

The HSM Team

September 23, 2015

City of Sanger DETAILED STRATEGIC PLAN AND COMMUNITY OUTREACH PROGRAM

The following presents the HSM Team’s recommended approach in implementing the City’s strategic planning program in accordance with the key tasks and schedule approved by the Council on September 17, 2015. The primary goal of the Strategic Plan is to align City services to address important community goals with its budget and resources. As discussed in greater detail below, the results of this process will set the City’s course for the next five years in ensuring that its limited resources are allocated to the highest priority, most important things to accomplish for the community. Once completed in April 2016, the priorities and work programs set forth in the Strategic Plan will guide the preparation of the upcoming 2016-17 Budget.

The proposed program builds on successful goal-setting approaches used by other communities. In linking goals with resources, the proposed program consists of four key steps:

- ❶ **Goal-setting input**, including community outreach; status of current goals, plans, projects, programs and services; and the City’s fiscal condition and outlook.
- ❷ **Council goal-setting** in identifying the highest priority, most important things for the City to accomplish over the next five years.
- ❸ **Work programs** that clearly describe tasks, timeframes and required resources in achieving major City goals and incorporating these into the adopted Strategic Plan.
- ❹ **2016-17 Budget** that allocates the resources necessary to achieve Strategic Plan goals.



Detailed Strategic Plan and Community Outreach Program

The following details our recommended approach in implementing each of these four key steps.

PROPOSED PROGRAM

The chart provided in Attachment 1 presents an overview of the four steps in proposed strategic plan and budget process along with key dates, summarized as follows:

| What | When |
|--|---|
| ① Goal-Setting Input | |
| <ul style="list-style-type: none"> Community Outreach: Includes mailings and presentations to community groups, utility billing inserts, social media, display ads and news releases. Community Workshops: Two opportunities for community members to share their top priorities and discuss them with other community members. Council Meeting: Results of community outreach; status of current plans, projects, programs and services (“what’s on the plate now”); and fiscal outlook. | <p>October 2015 through February 2016</p> <p>Saturday, January 9, 2016 9:00 AM Location to be determined</p> <p>Tuesday, January 12, 2016 7:00 PM Location to be determined</p> <p>February 18, 2016 6:00 PM <i>Regular Council Meeting</i></p> |
| ② Council Goal-Setting | |
| <ul style="list-style-type: none"> Council Goal-Setting Workshop: Setting priorities for the next five years. | <p>Saturday, February 27, 2016 9:00 AM <i>Special Council Meeting</i></p> |
| ③ Major City Goal Work Programs/Strategic Plan | |
| <ul style="list-style-type: none"> Council Workshop: Review proposed Work Programs/Strategic Plan to achieve major City goals. | <p>April 28, 2016 <i>Special Council Meeting</i></p> |
| ④ 2013-15 Two-Year Budget | |
| <ul style="list-style-type: none"> Preliminary Budget distribution reflecting Strategic Plan priorities. Budget workshops/hearings leading to adoption by June 30, 2016. | <p>May through June 2016</p> |

The following further describes the key components of each step.

① Goal-Setting Input

Community Outreach

A wide variety of opportunities will be used to meaningfully engage the community in helping the Council answer the key question ahead of the City as it strives to align resources with goals:

What are the most important things for the City to focus on over the next five years?

Two community workshops are scheduled for early 2016. Prior to and in addition to those workshops, a variety of other outreach efforts will be pursued. During our visit on October 15 and 16, the HSM Team will meet with key staff to determine which combination of outreach techniques would be best for Sanger. Such outreach efforts will likely include:

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- **General Publicity.** Hand-outs, news releases and display ads.
- **Community Group Outreach.** Mailings and presentations to community organizations about the strategic plan process and encouraging participation in the surveys and workshops.
- **Advisory Bodies.** The City’s advisory bodies reflect a group of citizens who have already self-selected as being deeply interested in the City’s future. Accordingly, special efforts should be made to include them in the City’s outreach efforts.
- **Hand-Out/Utility Billing Insert.** This would be a one page hand-out/utility billing insert that concisely explains the process, advertises the community workshops and directly asks for ideas about priorities, with prepaid postage business-reply for mailing along with a description of other ways of providing priorities to the City. This would be inserted with the City’s utility bills beginning in November 2015 and distributed at community group presentations and other public places. While this needs to be customized to meet Sanger’s needs, Attachment 2 provides a sample hand-out/utility billing insert successfully used by the HSM Team with the City of Monrovia.
- **Social Media Outreach.** Provides opportunities to provide ideas about priorities through all of the City’s current social media methods, including its website, “Blackboard Connect,” Facebook and “Ask Sanger” mobile app.
- **Community Workshops: January 9 and 12, 2016.** Two opportunities will be provided for community members to participate in workshops that will solicit a range of ideas for the City's future and then set priorities among those ideas (one on a Saturday morning and another on a Tuesday evening). The HSM Team along with other City staff will serve as facilitators for the Community Workshops. The HSM Team will provide training session for staff facilitators prior to the first workshop.

While Council members are encouraged to attend the Community Workshops, their role is to actively listen and process the input in preparation for their “goal-setting workshop” to follow on February 27, 2016. No Council discussion or action will be taken at the Community Workshops. Council members should not participate in the group discussions or break-out sessions at these workshops (see below) as, in our experience, this often inhibits candid conversations and discourages others from voicing their own opinions.

As outlined in the Attachment 3, participants will be provided with background information about the strategic planning process and the purpose of the Community Workshops. At that time, it will be stressed that goal-setting and the strategic planning process are the start of the City’s start of the budget process, not the end; and that the Community Workshops, while an important part of the process, are one of many inputs that the Council will consider in setting goals for the next five years – and ultimately in adopting 2016-17 Budget.

Participants will be formed into small break-out groups to discuss the key question:

What are the most important things for the City to focus on over the next five years?

Participants will be randomly assigned to the break-out groups to encourage diversity of interests within each group. We also recommend that some of the small groups be facilitated in Spanish (see sidebar on engaging Hispanic community members).

Each break-out group will have one or two staff facilitators who will assist with the discussion; summarize ideas on flip charts; and concisely report-out the results of their group's discussion. The results will be summarized, combining ideas shared across groups where appropriate, and posted on the walls.

Each participant will then be provided with five dots to "vote" on their top priorities on the flip charts. ("Dot voting" is a common civic engagement process.) This will be followed by a "wrap-up" where the votes are counted and including an overview of how the results will be used by the Council in developing and setting strategic plan goals.

The HSM Team will summarize the results of both Community Workshops, which will be distributed to the Council and presented along with the other community input at the February 18, 2016 meeting.

What's Already on the City's Plate?

The City does not begin this process with a blank slate. Accordingly, City staff will present the status of current plans, key projects and programs at the February 18, 2016 Council meeting.

Fiscal Condition

Setting meaningful goals requires an understanding of where the City has been fiscally – and where it's headed. City staff will present an overview of the City's fiscal condition and its outlook at the February 18, 2016 Council meeting along with the status report and community outreach results summary.

🕒 Council Goal-Setting Workshop: Saturday, February 27, 2016

In order to efficiently and effectively set priorities, the HSM team uses a process whereby a certain amount of "homework" is done by Council members ahead of the actual workshop. As discussed in greater detail below, Council members will be asked to provide, individually, their proposed goals by Wednesday, February 24. The HSM Team will compile a composite listing of

Engaging the Hispanic Community

With 83% of the Sanger community identifying as Hispanic, it is likely that many will be more comfortable in engaging in community outreach if Spanish language opportunities are an integral part of the process.

Accordingly, we recommend providing written and presentation materials in both English and Spanish whenever possible; and that the Community Workshops provide Spanish-speaking options for participants.

The HSM Team will work closely City staff in developing Spanish language outreach strategies. HSM Team does not provide bi-lingual interpreters; however, we have worked successfully with staff in other communities where offering Spanish language options was important.

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these proposed goals organized by common topics, including suggested wording for consolidated goal statements where similar ideas have been proposed) and will distribute copies at the workshop.

Following a welcome from the Mayor and an overview of the process by the HSM Team facilitator, the Council will review the goals submitted by Council members to ensure clarity, completeness and understanding.

As outlined in Attachment 4, after this step, the HSM Team will prepare a final “menu” or “ballot” of proposed top goals that the Council members will then use in ranking priorities by assigning points. Based on successful approaches in other communities, we recommend the following ranking system:

- 4 Most important, highest priority goal for City to accomplish over the next five years
- 3 Important goal to achieve
- 2 Address if resources are available
- 1 Defer for consideration in the next Strategic Plan
- 0 Not a priority goal

Although the Council members will undoubtedly offer many worthwhile ideas, the purpose of the goal-setting process is to build consensus on the highest priorities. Thus, the total points available to individual Council members will be limited: about 2 points per candidate goal has worked very well in other cases. For example, if there are 15 goals on the “ballot”, then 30 points might be about right; if there are 25, then 50 might be appropriate. This approach requires Council members to really focus on what are the most important, highest priority goals; this will be critical when later developing the budget and allocating other City resources.

The HSM Team will summarize the results of the Council’s ranking during a break at the workshop; and return to report the results to the group. This summary will show the rankings provided by each Council member as well as the resulting ranking after totaling all scores.

Based on experience in other communities, it is likely that three priority “tiers” will emerge from the Council’s goal-setting process at the February 27 workshop (Attachment 5):

1. **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish over the next five years. As such, resources to accomplish them based on follow-up work programs (see below) should be a top priority for inclusion in the 2016-17 Budget. These draft work programs and Strategic Plan are scheduled for review by the Council at the April 28, 2016 workshop. If a “major city goal” is not included in the City Manager’s proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.
2. **Other Important Goals.** Goals in this category are important for the City to accomplish, and resources should be made available in the 2016-17 Budget if at all possible.
3. **Address as Resources Permit.** While it is desirable to achieve these goals over the next five years, doing so is subject to current resource availability.

Suggested guidelines for Council members during the goal-setting process are provided in Attachment 6.

Council Homework Assignment

Provided in Attachment 7 is the Council’s “homework assignment” for the February 27 workshop; this homework assignment will be distributed to the Council in mid-February. It requests that Council members prepare and submit **up to seven (7) proposed goals** for Major City Goals by Wednesday, February 24, 2016. The HSM Team will then compile a verbatim, composite list organized based on common topics, without identifying who submitted the particular statements. Where appropriate, the HSM Team will also provide suggested wording for a composite goal statement where similar ideas have been submitted. This list will be the basis for the “ballot” used by the Council members to rank suggested goals.

While the HSM Team will go over the instructions in detail later, we recommend that Council members refrain from releasing their personal lists so that each Council member has flexibility to review all of the submissions and discuss them at the goal-setting workshop before staking a position.

Major City Goal Criteria

Provided in Attachment 8 are suggested “criteria for major City goals” that have been used effectively used by other communities.

③ Major City Goal Work Programs and Strategic Plan

After the Council prioritizes its goals at the February 27 workshop, City staff will prepare detailed work programs for those that end up categorized as Major City Goals. Based on experience in other communities, it is essential that the Council reach consensus not only on the objective for Major City Goals, but also on the action plan and resources that will be needed to accomplish it.

In short, before the staff begins to build the Strategic Plan and Preliminary Budget around Major City Goals, it is essential to have a clear understanding of what the Council hopes to achieve over the over the next five years – and more specifically in the next year as part of the upcoming 2016-17 Budget. Accordingly, the purpose of each work programs is to:

- Define and scope the adopted goal.
- Ensure that there is a clear understanding of the goal so appropriate resources are allocated, and progress can be measured in achieving it.

Work programs translate Council goals programmatically into detailed action plans for how these will be accomplished including which departments are responsible for implementation, milestones with key task completion dates, and required resources. Accordingly, each work program should include:

Detailed Strategic Plan and Community Outreach Program

- Goal adopted by the Council
- Discussion
 - Workscope summary
 - Existing situation
 - Project work already completed
 - Constraints and challenges in achieving the goal
 - Stakeholders
 - Key assumptions
- Action plan: Key tasks and schedule
- Responsible department
- Financial and staff resources required to achieve the goal

While the work programs will cover up to the next five years, they will focus on key actions and resource requirements for the next two years.

While preparing the work programs is the responsibility of City staff, the HSM Team will provide training and tips on how to prepare meaningful work programs. This is scheduled for February 26 preceding the Council goal-setting workshop.

Summary. Work programs help measure progress—and the City’s success in accomplishing the goal—by clearly defining the specific actions the City plans to undertake in the near term to move toward their realization. In short, results can only be measured if the workscope was clearly defined to begin with.

However, allocating resources and adopting clear plans alone will not provide results: that comes from using those resources in implementing the plan. For that reason, ongoing reporting on the status of the “action plan” in concise but meaningful ways to the staff, Council and community is an essential component for success, too.

The draft major City goal work programs and Strategic Plan will be presented to the Council at a special workshop on April 28, 2016.

4 2016-17 Budget

One of the key uses of the Strategic Plan is to provide the foundation for preparing the 2016-17 Budget in linking resources with priorities. Following review of the Work Programs/Strategic

Sample Goal Work Program Template

| MAJOR CITY GOAL WORK PROGRAM | | | | |
|---|------------------|---------|--------------------------|---------|
| GOAL TITLE | | | | |
| OBJECTIVE | | | | |
| Action statement adopted by the Council. | | | | |
| DISCUSSION | | | | |
| Workscope summary, existing situation, work completed, constraints/challenges, stakeholders, key assumptions. | | | | |
| ACTION PLAN | | | | |
| Task | | Date | | |
| 1. | | | | |
| 2. | | | | |
| 3. | | | | |
| RESPONSIBLE DEPARTMENT | | | | |
| Who is the lead department in accomplishing the work program? | | | | |
| FINANCIAL AND STAFF RESOURCES REQUIRED TO ACHIEVE THE GOAL | | | | |
| 2013-15 Cost Summary | | | | |
| | Operating Budget | | Capital Improvement Plan | |
| | 2013-14 | 2014-15 | 2013-14 | 2014-15 |
| Cost Item | | | | |
| Cost Item | | | | |
| Cost Item | | | | |
| Total | 50 | 50 | 50 | 50 |
| 2013-15 Funding Source | | | | |
| | Operating Budget | | Capital Improvement Plan | |
| | 2013-14 | 2014-15 | 2013-14 | 2014-15 |
| Funding Source | | | | |
| Funding Source | | | | |
| Funding Source | | | | |
| Total | 50 | 50 | 50 | 50 |
| Discuss "one-year" resource requirements | | | | |

Detailed Strategic Plan and Community Outreach Program

Plan on April 28, staff will finalize and issue the Preliminary Budget in May 2016. This will be followed by budget workshops and hearings, leading to Council adoption of the Budget by June 30, 2016 (we recommend formal adoption of the Work Programs/Strategic Plan as part of Budget approval). Accordingly, while there is a clear “hand off” to the staff from the Council on February 27, opportunities for further public comment will be available until the Budget is formally adopted in June.

SUMMARY

By aligning City service priorities with resources, the Strategic Plan will set the City’s course for the next five years. The priorities set in the Strategic Plan will in turn drive preparation of the 2016-17 Budget.

While Council goal-setting and adoption of the Strategic Plan is an important step in the City’s budget process, it is important to stress just this fact—it is the beginning of the budget process, not the end. Setting goals is *not* adoption of the budget. That will not occur until June 2016, following issuance of the Preliminary Budget and subsequent budget workshops and hearings. However, the Strategic Plan will lay an essential foundation in linking goals with resources, which is the fundamental purpose of the budget process.

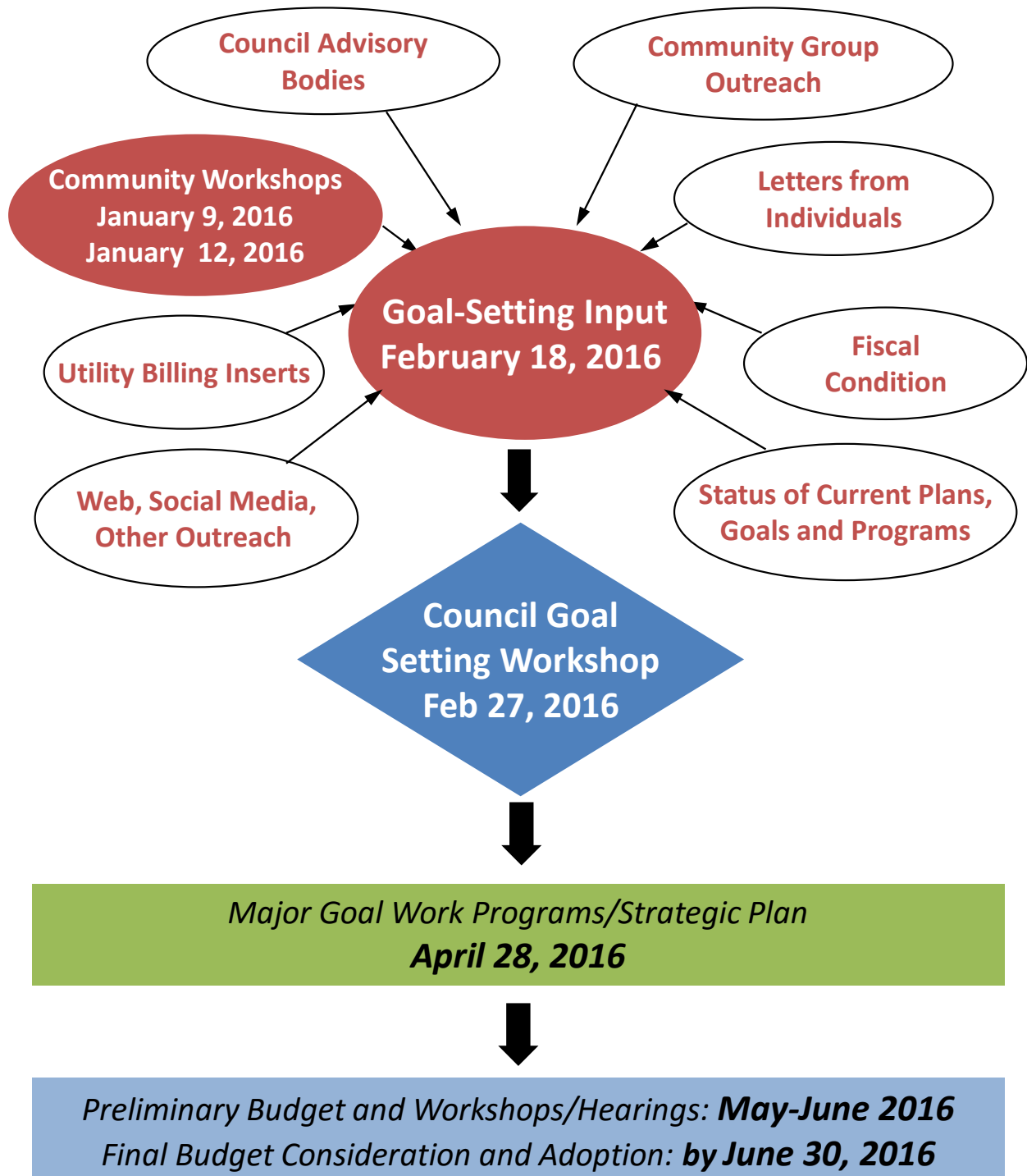
ATTACHMENTS

1. Overview of the Strategic Plan and Budget Process
2. Hand-Out/Utility Billing Insert
3. Outline for Community Workshops Forum (December 11, 2012 and January 12, 2013)
4. Outline for Council Goal-Setting Workshop (February 9, 2013)
5. Likely Goal Categories
6. Guidelines for Council Members During the Goal-Setting Process
7. Sample Form for Council Members to Submit Proposed Goals
8. Criteria for Major City Goals

ATTACHMENT 1




Strategic Plan and Budget Process



ATTACHMENT 2: SAMPLE HAND-OUT/UTILITY BILLING INSERT

What are the MOST IMPORTANT things the City should focus on over the next 5 years?

Based on your Monrovia experience, we want your opinion on how to prioritize our programs and services.



PLAN Monrovia

What are the most important things the City should focus on over the next 5 years?

Log on to join the conversation:
www.PlanMonrovia.org

Text in your answers:
(626) 219-0845
(text messaging rates apply)

E-mail with questions, comments, and more:
PlanMonrovia@ci.monrovia.ca.us

Phone in answers, ideas, and suggestions:
(626) 932-5555 x1402

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MONROVIA

RESIDENTS STUDENTS EMPLOYEES ENTREPRENEURS VISITORS
MONROVIANS

ATTACHMENT 2: SAMPLE HAND-OUT/UTILITY BILLING INSERT

Community-wide Strategic Planning

envision local.

Community Workshops

Tuesday, December 11, 7-9p.m.
Community Center
119 W. Palm Ave, Monrovia, CA

Saturday, January 12 9-11a.m.
Calvary Chapel
123 W. Pomona Ave,
Monrovia, CA

PlanMonrovia@ci.monrovia.ca.us

Strategic Planning:
The City of Monrovia is setting a course for the next five years to ensure that our limited resources are allocated to the highest priority for the community.

Before handing off goal-setting to the Council in February 2013, an essential part of this process is listen closely to what our community believes are our top priorities.

The strategic planning process helps our City Council answer the question: *What are the most important things the City should focus on over the next 5 years?*

Discuss what you value about Monrovia with other community members! It's a chance not only to provide your own input but also to see how your ideas fit in a broader community context.

| | | |
|---|--|---|
| Community Outreach November 2012 - January 2013 | City Council Review February - April 2013. | Moving Forward 2013-2015 Budget |
|---|--|---|

www.PlanMonrovia.org

Business Reply Mail
1st - Class Mail
Permit No: 653
Monrovia, CA

Postage will be paid by
Address to:

PLAN MONROVIA
415 S. Ivy Avenue
Monrovia, CA 91016

Please mail and return by January 12, 2013

ATTACHMENT 3

Community Workshops
Saturday Morning, January 9 or Tuesday Evening, January 12, 2016

Light Refreshments

Welcome from Mayor

Strategic Plan and Workshop Overview: City Manager and Facilitator

Break-Out Groups

- Community members form into small break-out groups to discuss: *what are the most important things for the City to focus on over the next five years?*
- Participants will be randomly assigned groups based on color-coded name tags, with Spanish-speaking group option.
- Small group facilitator assists with discussion and summarizes ideas on flip chart. When possible, group reaches consensus on up to five top priorities.

Reporting-Out

- Small group facilitator briefly reports-out the results of their group's discussion
- Flip chart summaries posted on walls; small group facilitators organize by similar themes.

Participants Vote on Top Priorities with Dots

- Each participant provided with five dots to "vote" on their top priorities on the flip charts

Wrap-Up: Where to From Here?

Preparation

- Hold facilitation training workshop for City staff (Friday, January 8, 2016)

ATTACHMENT 4

Council Goal-Setting Workshop
Saturday, February 27, 2016, 9:00 AM

Light Refreshments

Welcome from Mayor

Purpose, Process and Guidelines: Facilitator

Review Consolidated Goals by Category: Facilitator/Council

Finalize Candidate Goals

Break while consultants create the “ballot” of candidate goals for ranking by Council

Each Council Member Ranks the Goals on the “Ballot”

- 4 Most important, highest priority for City to achieve over the next five years
- 3 Important goal to achieve
- 2 Address if resources are available
- 1 Defer to next Strategic Plan process for consideration
- 0 Not a priority goal

Total points: Target of 2 points per candidate goal
(For example, if 20 candidate goals, 40 points total)

Break while consultants tabulate the results

Review and Identify Major City Goals

Public Comment: What else should the Council consider before budget adoption?

Wrap-Up: Where to From Here?

Preparation

- Council members prepare up to 7 candidate goals and present to staff by Wednesday, February 24
- HSM Team with staff review compile list of Council candidate goals by “theme;” including suggested wording for “composite” goal statement where there are similar ideas; and distributes copies at the workshop
- Consultants prepare a template for Council ballot sheet

ATTACHMENT 5

Likely Goal Categories

Based on experience in other communities, it is likely that three priority “tiers” will emerge from the Council’s goal-process at the February 27, 2016 workshop:

- **Major City Goals.** These represent the most important, highest priority goals for the City to accomplish over the next two to five years. As such, resources to begin accomplishing them based on follow-up work programs should be a priority for inclusion in the 2016-17 Budget. These Work Programs/Strategic Plan will be reviewed by the Council at the April 28, 2016 workshop. If a “major city goal” is not included in the City Manager’s proposed Preliminary Budget, compelling reasons and justification must be provided as to why resources could not be made available to achieve this goal.
- **Other Important Goals.** Goals in this category are important for the City to accomplish, and resources should be made available in the 2016-17 Budget if at all possible.
- **Address as Resources Permit.** While it is desirable to achieve these goals over the next five years, doing so is subject to current resource availability.

ATTACHMENT 6

**Suggested Guidelines for Council Members
During the Goal-Setting Process**

1. Encourage community groups and citizens to submit written comments about desired goals.
2. Invite citizens to participate in Community Workshops and to listen and learn from their neighbors.
3. Receive comments from community and acknowledge their input without prematurely expressing your point of view.
4. Assure the community that you are willing to listen openly to all perspectives.
5. Focus your submission of suggested goals on a short list of key priorities to target City resources (*not to exceed seven candidates*).
6. Avoid publicizing your submission of suggested goals. Let the HSM Team compile your submissions verbatim into a composite list of goals by category without identification of who made each suggestion. This enables you to see the whole picture.
7. Give yourself flexibility by not publicly staking positions in advance of the February 27, 2016 Council Goal-Setting Workshop.
8. Use this process as a way to learn from citizens and Council colleagues about what's important.
9. Explore areas where the Council can come together for positive action.
10. Recognize that this is an important step, but only the first step, in the budget process for 2016-17.

ATTACHMENT 7

Council Member Proposed Major City Goals

Please prepare up to seven proposed Major City Goals (the most important, highest priority things for the City to accomplish over the next five years) and submit them by Wednesday, February 24, 2016. The HSM Team will then compile a verbatim, composite list by topic without identifying who submitted the particular statements; and where appropriate, suggest wording for composite goal statements where similar ideas have been submitted. These will be distributed at the workshop on Saturday, February 27 and form the foundation for setting goals and establishing priorities.

Please refrain from releasing your personal list so that each Council member has flexibility to review all of the submissions and discuss them at the Council Goal-Setting Workshop before staking a position. An electronic version of this form will be provided to you.

| |
|----------|
| 1 |
| 2 |
| 3 |
| 4 |
| 5 |
| 6 |
| 7 |

ATTACHMENT 8

Criteria for Major City Goals

1. Be legitimate to our genuine beliefs (real, supported).
2. Agreed upon by a Council majority.
3. Focused in number for comprehension, communication and focus.
4. Be clear and understandable.
5. Established as a high priority and a real commitment.
6. Reflect major goals that cannot be achieved without Council support.
7. Translated into the objectives of employees at all levels of the organization.
8. Created within a supportive atmosphere where participants are not afraid to state their suggestions for improving goals or objectives.
9. Reflect genuine consensus: while unanimous agreement is not required, the resulting major city goals should reflect strong Council commitment to these as top priorities for the coming year.