

## MEMBERS

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Concord Civic Center  
1950 Parkside Drive  
Concord, CA 94519  
[www.cityofconcord.org](http://www.cityofconcord.org)

## Special Meeting Homeless Strategic Plan Working Group

Thursday  
July 13, 2023

6:00 p.m.

Concord Senior Center  
2727 Parkside Circle  
Concord, CA 94519  
Wisteria Room

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**This meeting will be held in-person**

### **How to Submit Public Comments:**

**Written:** All comments received **before 3:00 pm the day of the meeting** will be posted on the City's website as "Correspondence" under the relevant agenda item and provided to the Committee members at the meeting. Please email your comments to [leng.power@cityofconcord.org](mailto:leng.power@cityofconcord.org).

## Special Meeting of the Homeless Strategic Plan Working Group

**AGENDIZED ITEMS** – The public is entitled to address the Working Group on items appearing on the agenda during the Working Group's consideration of that item. Each public comment will be limited to approximately three minutes.

1. **Opening Roll Call-** Introduction of Working Group members.
2. **Spotlight: Concord Police Chief, Mark Bustillos** – The Working Group will receive a presentation from Chief Mark Bustillos on public safety response as it relates to homelessness in the City of Concord.
3. **Strategic Plan Development:**
  - a. **Review City Council Comments on Background Report Presentation-**

Working Group to review comments and input provided by members of the Concord City Council as part of the Background Report presentation on June 27<sup>th</sup> 2023. Thurmond Consulting will summarize the proposed action on feedback pertaining to the Homeless Strategic Plan document.

- b. Surveys: Emerging Trends-** Working Group to review emerging trends in response to the three active surveys for Lived Experience, Service Providers, and Community.
- c. Process –** Working Group to review project timeline in reference to Vision and Goals and upcoming strategy development. This review will include proposed dates to return to City Council for adoption of Vision/Goals and review of draft Homeless Strategic Plan.
- d. Vision Statement and Goals-** Working Group will receive guidance on development of Vision and Goals presented by Thurmond Consulting. Thurmond Consulting will facilitate discussion among Working Group to draft the Vision statement and review process of Goal development.

#### **4. Adjournment**

#### **NOTICE TO THE PUBLIC**

*There is a 90-day limit for the filing of a challenge in the Superior Court to certain City administrative decisions and orders which require a hearing by law, the receipt of evidence, and the exercise of discretion. The 90-day limit begins on the date the decision is final (Code of Civil Procedure §1094.6). Further, if you challenge an action taken by the City Council in court, you may be limited by California law to raising only those issues you or someone else raised in the hearing or in a written correspondence delivered to the City Council prior to or at the hearing.*

*In accordance with the Americans with Disabilities Act and California Law, it is the policy of the City of Concord to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require a copy of a public hearing notice, or an agenda and/or agenda packet in an appropriate alternative format; or if you require other accommodation, please contact the ADA Coordinator Tianjun Cao at (925) 671-3243 or [Tianjun.cao@cityofconcord.org](mailto:Tianjun.cao@cityofconcord.org), at least 24 hours in advance of the meeting. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility.*



## Memo

**Date:** July 13, 2023

**To:** Homeless Strategic Plan Working Group

**Prepared by:** Leng Power, Community Services Manager  
[Leng.power@cityofconcord.org](mailto:Leng.power@cityofconcord.org)  
(925) 603-5838

**Subject:** **Homeless Strategic Plan Working Group Meeting No. 5:  
Concord Police Chief spotlight and Strategic Plan  
Development.**

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A special meeting of the Homeless Strategic Plan Working Group is scheduled for Thursday, July 13, 2023, 6 p.m., at the Concord Senior Center, Wisteria Room located at 2727 Parkside Circle.

The following items will be covered:

- As part of the ongoing effort to spotlight various aspects that impact the Homeless Response System, the Working Group will receive a presentation from Concord Police Chief, Mark Bustillos, on the Public Safety perspective of homelessness in the City of Concord.
- As part of the Strategic Plan Development Process, the working group will:
  - Review Council comments and feedback to the Background Report. The Thurmond Team will review summary of comments and feedback provided by City Council to the draft Background Report. Thurmond Consulting will discuss how feedback will be incorporated into Homeless Strategic Plan document.
  - Review emerging trends from Surveys. The Working Group will receive preliminary survey data including participation rates and an overview of trends from collected responses.
  - Review project timeline and activities in second phase of Homeless Strategic Plan development. Thurmond Consulting will review critical activities to accomplish in vision and goal development and key dates to return to City Council.

- Review methodology and approaches to development of vision statement and accompanying goals. Thurmond Consulting will facilitate a process for Working Group members to share ideas, concepts, and values that will shape the vision statement.

### **Attachments**

- Attachment 1: Strategic Plan Vision Statement Worksheet
- Attachment 2: Mission Statement for City of Concord



The intent of the following worksheet is to help you organize thoughts around what you would like to see reflected in a Vision statement for the Homeless Strategic Plan. Included is an example statement only for reference. Please feel free to write words, phrases or sentences that you would like to share with the working group and project team on July 13<sup>th</sup>. This document is to serve as a guide is not required to be completed

*The Purpose of these sheets is to envision the strategic plan **vision** and **goals**. At our next meeting, we will begin discussing the strategies for carrying out these goals*

Name: \_\_\_\_\_

Date: \_\_\_\_\_

# Strategic Plan Vision Statement

Please describe what you believe should be the Strategic Plan **Vision Statement**. This should be a statement that articulates the desired future state or ideal outcome related to homelessness.

**Example:**

*Our vision is to collaboratively eradicate unsheltered homelessness in the City of Concord, ensuring that every individual has a safe and stable place to call home.*

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## MISSION STATEMENT FOR THE ORGANIZATION

Our mission is to join with our community to make Concord a city of the highest quality. We do this by providing responsive, cost-effective, and innovative local government services.

## OUR VISION FOR THE FUTURE

- We will be a customer based, performance driven, results oriented organization, focused on finding the answer, solving the problem, and achieving positive outcomes.
- We will partner with the Concord community to maximize resources, deliver high quality services, and be recognized as setting the standard for excellence.
- We will be trustworthy guardians of the public's resources.
- We will make Concord a premier business location.
- We will collaborate to provide seamless services that benefit both our external and internal customers, streamlining our work processes and removing barriers wherever they arise.
- We will accept the challenge of change and be committed to continually enhancing the safety, environment, quality of life, and economic vitality of our community.
- We will constantly look for new and better ways to deliver services. We will seek to be innovative, take reasonable risks, learn from our mistakes and always strive for excellence.
- We will welcome diversity in our community and our work place.
- We will conduct our work in an atmosphere of trust, respect and courtesy with open doors and open communication for our customers and each other.
- We will provide ethical, dynamic and effective leadership, establish clear direction and priorities, and model the mission and values in support of our common Vision.
- We will be accountable for our performance and our organization's success, and be recognized for our achievements.

## ORGANIZATIONAL VALUES

- **Integrity and Trust** - We say what we mean and mean what we say. We honor our word and keep our commitments. We are worthy of the public's and each other's trust.
- **Commitment to Service** - We put our customers first. We respond to our internal customers and treat them with the same courtesy and respect as our external customers. We facilitate, enable, and problem-solve.

- **Partnerships** - We place a high value on building partnerships with members of our community to assure we understand their needs and continue to deliver the services they desire in the most effective manner possible.
- **Innovation and Continuous Improvement** - We strive for excellence in the quality and productivity of our work. We create a work environment in which we look for new solutions and experiment with innovative ways to do things - even if they don't always work the first time. We recognize the need to be dynamic in meeting the community's changing needs. Each and every employee is given the opportunity to develop and grow.
- **Performance Accountability** - We set measurable performance goals which support the priorities of the City and our individual work groups. We are given the necessary authority, training and resources to enable us to achieve these goals. Performance reviews are conducted in a timely and effective manner. Employee advancement and other incentives are based on performance. We are proud of the professionalism, competency and dedication that exist throughout the organization.
- **Long Range Planning** - We conduct long range strategic and financial planning to maximize service delivery and build the economic stability of the City. We practice sound fiscal management to protect the public's resources.
- **Team Work** - We respect each other as individuals, and we take the time and effort to show it. Although certain positions have more decision-making authority, we treat all members of the organization with the same consideration for their ideas and concerns. We really listen to, and give each other honest feedback. We recognize partnerships among work groups and employees as essential to effectively maximizing resources and delivering high quality services.
- **Individual Worth and Diversity** - We recognize and appreciate the uniqueness of each individual. We value the contribution made and the synergy created by different experiences and perspectives. We are committed to treating each and every person within the organization and the larger community with respect and dignity.

## CITY OF CONCORD CORPORATE GOALS

- **Goal 1** Continue to make Concord a desirable place to live, work, and raise a family.
- **Goal 2** Be responsive to the needs of Concord citizens, maintain a high level of customer satisfaction, and provide quality public information and outreach.
- **Goal 3** Promote and improve Concord as a premier location for existing, expanding and new businesses.
- **Goal 4** Ensure a balanced budget for a ten-year planning period with adequate reserves and with adequate replacement funds for buildings and equipment.
- **Goal 5** Preserve and enhance the livability of Concord's residential neighborhoods with opportunities for a broad range of housing options.
- **Goal 6** Offer an array of recreation, leisure and cultural events and programs to meet the needs of citizens of all ages with an emphasis on the well-being of youth.
- **Goal 7** Maintain a safe and efficient traffic circulation system.
- **Goal 8** Have Concord be among the safest cities of comparable size in California and have citizens feel safe in their homes, places of work, and throughout the City.
- **Goal 9** Maintain City parks, recreation facilities, streets, buildings, and other infrastructure to meet high standards of condition and appearance.



- **Goal 10** Guide Concord's development according to the General Plan and manage physical resources based on sound environmental principles.