

2021 Hanford City Council Strategic Planning Workshop Summary Report



Submitted by
Stan A. Carrizosa
February 21, 2021

2021 Hanford City Council Strategic Planning Workshop Summary Report

Introduction

On Friday, February 19, 2021, the Hanford City Council held their annual Strategic Planning Workshop at the Hanford City Offices, located at 319 N. Douty Street. In addition to all five (5) Council members, City staff executives were in attendance, including the City Manager, City Department Heads and select support staff.

The primary purpose of this annual workshop is to provide council members extended periods of time to discuss items of priority for the council, receive updates from staff, and explore ideas, interests, and future planning for the city. The meeting is an open meeting of the Hanford City Council held in public, with notice and agenda posted in accordance with the Ralph M. Brown Act.

The city enlisted the services of facilitator Stan A. Carrizosa to assist in preparing a meaningful agenda of topics for review, to facilitate a daylong workshop and prepare an executive summary for staff and council.

In preparation for the workshop, City Manager Mario Cifuentez met with senior managers and the group reviewed and discussed the progress currently being made on each of the five council-adopted Goals for 2020-21. The workshop was formatted to include an annual review of best practices for council/managers roles and responsibilities, a progress report on the current city Goals, and an opportunity to discuss the priorities going forward in preparation for the 2021-22 fiscal year.

Members of the public were invited to attend and were offered opportunities to provide public comment on items on the agenda and items of interest not on the agenda. Members of the public did attend and observe this workshop. Two opportunities were offered to receive public comment and no public comments were made.

The workshop began promptly at 9:00 a.m. There was a scheduled break for lunch at 12:30 p.m.. The workshop reconvened at 1:15 p.m. and was adjourned at 3:15 p.m. The council was able to address all items on the planned agenda and had an opportunity to raise additional items of individual interest. There was no action scheduled and no formal action was taken by the City Council at this workshop.

Hanford City Councilmembers in attendance at this workshop included: Mayor Francisco Ramirez, Vice-Mayor Diane Sharp, and Council members John Draxler Kalish Morrow. Council member Art Brieno was not in attendance. In attendance to support the Council's needs were City Manager Mario Cifuentez, City Clerk Natalie Corral, Acting Community Development Director Gabrielle Myers, Police Chief Parker Sever, Fire Chief Steve Pendergrass, Interim Finance Director Eric Frost, Public Works Director John Doyel, Parks and Community Services Director Brad Albert, and other management level employees.

Mayor Ramirez: Welcome & Introductions

Mayor Ramirez offered a welcome to all attendees and continued with a brief acknowledgement of appreciation for the staff and their efforts throughout the first half of the current year. He also thanked the public and community for their continued support and acknowledged the strong leadership and service of the city manager. This set the tone for a day of open, honest and positive discussion.

City Manager Cifuentez: Opening Remarks

The city manager provided opening remarks, which included expressing appreciation for the hard work of all staff and council. He presented a brief update on the major accomplishments as of the mid-year mark relative to the five selected annual Council-adopted Goals for 2020-21. He further acknowledged to unforeseen challenges posed by the pandemic and commended all staff and council for how well everyone has continued their work despite these challenges.

Workshop Purpose & Discussion Format

Facilitator Carrizosa presented a brief review of the process used to arrive at the day's agenda and a structured format for discussion and addressing items on the planned agenda. The agenda was organized into three sections including a review of governance standards and council roles and responsibilities, an update on the planning for the 2021-22 budget and fiscal year, and a review of the progress on the current-year goals. Mayor Ramirez would open the floor for public comment two different times during the workshop, once prior to the start of the morning agenda and a second time prior to the start of the afternoon agenda, with none of the few attendees choosing to speak.

City Council Member Roles & Responsibilities and Participatory Governance (Overview)

Facilitator Carrizosa presented a review of the core values embedded in participatory governance. All parties were reminded of the wide range of issues/expectations faced by city council and staff. Public officials must continually try to reconcile the reality of scarce resources and competing interests. As public officials they must have clear, transparent processes and systems for prioritizing resources and despite the inability to satisfy all parties in all matters, they strive to make decisions that serve the best interests of the majority. Public discussion can be uncomfortable when expressing differing opinions and beliefs but best practices for public discourse include a commitment to working as a team and having mutual respect for all perspectives.

Facilitator Carrizosa shared best practices from research in the area of Public Governance. Specifically, he reviewed the legal responsibility for council to govern as a whole body and their minimal authority to act as an individual.

Additionally, Carrizosa reviewed best practices for Communication Protocols between council members and the city manager and how council can best interact with city staff through their relationship with the city manager.

Facilitator Carrizosa reviewed the importance of creating and codifying clear systems, procedures and processes for city operations and how the regularly scheduled meetings and Study Sessions of the council can guide and monitor city operations and progress.

Council also discussed the importance of using relevant data and feedback strategies to inform their decision-making and how best to study an item and take public action to guide and support staff.

As a result of the discussion and review conducted by council of these important elements of good governance, it may be of interest to the council to consider formal action to adopt the "City of Hanford Professional Governance Standards."

A draft of such standards has been created in accordance with best practices outlined in The Journey to Good Governance, Associations Now; *Katha Kissman & Beth Gazely*, July, 2015, and are provided as Exhibits A, B, & C of this report for the Council's review and consideration:

Mid-year Progress Report on City of Hanford 2020-21 Goals

Facilitator Carrizosa led a "Roundtable" review of the current year goals. Each councilmember was stationed at their own table and provided note sheets for each of the five selected city goals.

Management staff members were paired off by division and each pair was assigned to start this activity stationed with one of the four council members at their respective roundtables. City manager Cifuentez had met previously with all senior managers and helped them prepare relevant informational updates on each of the five goals from their respective divisions.

Facilitator Carrizosa managed a timer that gave each management pair 15 minutes of time with each individual council member to engage in a more intimate and personalized exchange with council members. Managers were able to share details of their division's progress toward accomplishing the annual goals. The intent of the roundtable format was to provide a more personal setting for individual council members to ask questions and share feedback specific to their respective levels of knowledge and understanding of the goal areas.

Following four 15-minute rotations through the roundtables, facilitator Carrizosa reconvened the session and led a whole group debrief of the roundtable updates presented by staff.

It was important to remind everyone of the foundation set at last year's Planning Workshop, wherein clear distinctions were established between a major City-wide annual "Goal," and the more operational and measurable "Objectives," and "Planned Actions." A brief review of

these important distinctions from the previous year workshop included a review of the definitions of a Council Goal to be adopted by Council, the Measurable Objectives to be created by managers and Planned Actions to be created by staff.

A “Goal” is a broad, overarching statement that sets the ideals and expectations for staff to prepare measurable objectives and planned actions to achieve the desired outcomes.

Goals should reflect the majority interests of the Council.

Measurable objectives and planned actions developed by staff should be supported by relevant and reliable research and data and be supported by department resource allocation.

EXAMPLE(S)

Goal Statement: All parties interacting with the City of Hanford at all levels shall experience positive, efficient and effective customer service.

Measurable Objective: Customer Service/Interaction Survey – Summary reports to Council each June and January.

Planned Action #1: Staff at all levels will participate in relevant and position-appropriate professional development to enhance customer service.

Planned Action #2: Staff at all levels will implement and assess at least three strategies for enhanced customer service.

Crosswalk From 2020-21 to 2021-22

The whole group de-brief enabled council and staff to openly discuss the status of the current goals and their relative importance and relevance moving forward into the next fiscal year. The discussion of each goal resulted in a consensus among council as to the appropriate path to transition from the current year to an updated interpretation of these goals for 2021-22. Discussion notes and recommendations are included for each of the following goals reviewed:

1. Parks & Recreation

CURRENT YEAR GOAL STATEMENT

Council will review the Parks Master Plan and prioritize key elements to better coordinate and align park decisions to help to advance and achieve improved quality of living for all citizens.

Open discussion included a recap of the concerns from last year that led to the formation of this goal. Staff were reminded of council interests in enhancing park maintenance and

upkeep, increasing collaboration with local schools for increased joint-use agreements, and the need for more clear direction/priorities from council to help guide/direct staff in the allocation of limited resources.

All parties agree that good progress is being made and that this goal should continue into the next FY to allow for more progress and formal actions to be taken. It was further discussed that the goal should be updated to be less operational and more broadly express council desire to sustain a progressive, innovative and positive parks program.

SUGGESTED GOAL STATEMENT REVISION:

Council will review the Parks Master Plan as needed to ensure that formal decisions, actions and allocation of resources enhance and maximize the important role of parks in helping to achieve improved quality of living for all citizens.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measurable “objectives” set by division managers and the operational “planned actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

2. Property Management

CURRENT YEAR GOAL STATEMENT

Council will review all city-owned properties and take formal action as appropriate to ensure that property management decisions help to advance and achieve improved quality of living for all citizens.

Open discussion included a recap of the concerns from last year that led to the formation of this goal. Staff was reminded of council interests in approving a comprehensive property-management plan. This would enable council to manage the various properties with a clear understanding of both their individual and collective value/function to meet the city’s goals for the community. Council also expressed interest in standardizing policies for property agreements and if exceptions were to exist that an appropriate rationale be provided in writing and made clear and transparent to the public.

All parties agree that good progress is being made and that this goal should continue into the next FY to allow for more progress and formal actions to be taken. It was further discussed that the goal should be updated to be less operational and more broadly express council desire to sustain a clear, fair, and consistent property management plan.

SUGGESTED GOAL STATEMENT REVISION:

Council will review the Property Management Plan periodically to ensure that property management decisions, actions and allocation of resources help to advance and achieve improved quality of living for all citizens.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measurable “objectives” set by division managers and the operational “planned

actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

3. Public Outreach & Transparent Government

CURRENT YEAR GOAL STATEMENT

The City of Hanford and all of its citizens will be kept informed of important city matters through a well-aligned and multi-faceted system of public communications.

Open discussion included a recap of the concerns from last year that led to the formation of this goal. Staff was reminded of council interests in a more comprehensive system of public communications designed to be multi-faceted and conclude sources proven to be most effective in reaching a broad cross-section of the citizens including regular communications provided in English and Spanish. It was also acknowledged that the unexpected onset of the global pandemic forced the city into an expansion of its capacity for online, remote and virtual modes of communication and business. Many of these strategies are the silver linings from the pandemic crisis and provide new, innovative methods for communication and public outreach going forward.

This is one area where staff acknowledged that progress is still lacking. As the pandemic begins to wind down, staff is interested in conducting a simple survey of Hanford citizens to better assess their needs/desires relative to improved communications with the city.

All parties agree that this goal should continue into the next FY to allow for more progress and formal actions to be taken. It was further discussed that the goal should continue as stated with more attention given to measurable objectives and targeted planned actions.

SUGGESTED GOAL STATEMENT REVISION:

The City of Hanford and all of its citizens will be kept informed of important city matters through a well-aligned and multi-faceted system of public communications.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measurable “objectives” set by division managers and the operational “planned actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

EXAMPLE OBJECTIVE & PLANNED ACTION

1. Management Objective: *City staff will administer a simple public feedback survey designed to assess the residents’ most preferred and effective modes of public communications.*

Staff Planned Action: *Based on the city survey results, staff will consolidate and align current forms of communications with those most preferred by Hanford citizens.*

Staff Planned Action: *Once consolidated, aligned and/or newly implemented, all communication protocols will be codified into and public communications guide and widely circulated to inform all citizens of the avenues of communication available to them.*

4. Homelessness – Challenges & Opportunities

CURRENT YEAR GOAL STATEMENT

The City of Hanford will provide the best possible services and enforcements to preserve and enhance the health, safety and individual rights of all its citizens.

Open discussion included a recap of the concerns from last year that led to the formation of this goal. Staff shared an overview of the HART officers and their work to specifically monitor and address the needs of the homeless. Overall, the homeless population in Hanford is well-monitored and ongoing efforts by Hanford PD and other city services has resulted in a decrease of homeless in the downtown and retail hubs in Hanford. Evidence of homeless and their impact including graffiti, tents, shopping carts, blankets and personal items have all decreased in the downtown and retail hubs of the city. Discussion then shifted toward the broader potential for this goal statement to help drive annual efforts to improve services and enforcement across multiple city departments.

All parties agree that this goal should continue into the next FY to allow for more progress and formal actions to be taken. It was further discussed that the goal should continue as stated with attention given to measurable objectives and targeted planned actions in multiple departments citywide.

SUGGESTED GOAL STATEMENT REVISION:

The City of Hanford will provide the best possible services and enforcements to preserve and enhance the health, safety and individual rights of all its citizens.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measurable “objectives” set by division managers and the operational “planned actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

5. Customer Service

CURRENT YEAR GOAL STATEMENT

All parties interacting with the City of Hanford at all levels shall experience positive, efficient and effective customer service.

Open discussion included a recap of the concerns from last year that led to the formation of this goal. Staff intends to incorporate increased effectiveness and use of the city website as an element of improved customer services. Also discussed was the importance of ongoing and annual staff training in all aspects of excellent customer service, and a more formal and

consistent process for training and onboarding of newly elected councilmembers, planning commission, parks/rec commission and affiliate advisory groups to the city.

All parties agree that good progress is being made and that this goal should continue into the next FY to allow for more progress and formal actions to be taken. It was further discussed that the goal should continue as stated with attention given to measurable objectives and targeted planned actions in multiple departments citywide.

SUGGESTED GOAL STATEMENT REVISION:

All parties interacting with the City of Hanford at all levels shall experience positive, efficient and effective customer service.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measurable “objectives” set by division managers and the operational “planned actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

6. Bonus Round – Additional Individual Council Interests

During this final period of the workshop individual council members were invited to share other personal interests/topics that were not prioritized for workshop agenda. Below is a list of the topics raised by individual council members with the understanding that these topics may be revisited and/or incorporated into future plans and actions by council over the course of the 2021-22 Fiscal year.

Mayor Francisco Ramirez

1. “Night Life” Strategic Plan
2. Lighting for public play area
3. Downtown Speaker System
4. Incentivize Business to install security cameras
5. Electronic Message Board (stationed in a popular gathering area)
6. Consider enlisting a Grant-writer/Lobbyist

Vice Mayor Diane Sharp:

1. Establish Building Maintenance Reserve Fund
2. Establish a Risk Management Fund
3. Update policy/agreements for equitable application of taxes
4. Update/ re-emphasize expectations to build confidence /strength as a Council.

Council Member Kalish Morrow:

1. Mixed-use Commercial Zoning
2. Explore new and innovative tools for Downtown incentives
3. Explore resources like SCRUM/ AGILE to help w/ teambuilding
4. Expand community partnerships: NAS Lemoore

Council Member John Draxler

1. Promote Community Events – Website/Message Board
2. Security Cameras / cost-effective deterrent
3. Re-invigorate agency partnerships w/ HESD and HJUHSD

EXHIBIT A



PROFESSIONAL GOVERNANCE STANDARDS

The Individual Council Member

In California's public governance system, a councilmember is a person elected or appointed to serve on a city council. Individual council members bring unique skills, values and beliefs to their council. In order to govern effectively, individual council members must work with each other and the city manager to ensure a high quality of living for all Hanford citizens.

TO BE EFFECTIVE, AN INDIVIDUAL COUNCIL MEMBER:

1. Keeps ongoing oversight and monitoring of City-adopted Goals and objectives as the primary focus.
2. Values, supports and advocates for all citizens throughout the City of Hanford.
3. Recognizes and respects differences of perspective and style on the council and among staff, and the community.
4. Acts with dignity, and understands the implications of personal demeanor and behavior.
5. Keeps confidential matters confidential.
6. Participates in professional development and commits the time and energy necessary to be an informed and effective leader.
7. Understands the distinctions between council and staff roles, and refrains from performing management functions that are the responsibility of the city manager and staff.
8. Understands that authority rests with the council as a whole and not with individuals.

EXHIBIT B



PROFESSIONAL GOVERNANCE STANDARDS

The Council as a Governing Body

Councils, not individual council members, govern Cities. While understanding their separate roles, the council and city manager work together as a “governance team.” This team assumes collective responsibility for building unity and creating a positive organizational culture in order to govern effectively.

TO OPERATE EFFECTIVELY, THE COUNCIL MUST HAVE A UNITY OF PURPOSE AND:

1. Keep the city focused on quality of living for all Hanford citizens.
2. Communicate a common vision.
3. Operate openly, with trust and integrity.
4. Govern in a dignified and professional manner, treating everyone with civility and respect.
5. Govern within city-adopted policies, codes, ordinances and procedures.
6. Take collective responsibility for the council’s performance.
7. Periodically evaluate its own effectiveness.
8. Ensure opportunities for the diverse range of views in the community to inform council deliberations.

EXHIBIT C



PROFESSIONAL GOVERNANCE STANDARDS

The Council's Job

The primary responsibilities of the council are to set a direction for the city, provide a structure by establishing policies, ensure accountability and provide community leadership on behalf of the city and all its citizens. To fulfill these responsibilities, there are a number of specific jobs that effective councils must carry out.

EFFECTIVE COUNCILS:

1. Involve the community and staff in striving toward a common vision for the city focused on quality of living and responsive to the needs of all citizens.
2. Adopt, evaluate and update policies, codes and ordinances consistent with the law and the city's vision and goals.
3. Maintain accountability by adopting annual goals and monitoring progress through measurable objectives.
4. Hire and support the city manager so that the vision, goals and policies of the city can be implemented.
5. Conduct regular and timely evaluations of the city manager based on the goals and performance of the city, and ensure that the city manager holds city personnel accountable.
6. Adopt a fiscally responsible budget based on the city's vision and goals, and regularly monitor the fiscal health of the city.
7. Ensure that a safe, healthy and appropriate public environment is provided to all citizens.
8. Establish a framework for the city's collective bargaining process and adopt responsible agreements.
9. Provide community leadership on city issues and advocate on behalf of Hanford citizens at the local, state and federal levels.

EXHIBIT D

ANNUAL PERFORMANCE GOALS

All Division managers will develop up to three annual **Objectives** for each Council-adopted **Goal** for the current year. Managers will also confer with support staff and assist in development of up to three measurable **Planned Actions** to be implemented to help advance achievement of each Council-Adopted Goal.

Directors will meet in July/August with all staff under their supervision and assist them in creating and implementing Planned Actions for the year.

Directors will meet and review their Objectives/Planned Actions with the City Manager in July/August.

EXAMPLE GOAL STATEMENT:

The City of Hanford and all of its citizens will be kept informed of important city matters through a well-aligned and multi-faceted system of public communications.

Remember, the most important companion to a Council-adopted Annual Goal are the more specific and measureable “Objectives” set by division managers and the operational “Planned Actions” created by all support staff. These elements are implemented under the direction of the city manager and part of the management and staff annual performance reviews.

EXAMPLE OBJECTIVE & PLANNED ACTION

1. Management Objective: *City staff will administer a simple public feedback survey designed to assess the residents’ most preferred and effective modes of public communications.*

Staff Planned Action: *Based on the city survey results, staff will consolidate and align current forms of communications with those most preferred by Hanford citizens.*

Staff Planned Action: *Once consolidated, aligned and/or newly implemented, all communication protocols will be codified into and public communications guide and widely circulated to inform all citizens of the avenues of communication available to them.*

EXHIBIT E

ANNUAL PERFORMANCE GOALS PROCESS

DATE _____ (July/August)

NAME _____

TITLE _____

DEPARTMENT _____

COUNCIL-ADOPTED GOAL # 1

Council will review the Parks Master Plan as needed to ensure that formal decisions, actions and allocation of resources enhance and maximize the important role of parks in helping to achieve improved quality of living for all citizens.

DEPARTMENT OBJECTIVES – Must be stated clearly, measurable, achievable within the year. PLANNED ACTIONS must be specific operational actions to be implemented with projected timeline for completion.

1.

Planned Action # 1

Planned Action # 2

Planned Action # 3

2.

Planned Action # 1

Planned Action # 2

Planned Action # 3

3.

Planned Action # 1

Planned Action # 2

Planned Action # 3

COUNCIL-ADOPTED GOAL # 2

Council will review the Property Management Plan periodically to ensure that property management decisions, actions and allocation of resources help to advance and achieve improved quality of living for all citizens.

DEPARTMENT OBJECTIVES – Must be stated clearly, measurable, achievable within the year. **PLANNED ACTIONS** must be specific operational actions to be implemented with projected timeline for completion.

1.

Planned Action # 1

Planned Action # 2

Planned Action # 3

2.

Planned Action # 1

Planned Action # 2

Planned Action # 3

3.

Planned Action # 1

Planned Action # 2

Planned Action # 3

COUNCIL-ADOPTED GOAL # 3

The City of Hanford and all of its citizens will be kept informed of important city matters through a well-aligned and multi-faceted system of public communications.

DEPARTMENT OBJECTIVES – Must be stated clearly, measurable, achievable within the year. PLANNED ACTIONS must be specific operational actions to be implemented with projected timeline for completion.

1.

Planned Action # 1

Planned Action # 2

Planned Action # 3

2.

Planned Action # 1

Planned Action # 2

Planned Action # 3

3.

Planned Action # 1

Planned Action # 2

Planned Action # 3

COUNCIL-ADOPTED GOAL # 4

The City of Hanford and all of its citizens will be kept informed of important city matters through a well-aligned and multi-faceted system of public communications.

DEPARTMENT OBJECTIVES – Must be stated clearly, measurable, achievable within the year. PLANNED ACTIONS must be specific operational actions to be implemented with projected timeline for completion.

1.

Planned Action # 1

Planned Action # 2

Planned Action # 3

2.

Planned Action # 1

Planned Action # 2

Planned Action # 3

3.

Planned Action # 1

Planned Action # 2

Planned Action # 3

COUNCIL-ADOPTED GOAL #5

All parties interacting with the City of Hanford at all levels shall experience positive, efficient and effective customer service.

DEPARTMENT OBJECTIVES – Must be stated clearly, measurable, achievable within the year. PLANNED ACTIONS must be specific operational actions to be implemented with projected timeline for completion.

1.

Planned Action # 1

Planned Action # 2

Planned Action # 3

2.

Planned Action # 1

Planned Action # 2

Planned Action # 3

3.

Planned Action # 1

Planned Action # 2

Planned Action # 3