4/7/2017 4:15 PM
61	finances are improving, but still struggling.	4/7/2017 12:38 PM
62	Funding	4/6/2017 7:41 PM

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63	Lack of advertising events	4/6/2017 7:37 PM
64	Full time child care	4/6/2017 6:09 PM
65	Too many broken promises or missed opportunities	4/6/2017 4:30 PM
66	Crimes are beginning to creep up	4/6/2017 4:03 PM
67	not attracting businesses/restaurants to hercules	4/6/2017 3:59 PM
68	reduced staffing in number and hours	4/6/2017 3:26 PM
69	Safety, traffic	4/6/2017 2:53 PM
70	Not enough stores and restaurants to generate interest to potential Hercules residents.	4/6/2017 2:42 PM
71	Traffic and commute, due to expansion launching and building new retail space	4/6/2017 2:36 PM
72	Lack of cohesiveness. Based on roadway behavior, people don't care about courtesy and each other's safety.	4/6/2017 2:35 PM
73	Dining, retail	4/6/2017 1:50 PM
74	Poor schools, no dining/shopping( we have to go out of Hercules).	4/6/2017 1:28 PM
75	Lack of communication	4/6/2017 1:25 PM
76	multiple viewpoints and agendas seems to stifle opportunities that benefit the city. Executing on promises made to its residents many years ago seems to be delayed. Pinole seems to be make changes at a quicker pace.	4/6/2017 1:14 PM
77	Nothing for youth to do (skateboard park anyone). Not enough being done to keep Hercules money in Hercules.	4/6/2017 1:09 PM
78	Poor management in the past created fiscal issues now	4/6/2017 12:50 PM
79	Big Lots, Sycamore Shopping area outdated with businesses not in demand, Community gatherings, seasonal celebrations, patriotism, development, roads and lighting	4/6/2017 12:48 PM
80	Previous embezzeling lead to lack of trust in officials	4/6/2017 12:48 PM
81	Too many homes, and not many quality businesses. Also, with all the new developments it is limiting the beauty of our natural environment.	4/6/2017 12:05 PM
82	project delays	4/6/2017 12:01 PM
83	Our roads and police presence.	4/6/2017 11:59 AM
84	financial management; it is better better, but low way to go	4/6/2017 11:54 AM
85	Lack of retail tax base	4/6/2017 12:29 AM
86	Backward thinking- reliance on retail and transit	4/5/2017 4:30 PM
87	Lack of Retail and Businesses	4/5/2017 2:19 PM
88	short sighted, poor execution	4/4/2017 9:13 PM
89	business(lack of retail, lack of restaurants)	4/4/2017 4:49 PM
90	City planning got me to buy a home in 2002, but the unrealistic plan never materialized. I still cannot walk to an Amtrak/commuter train station for travel/connection to BART. Etc.	4/3/2017 12:42 PM
91	Not doing enough to promote the city as a family friendly, affordable place to live with mass transit options for all. Same goes for attracting business, especially restaurants to Hercules, not neighboring towns.	4/3/2017 9:45 AM
92	low real estate prices	4/3/2017 7:52 AM
93	In the past, too much catering to special interests. Things never got done quickly or efficiently.	4/2/2017 11:23 PM
94	Need more experienced professionals running city government	4/2/2017 10:29 PM
95	Not enough quality businesses and restaurants. We need to attract more businesses instead of being only a bedroom community.	4/2/2017 9:40 PM
96	Way too much housing	4/2/2017 9:32 PM
97	Very few dining/recreational/shopping options; transportation into SF is unpredictable and very lengthy;	4/2/2017 8:23 PM
98	Mismanagement by government, not business friendly	4/2/2017 10:31 AM
99	Need a back exit to highway from the High School, too much traffic.	4/2/2017 9:16 AM

6/13 14f

## Hercules Strategic Plan Survey 2017

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100	Lack of retail/sales tax base	4/2/2017 7:28 AM
101	Financial strength	4/2/2017 7:16 AM
102	too much dense housing, section 8 abuses, high school busing of non residents	4/1/2017 6:45 PM
103	poor street layout and connectivity to Pinole and other cities.	4/1/2017 4:49 PM
104	We still need to finish the job and make the waterfront nice, and connect Hercules by train, ferry & BART to the rest of the Bay. We could have all the good things that Orinda got when BART moved in plus a waterfront that could rival Sausalito, but we need our city counsel to start showing more leadership in moving us toward that goal	3/31/2017 3:42 PM
105	Financial stability, little retail	3/31/2017 3:01 PM
106	Financially insecure, economically stagnant, bad school system	3/31/2017 12:23 PM
107	Lack of good cafes and coffee shops	3/31/2017 5:30 AM
108	no city activities that build community. Very few block parties and civic center activities. LACK OF TRANSIT OPTIONS. Very, very difficult to the nearby big cities without a car.	3/30/2017 9:21 PM
109	But barely	3/30/2017 9:04 PM
110	not pedestrian friendly. this is a very car centric city	3/30/2017 7:55 PM
111	Must drive to Berkeley for palatable dining.	3/30/2017 7:20 PM
112	Not nearly enough restaurants & quality retail	3/30/2017 7:03 PM
113	Retail and Dining options	3/30/2017 6:58 PM
114	Not enough retail and restaurants. I shop mainly in Pinole	3/30/2017 6:36 PM
115	Money	3/30/2017 6:18 PM
116	Failure of city administrations to ensure city employees are fairly compensated in comparison to similar cities.	3/30/2017 5:45 PM
#	<b>Opportunities</b>	<b>Date</b>
1	Development of new commercial for residents & bay front development	4/18/2017 9:15 AM
2	Businesses can be created here to provide job opportunities	4/17/2017 4:01 PM
3	Continued fiscal improvement, parks improvement	4/17/2017 3:47 PM
4	Establish community network of free jitneys for getting around to shop in Pinole and dine in Hercules. Improve Westcat schedules.	4/17/2017 3:43 PM
5	need new restaurants and shops- need BART to stop here	4/17/2017 11:39 AM
6	Being on Bay Area I-80 corridor should provide ample economic opportunities	4/17/2017 11:04 AM
7	to be the gem of the east bay	4/17/2017 9:59 AM
8	City Clean up, Garage Sale	4/17/2017 7:21 AM
9	Be straightforward with the people in the city.	4/16/2017 11:25 PM
10	Restore commitment to Waterfront development plan	4/16/2017 10:52 PM
11	North Shore business park growth, increase city jobs	4/16/2017 9:32 PM
12	Great location to improve quality of life. What is the City waiting for? Look at Emeryville!	4/16/2017 4:57 PM
13	Attract better retail.	4/16/2017 4:06 PM
14	Try creating some and ask your citizens what they think before making an expensive decision.	4/16/2017 2:32 PM
15	Create more job growth for residents	4/16/2017 2:30 PM
16	Focus on things that would make Hercules more attractive place to live: number #1 priority is improving school system.	4/16/2017 2:08 PM
17	To become a true Bay destination spot, like Sausalito, but more welcoming, less elitist	4/16/2017 12:39 PM
18	Opportunity to become a destination	4/16/2017 12:14 PM
19	Upcoming businesses, transportation hub, one of the ideal places to live and visit.	4/15/2017 9:38 PM
20	Development of vacant commercial properties.	4/15/2017 8:05 PM

7/13 14g

## Hercules Strategic Plan Survey 2017

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21	Fix or remove the non-working clock tower on Sycamore.	4/15/2017 2:37 PM
22	Growth potential on waterfront	4/15/2017 12:21 PM
23	It is important that we work to protect and keep our green space	4/15/2017 12:07 PM
24	Build out waterfront area in keeping with plan	4/15/2017 11:35 AM
25	Develop the water front with strategic mixed use	4/15/2017 9:08 AM
26	With better schools, more families would want to live in Hercules	4/15/2017 8:35 AM
27	Low rated public high school, reputation for being a great place to live	4/15/2017 7:30 AM
28	Planned development while maintaining natural beauty	4/14/2017 11:53 PM
29	Get the deal finalized with Safeway.	4/14/2017 10:45 PM
30	Must add future junior college facilities in medical field and computer science that will be funded by Hercules, Rodeo, Crockett and Pinole residential owners.	4/14/2017 9:45 PM
31	To Truly be like Saucalito	4/14/2017 8:04 PM
32	The potential to be a great and successful city	4/14/2017 7:35 PM
33	Develop parcels west of San Pablo Avenue in a pedestrian-oriented fashion in an aesthetic that compliments the adjacent residential neighborhoods.	4/14/2017 6:56 PM
34	More retail/business development to enhance the tax base	4/14/2017 6:43 PM
35	Beautiful bay views	4/14/2017 6:35 PM
36	Find/create more small businesses or larger.	4/14/2017 6:19 PM
37	Increase police, fire, city staff as finances allow.	4/14/2017 5:56 PM
38	Waterfront development	4/14/2017 5:33 PM
39	Engage Herculeans to take on civic duties for the city	4/14/2017 5:29 PM
40	nice homes for somewhat more reasonable prices	4/14/2017 5:10 PM
41	attract business after Safeway is completed	4/14/2017 5:00 PM
42	Developing remaining properties especially Waterfront	4/14/2017 11:32 AM
43	intermodal transit center, building out retail	4/13/2017 8:23 PM
44	open land for development	4/12/2017 10:47 PM
45	Attract more aspirational tenants that raise the value of city	4/12/2017 7:38 PM
46	HUGE OPPORTUNITY TO BUILD	4/12/2017 11:35 AM
47	lots of land to get good business revenue, but poor choice of use of land	4/11/2017 11:42 AM
48	BART extension and ferry	4/11/2017 9:52 AM
49	Bart Extension, Ferry, develop water-front	4/10/2017 5:45 PM
50	retails, shops, hotel, etc;	4/10/2017 6:41 AM
51	Not much	4/9/2017 10:37 PM
52	commute alternatives	4/7/2017 4:15 PM
53	location offers opportunity to be regional transportation and shopping hub.	4/7/2017 12:38 PM
54	Offer more activities for kids and adults during the evenings and weekends	4/6/2017 7:37 PM
55	Expand the preschool program to longer hours, consider offering infant care	4/6/2017 6:09 PM
56	To feel like a community again. Pride in community.	4/6/2017 4:30 PM
57	neighborhoods have an opportunity to be cleaner	4/6/2017 4:22 PM
58	Bring shopping center/s, Gas stations (the SHELL station is the most expensive in the bay area....Monopoly.	4/6/2017 4:03 PM
59	Create financial sustainability by properly developing available land.	4/6/2017 3:26 PM

8/13 14h

60	Diversify and update transportation and retail	4/6/2017 2:53 PM
61	Use the empty land on the two corners fo San Pablo and Sycamore to build restaurants and stores.	4/6/2017 2:42 PM
62	Improving traffic, commute time improvement, faster timeline for bringing in the ferry/bart-Better lighting in public areas such as parks-solar, improvement in the public school system	4/6/2017 2:36 PM
63	Improve schools/ create a charter school.	4/6/2017 1:28 PM
64	Local mailers and the like to bring our community abreast if plans, timelines, and changes	4/6/2017 1:25 PM
65	Addition of retail and restaurant developments (Costo would be great). Bringing BART to the city.	4/6/2017 1:14 PM
66	Better shopping choices, beautifully decorated streets, updated parks, social community events	4/6/2017 12:48 PM
67	finish ongoing construction that is planned (safeway)	4/6/2017 12:48 PM
68	To be a thriving self-sufficient community. Need more schools, better stores and restaurants.	4/6/2017 12:05 PM
69	need for hotel	4/6/2017 12:01 PM
70	By improving our roads and police presence, we will increase our property values and attract more tax revenue sales and real estate.	4/6/2017 11:59 AM
71	potential growth and location	4/6/2017 11:54 AM
72	Transit center, ferry service	4/6/2017 12:29 AM
73	There's room to expand away from the "main" intersection of San Pablo and Sycamore.	4/5/2017 4:30 PM
74	Invest in what is already here (Old Club House )	4/5/2017 2:19 PM
75	raise affluence	4/4/2017 9:13 PM
76	waterfront neighborhood development	4/4/2017 4:49 PM
77	Would like to see focus on incentivizing tech companies to have operations here. Tech will continue as a major growth industry with high paying jobs. This is good for residents and also as a tax base.	4/3/2017 4:47 PM
78	Develop Bay front and Hercules Point	4/3/2017 1:29 PM
79	1) Secure the federal, state, ? funding to complete the train/bus station. 2) Lobby effectively to secure more tax dollars from Sacramento. Petroleum is no longer our source of tax income, right?	4/3/2017 12:42 PM
80	Hercules is still affordable compared to surrounding areas.	4/3/2017 9:45 AM
81	strengthen public schools	4/3/2017 7:52 AM
82	Attracting commercial / retail businesses	4/2/2017 11:23 PM
83	Build transit options	4/2/2017 10:29 PM
84	So many opportunities, as long as the City Council makes the right decisions. Hercules has a lot of potential!	4/2/2017 9:40 PM
85	Restaurants and clothing stores	4/2/2017 9:32 PM
86	Heading in right direction with Aventine apartments and intermodal transit hub. People want to spend money in Hercules but there aren't enough shops.	4/2/2017 8:23 PM
87	Opportunity to be a commute/transportation hub. To support small businesses that add to sense of community.	4/2/2017 7:42 PM
88	Become a wonderful city that people would love to call home, and to simply visit for shopping and quality entertainment	4/2/2017 10:31 AM
89	Need more community events, we used to have festivals at Refugio.	4/2/2017 9:16 AM
90	Intermodal transit station	4/2/2017 7:28 AM
91	waterfront development and bart	4/1/2017 6:45 PM
92	improved transit	4/1/2017 4:49 PM
93	Our waterfront could be transformed into a beautiful downtown area with shopping and public transportation that would rival anything the Bay Area has to offer. We had the good fortune to have that space left vacant when the industrial uses moved out and the city did the right thing in the early planning stages to make it possible to move toward something truly great.	3/31/2017 3:42 PM
94	Increase retail & restaurants	3/31/2017 3:01 PM



95	Not much	3/31/2017 5:30 AM
96	Cultural events (MultiCultural Festival?!), Bring BART, Build more affordable housing (\$2000/mo studio apartment is insane.)	3/30/2017 9:21 PM
97	Bring workshops and restaurants	3/30/2017 9:04 PM
98	creating a walkable downtown. encourage artists, small businesses etc...	3/30/2017 7:55 PM
99	Create a downtown. A small Main Street.	3/30/2017 7:20 PM
100	Real Estate Development	3/30/2017 6:58 PM
101	Hotel	3/30/2017 6:18 PM
102	Attracting business not available nearby such as a Whole Foods, Sam's Club, etc.	3/30/2017 5:45 PM
#	Threats	Date
1	Lack of development	4/18/2017 9:15 AM
2	Commuting & employment opportuniyied	4/18/2017 6:20 AM
3	Over spending	4/17/2017 9:14 PM
4	Alarming increase in homeless in Lucks and Creekside Shopping Centers.	4/17/2017 6:13 PM
5	Insufficient funding to police and fire	4/17/2017 4:01 PM
6	Slow development, lack of progress on fiscal improvements	4/17/2017 3:47 PM
7	The increasing impact of I80 congestion that creates overflows on Hercules streets primarily San Pablo.l	4/17/2017 3:43 PM
8	more crime	4/17/2017 11:39 AM
9	Financial stability	4/17/2017 11:04 AM
10	increases in crime	4/17/2017 9:59 AM
11	Safeway	4/17/2017 7:21 AM
12	The supervision of the parks here in the City.	4/16/2017 11:25 PM
13	Government	4/16/2017 10:52 PM
14	congestion in & out of the city	4/16/2017 9:36 PM
15	Low Property tax rate city receives	4/16/2017 9:32 PM
16	We are falling behind other Cities. Look at City Of Richmond waterfront. What's the hold up in Hercules????	4/16/2017 4:57 PM
17	New housing may lead to congestion.	4/16/2017 4:06 PM
18	City council and city manager that feel they know better.	4/16/2017 2:32 PM
19	n/a	4/16/2017 2:30 PM
20	Uncontrolled crimes and vandalism; chasing after unrealistic pipe dreams (transit center; BART extension)	4/16/2017 2:08 PM
21	Chain stores	4/16/2017 12:39 PM
22	Big box store and chain development interests	4/16/2017 12:14 PM
23	Undesirable transients and higher crime rate.	4/15/2017 9:38 PM
24	Traffic congestion in I 80 and failure to address blighted properties.	4/15/2017 8:05 PM
25	Bankruptcy	4/15/2017 6:57 PM
26	Garbage/debris collecting along our highway exit. Trash starting to collect in water drains. There is no pedestrian walk in many routes to get to the transit lot and someone is going to get hit by a car.	4/15/2017 2:37 PM
27	Cheapening of cities image with things like blinking freeway signs for what amounts to a few bucks per house hold. Shortsighted planning and lack of creativity.	4/15/2017 12:21 PM
28	As our city grows we want to keep our sense of community that might get lost when the city becomes super big	4/15/2017 12:07 PM
29	Enhance our Tax base so we can thrive without raising taxes	4/15/2017 11:35 AM
30	Crime	4/15/2017 8:35 AM

## Hercules Strategic Plan Survey 2017

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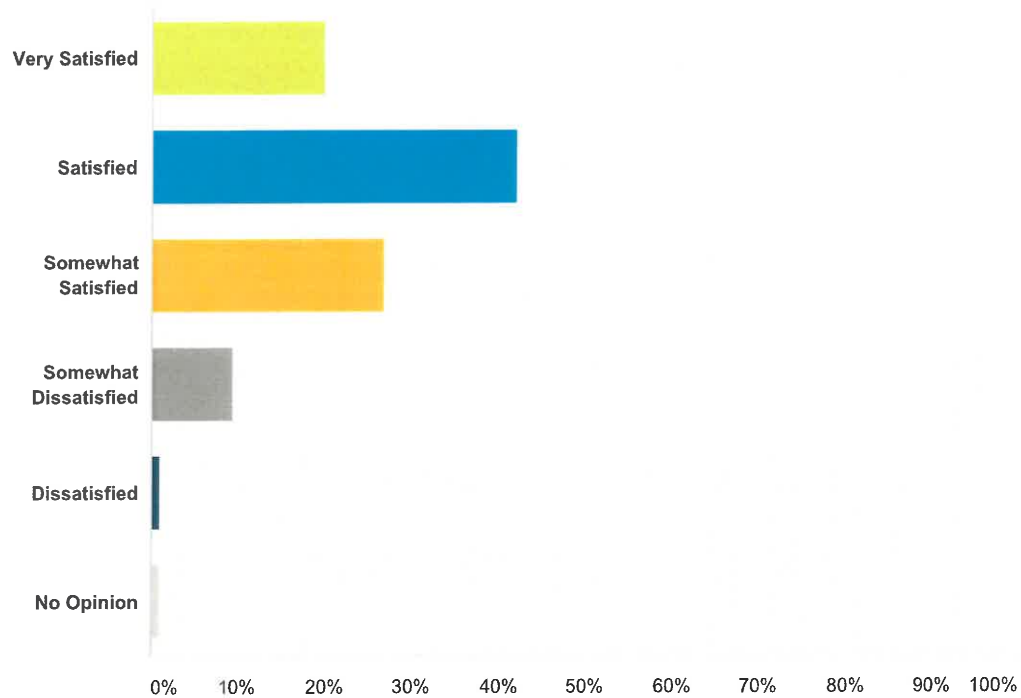
31	Overbuilding, too much reliance on low quality retail to expand tax base	4/15/2017 7:30 AM
32	demographic changes and gang activity	4/14/2017 11:53 PM
33	Extending times of Bonds on our property taxes. When their due to expire let them expire. We have the highest taxes around.	4/14/2017 10:45 PM
34	Unpredictable of neighboring cities promoting legalization of Marijuana.	4/14/2017 9:45 PM
35	Poor decision making, lack of foresite, sluggish decision making	4/14/2017 8:04 PM
36	Will continue to struggle if changes aren't made	4/14/2017 7:35 PM
37	Cookie-cutter, car-centric development.	4/14/2017 6:56 PM
38	Neighboring cities capitalizing on opportunities before Hercules does	4/14/2017 6:43 PM
39	People not working together, i.e. agencies, cities, businesses, etc.	4/14/2017 6:35 PM
40	Our fire district. Overpaid or underpaid?	4/14/2017 6:19 PM
41	Traffic congestion	4/14/2017 6:14 PM
42	Smog, pollution, no BART station	4/14/2017 5:56 PM
43	Infrastructure requires maintenance	4/14/2017 5:44 PM
44	Inefficient handing of new development	4/14/2017 5:33 PM
45	Kids outside of Hercules going to school in Hercules	4/14/2017 5:29 PM
46	Too many housing needing city services	4/14/2017 5:18 PM
47	possibly the oil tankers and transport of oil via RR	4/14/2017 5:10 PM
48	too much housing development that needs more services we cannot afford to supply	4/14/2017 5:00 PM
49	Not aggressively developing and going back to residential development	4/14/2017 11:32 AM
50	Traffic on Rt. 80	4/13/2017 8:23 PM
51	crime	4/12/2017 10:47 PM
52	Pinole shopping is better.... crime	4/12/2017 7:38 PM
53	N/A	4/12/2017 11:35 AM
54	finance issues, need to make sure the wrong people aren't running the city or funds, don't let the CM decisions be bullied by other dept heads	4/11/2017 11:42 AM
55	No retail tax base	4/11/2017 9:52 AM
56	corrupt officials	4/10/2017 5:45 PM
57	economic downturn	4/10/2017 6:41 AM
58	City council	4/9/2017 10:37 PM
59	not enough restaurants and bars	4/7/2017 4:15 PM
60	traffic gridlock on 80; under-performing schools, that may not adequate reflect local population.	4/7/2017 12:38 PM
61	Crime especially property crime	4/7/2017 9:59 AM
62	Crime rate	4/6/2017 7:41 PM
63	Idleness; Pinole now has Sprouts and T Joe's. We should have gotten Whole Foods or Costco	4/6/2017 6:09 PM
64	Too much crime	4/6/2017 4:30 PM
65	outside crime coming into Hercules	4/6/2017 4:22 PM
66	Crime. Lack of Revenue producing businesses. No major entertainment facilities, etc	4/6/2017 4:03 PM
67	Employee retention and ability to attract most qualified employees.	4/6/2017 3:26 PM
68	Safety	4/6/2017 2:53 PM
69	There isn't much in walking distance, so outsiders would see living in areas like Aventine pointless.	4/6/2017 2:42 PM

70	With the retail expansion & building more houses, commute times parking, commute will be greatly impacted which will take away from the cozy small community feeling. If commute options are not improved then there is a risk of people moving out of the community.	4/6/2017 2:36 PM
71	Robberies	4/6/2017 1:50 PM
72	crime, unsatisfied community members who make it seem like Hercules is an undesirable place to live.	4/6/2017 1:14 PM
73	Crime being committed by non-residents. Too much low-income housing that helps bring in an undesirable element to our city.	4/6/2017 1:09 PM
74	Financial instability, Security	4/6/2017 12:48 PM
75	burglary, but it is rare	4/6/2017 12:48 PM
76	Crime has been rising; break-ins and robberies	4/6/2017 12:05 PM
77	too much housing, not enough retail	4/6/2017 12:01 PM
78	Criminals are capitalizing on our weak police presence.	4/6/2017 11:59 AM
79	increase in crime	4/6/2017 11:54 AM
80	Congestion at San Pablo and Sycamore with no plan for alternate routes or to balance the traffic flow to other areas of town	4/5/2017 4:30 PM
81	Not acting on the above.	4/5/2017 2:19 PM
82	crime, sexual predators	4/4/2017 9:13 PM
83	crime	4/4/2017 4:49 PM
84	Good people will be priced out of Hercules if this city does not embrace the moral necessity of building truly affordable housing.	4/3/2017 12:42 PM
85	Continuing to be only a bedroom community unless city does more to promote itself.	4/3/2017 9:45 AM
86	Outside governmental agencies (e.g., other cities, county, special districts)	4/2/2017 11:23 PM
87	Worsening commute	4/2/2017 10:29 PM
88	Neighboring cities like Richmond. We need to ensure safety for residence and business. Take precautionary measures. Be proactive instead of reactive. Police visibility will drive danger away for the most part.	4/2/2017 9:40 PM
89	lack of police	4/2/2017 9:32 PM
90	Need to figure out the transportation issue, otherwise people will leave. It takes more than an hour to get into SF. People go to Pinole to spend their money on groceries/dining options.	4/2/2017 8:23 PM
91	Loss of greenspaces	4/2/2017 7:42 PM
92	Growing too big.	4/2/2017 7:06 PM
93	Hercules just to remain a little town that is grossly undervalued and under appreciated	4/2/2017 10:31 AM
94	Paying off former Redevelopment costs	4/2/2017 7:28 AM
95	section 8, increase of crime/buglaries	4/1/2017 6:45 PM
96	crime	4/1/2017 4:49 PM
97	We can't let ourselves be guided by those who would settle for isolation, let fear of public transportation cause us to miss out on our opportunities. We can't settle for Walmart type proposal or other options that do not help Hercules get better, but hurt small businesses instead of growing opportunities for those in our community to get high paying jobs and improve our way of life.	3/31/2017 3:42 PM
98	Lots of growth in retail in Pinole	3/31/2017 3:01 PM
99	Lack of government transparency, lack of government efficiency	3/31/2017 12:23 PM
100	Quite a few burglaries	3/31/2017 5:30 AM
101	lol what?	3/30/2017 9:21 PM
102	Bureaucracy	3/30/2017 9:04 PM
103	strip malls and big box stores	3/30/2017 7:55 PM

104	Low income housing	3/30/2017 7:20 PM
105	Maintains Staffing levels to meet city needs	3/30/2017 6:58 PM
106	Sanctuary City	3/30/2017 6:18 PM
107	City employees leaving for better opportunities.	3/30/2017 5:45 PM

### Q15 How satisfied are you with living in Hercules?

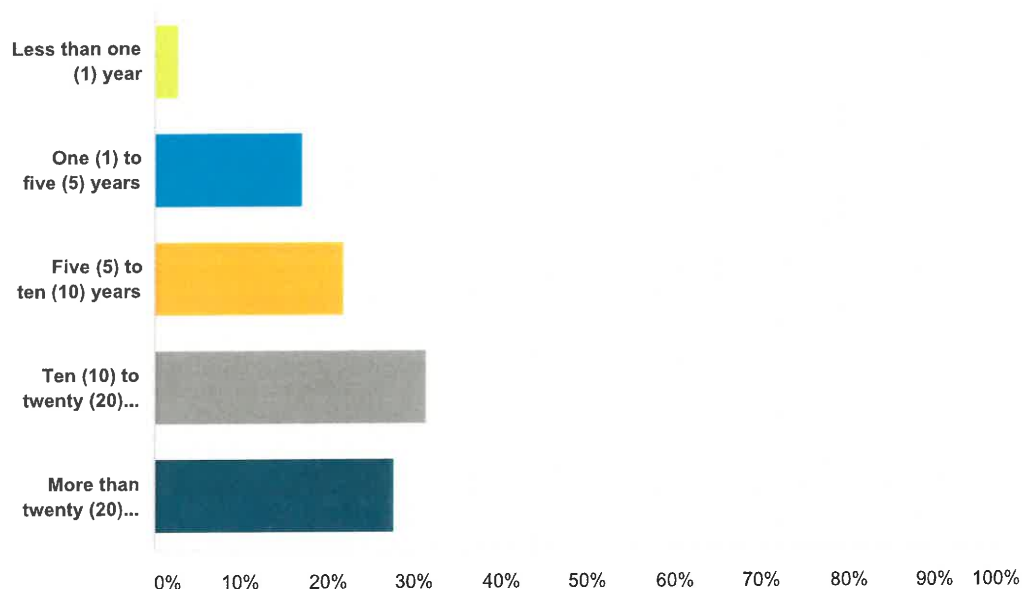
Answered: 191 Skipped: 0



Answer Choices	Responses	
Very Satisfied	19.90%	38
Satisfied	41.88%	80
Somewhat Satisfied	26.70%	51
Somewhat Dissatisfied	9.42%	18
Dissatisfied	1.05%	2
No Opinion	1.05%	2
<b>Total</b>		<b>191</b>

## Q16 How long have you been a resident of the City of Hercules?

Answered: 189 Skipped: 2



Answer Choices	Responses	
Less than one (1) year	2.65%	5
One (1) to five (5) years	16.93%	32
Five (5) to ten (10) years	21.69%	41
Ten (10) to twenty (20) years	31.22%	59
More than twenty (20) years	27.51%	52
<b>Total</b>		<b>189</b>