

The City of Hanford
CALIFORNIA



City Council Meeting Agenda

May 18, 2021
7:00 PM – Regular Meeting
Council Chambers
400 N. Douty St.

Council Members will meet in-person in the Council Chambers. Due to social distancing restrictions, there will be a limited number of audience seats. The meeting will also be lived streamed on the City's website: <http://livestream.hanford.city/>

4:00 PM CALL TO ORDER STUDY AND CLOSED SESSION:

ROLL CALL BY THE CITY CLERK :

PUBLIC COMMENT :

*Comments from the public are limited to items on the agenda (GC 54954.3a). A maximum of **three minutes** is allowed for each speaker. Please begin your comments by stating your name and providing your city of residence.*

STUDY SESSION:

- A. Presentation by the Kings County Human Services Agency on the Project Home Key Application
- B. Receive a presentation on the outlook for the 2021/2022 and 2022/2023 fiscal year budget development for the City's General Fund and other key areas of consideration
- C. Presentation of the 2020 Parks and Recreation Master Plan for Council Review and Comment

CLOSED SESSION FOR DISCUSSION OF THE FOLLOWING:

A. CONFERENCE WITH LEGAL COUNSEL-REAL PROPERTY NEGOTIATIONS
(GC54956.8):

Property: Bastille
APN: 010-265-001
Agency Negotiators: Mario Cifuentez and Ty Mizote
Negotiating Party: Jerry Irons and Greg Enloe

Property: 109 E. Eighth Street
APN: 012-041-017-000
Agency Negotiators: Mario Cifuentez and Ty Mizote
Negotiating Party: Carnegie Museum of Kings County (CMKC)

B. CONFERENCE WITH LEGAL COUNSEL-ANTICIPATED LITIGATION (GC54956.9 (d)(2)):

Settlement demand received on January 21, 2021 for excessive force and wrongful arrest of Nathan Rodriguez.

C. CONFERENCE WITH LEGAL COUNSEL-PUBLIC EMPLOYEE PERFORMANCE
EVALUATION (GC 54957(b)(1)):

Title: City Manager

7:00 PM CALL TO ORDER REGULAR SESSION:

ROLL CALL:

INVOCATION:

FLAG SALUTE:

RECOGNITIONS/PROCLAMATIONS:

Police Department staff recognition:

Sergeant Chris Barker
Corporal Ryan Tomey
Officer Victor Medina
Officer Brandon Pontecorvo

CLOSED SESSION ACTION REPORT :

STAFF COMMUNICATIONS:

COUNCIL REPORTS/COMMENTS:

PUBLIC COMMENT:

This is the time for citizens to comment on subject matters not on the agenda and that are within the jurisdiction of the Hanford City Council. This is also the public's opportunity to request an item from the Consent Calendar be pulled for discussion purposes or to comment on any item on the agenda.

*Comments related to Public Hearing items will be heard at the time the item is discussed. A maximum of **three minutes** is allowed for each speaker. Please begin your comments by stating your name and providing your city of residence.*

CONSENT CALENDAR:

Consent Calendar items are considered routine and will be enacted in one motion. There will be no separate discussion of these matters unless a request is made and then the item will be removed from the Consent Calendar to be discussed and voted upon by a separate motion.

- A. PROCEDURAL WAIVER: Waive reading in full of resolutions and ordinances and approval and adoption of same by reading title the only.
- B. City Clerk: Approval of the Minutes of the March 2, 2021 Meeting
- C. City Clerk: Appointment of Paul Rodarmal to fill an unscheduled vacancy on the Parks and Recreation Commission.
- D. Administration: Authorization to award a contract to Koff & Associates of Berkeley, California, for an amount not to exceed \$59,520, for the preparation and submittal of a total compensation study for the City of Hanford
- E. Community Development: Adopt Resolution 21-19-R Supporting an application for funding from the California Department of Housing and Community Development (HCD) State of California's 2020 Community Development Block Grant program Corona Virus Response (CDBG-CV2)
- F. Public Works: Authorization to Advertise the FY18/19 CDBG Pedestrian and Safety Lighting Improvements Project (Scott Street at Phillips Street)

GENERAL BUSINESS:

- A. Community Development: Historic Resources Permit 2021-01: a request to replace the existing ceramic tile with red brick and the existing aluminum window frame with a dark brown vinyl frame. The property is designated as a contributing building within the Historic Overlay Zone. The project is located at 119 N. Douth St. (APN 012-046-018).
- B. Public Works: Authorization to Advertise for bids for the Lacey Pickleball Court Project
- C. Public Works: Approval of Resolution 21-18-R identifying a "Project List" for RMRA gas tax funding for Fiscal Year 2021/22.

COUNCIL FUTURE AGENDA ITEMS:

Council Future Agenda Items

Upcoming Important Dates

May 21: City Council Member application closes at 5:00 p.m.

May 27: Special Meeting - City Council Candidate recommendations by the Council

May 31: Holiday-City offices closed

June 1: City Council Meeting

June 3 Special Meeting City Council Candidate Interviews
June 5: Food Truck Take Over - Civic Park 5:30 pm – 9:00 pm
June 8: Tentative Special Meeting Budget Presentation
June 15: City Council Meeting
June 29: Tentative Special Meeting Budget Adoption

ADJOURNMENT:

Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available to public inspection in the City Clerk's Office located at 319 N. Douty Street, Hanford, California 93230, during normal business hours. Such agendas are also available at the city's website, www.cityofhanfordca.com subject to staff's ability to post the agenda before the meeting.

If you need a disability-related modification or accommodation, including auxiliary aids or services, to participate in this meeting, please contact the City Clerk's office, 559-585-2515, 319 N. Douty Street, Hanford, California 93230, at least 2 days prior to the meeting {28 CFR 35.102.35.104 ADA Title II}



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: B
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SUBJECT:

Finance: Receive a presentation on the outlook for the 2021/2022 and 2022/2023 fiscal year budget development for the City's General Fund and other key areas of consideration

RECOMMENDATION:

Staff recommends that City Council receive a presentation on the outlook for the 2021/2022 and 2022/2023 fiscal years budget development and provide input to staff as desired.

BACKGROUND:

The City has an existing 2020/2021 fiscal year budget of approximately \$32 million in the General Fund, \$26 million for Enterprise Funds, \$9 million for Special Revenue Funds and \$10 million for Capital Projects. For the City of Hanford, the COVID-19 Pandemic has brought about fiscal challenges to the City over the past 2020/2021 fiscal year due to uncertainty and a reduction in some revenues. At the time of this report, a draft budget for fiscal years 2021/2022 and 2022/2023 shows the City faces a potential General Fund deficit of \$800,000 in the first year and balanced in the next. Staff will continue work on presenting a balanced budget to City Council for consideration in June 2021. Today is intended to highlight some areas of interest in the budget development and seek input from City Council.

The City Council on November 17, 2020 adopted Resolution 20-29-R to take a proactive approach to maintaining the fiscal health of the City. The policy states the following:

- SECTION 1. Require that the City Manager present to the City Council a balanced budget proposal with each budget cycle defined as:

A balanced budget will be defined as total General Fund revenues and transfers-in being equal to or more than total General Fund expenditures and transfers-out less one-time capital expenditures and/or transfers out if supported by available fund balance.

- SECTION 2. Unless authorized by City Council, the budget shall maintain a minimum of 15% of General Fund revenues as an emergency reserve for unforeseen fiscal emergencies.
- SECTION 3. At times, after careful deliberation, the Council may set-aside either of these policies and shall state why the policy is being set-aside.

Two main actions are required for a budget:

- 1) The City Manager must present a balanced budget to Council for their consideration when budgets are to be adopted; and,
- 2) The Council has directed that 15% of the City's General Fund revenues annually be set-aside as an emergency reserve. This number is currently about \$5 million and the City currently is projected to meet this requirement.

If these policies are consistently followed, the City should be able to avoid the financial stress sometimes experienced by cities with less fiscal discipline.

For the upcoming two-year budget for fiscal years 2021/2022 and 2022/2023 the General Fund is projected to have approximately a \$32-33 million operating budget in addition to approximately \$2.5 million in capital projects. Staff continues work on developing a budget that aligns with policy established by City Council. Council's input today will be taken to provide a financially stable budget in order to present a budget that is balanced and sustains the City's needs in accordance with Resolution 20-29-R.

Current Financial Outlook

As discussed, the City's major revenues overall are exceeding budget expectations, though some revenues are below past years (Occupancy Tax & Recreation). Revenue forecasts were rolled back this last budget year 2020/2021 in expectation that COVID-19 would dramatically shrink the City's revenues. However, some major revenues have exceeded budget expectations, see Table 1 - Major Revenue Trends.

Despite increases to some of the City's major revenues, and continued work by Council and staff to decrease and defer replacement and maintenance costs, some costs will continue to increase and should be planned for such as CalPERS, Insurance and Risk Costs. In addition, costs for vehicle and equipment replacement were deferred in 2020/2021. Deferral of expenses should not continue in order for the City to maintain adequate funding for replacements for Public Safety, Public Works, Community Services and other essential services.

Table 1
Major Revenue Trends

City of Hanford							
Major Revenue Trends							
All Amounts in Thousands							
				Budget			
				FY 20.21	FY 21.22	FY 22.23	Trend
Property Tax		0001 400000		5,400	5,510	5,675	2.0%
VLF Property Tax		0001 400020		5,250	5,708	5,822	8.7%
Sales Tax		0001 412000		11,535	14,090	14,640	22.1%
TOT		0001 416100		400	490	530	22.5%
Constructin Permits		14120000 421000		850	900	900	5.9%
Water	Res	20810000 490010		6,900	7,400	7,548	7.2%
	Bus	20810000 490020		1,525	1,525	1,525	0.0%
Sewer		20710000 490110		5,435	5,450	5,559	0.3%
Refuse		20310000 490300		8,150	8,225	8,390	0.9%
Storm Drain		20610000 490200		1,420	1,420	1,448	0.0%
		Total		46,865	50,718	52,037	8.2%
		General Fund		23,435	26,698	27,567	13.9%
		Enterprises		23,430	24,020	24,470	2.5%

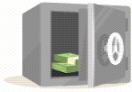
State of California Auditor Report - "Fiscal Health of California Cities"

The State Auditor maintains a high-risk local government agency audit program (local high-risk program) to identify local government agencies that are at high risk for the potential of waste, fraud, abuse, or mismanagement, or that have major challenges associated with their economy, efficiency, or effectiveness. In 2019, the Auditor launched an online dashboard that ranks California cities financial health in several areas to determine whether a city is at risk of fiscal distress (Figure 1 - Fiscal Distress Measurements). The dashboard allows users to view individual city rankings and ratings, which are scored using a stop-light indicator rating system. This system rates cities based on their risk of experiencing fiscal distress with red being high risk, yellow being moderate risk, and green being low risk.

Figure 1 **Fiscal Distress Measurements**

Could Your City Be In Fiscal Distress?

The State Auditor is looking at these factors in California cities...



FINANCIAL RESERVES

Does the city have sufficient financial reserves to cover unexpected costs or shortfalls in revenue?



DEBT BURDEN

How is the city's level of debt compared to its income?



CASH POSITION/LIQUIDITY

Is the city able to pay its bills in the coming fiscal year?



REVENUE TRENDS

Is the city's revenue going down over time?



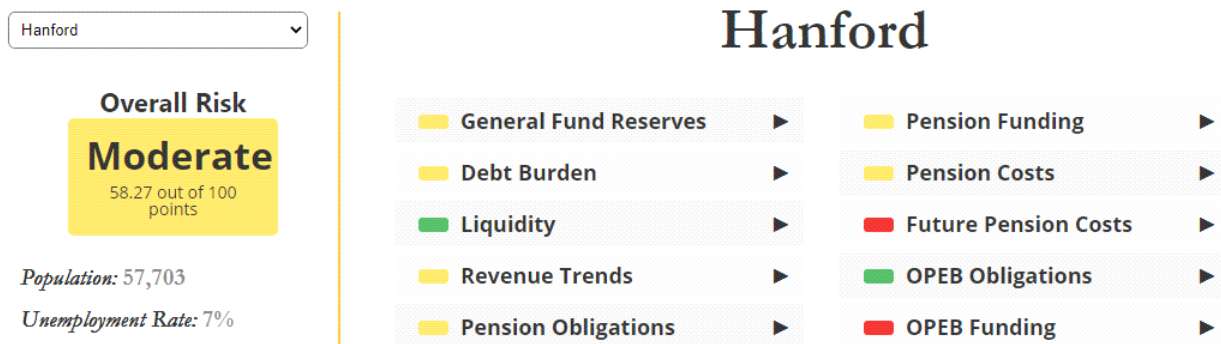
RETIREMENT OBLIGATIONS

Does the city have the ability to pay for retirement benefits it promised its employees?

The City of Hanford has been ranked based on audited financial statements through 2018/2019. The following shows the rankings by the Auditor's Office (Figure 2 - Hanford's Financial Indicator Rankings). Overall, the City is in a Moderate risk ranking, with Low Risk in Liquidity (has cash on hand) and High Risk in Future Pension and Other Post Employment Benefit Costs. By Council establishing financial policies such as Resolution 20-29-R, the City is in a position to continue to improve its financial condition to handle times of fiscal distress from unexpected fiscal impacts and emergencies.

Figure 2

Hanford's Financial Indicator Rankings (2018/2019)



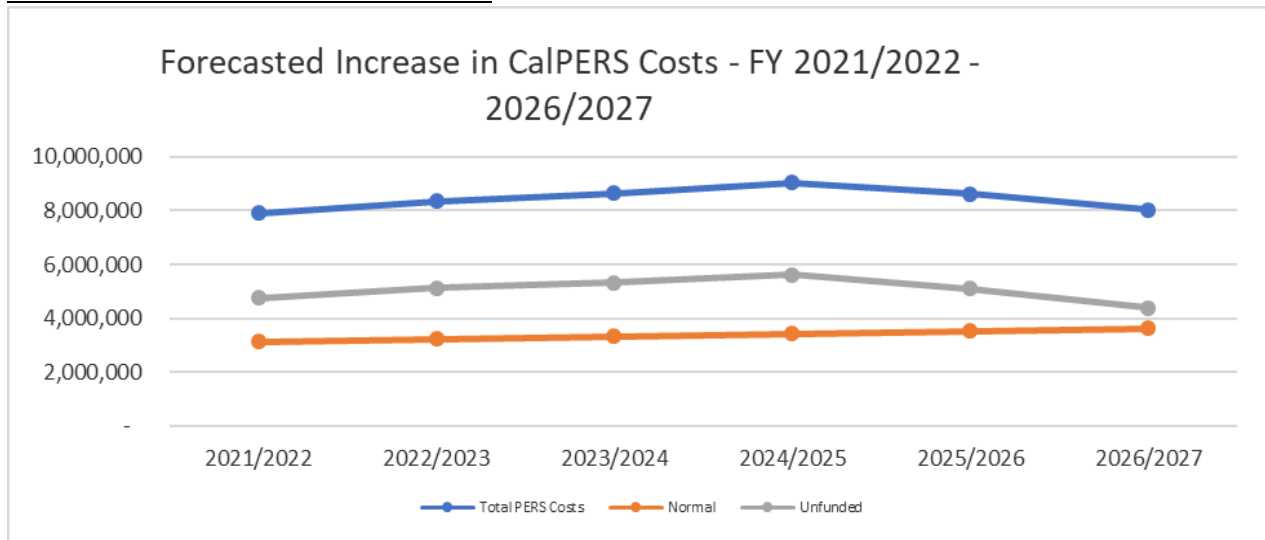
As can be seen, the areas of moderate and high-risk ranking relate to how the City Council may adopt a Budget that is balanced and is conservative towards debt and fixed expenditures such as personnel. One way to improve financial conditions would be to hold to existing policies and add financial policies that will promote increased reserves, insure revenues are adequate to cover costs and continue cautious implementation of new spending.

Retirement Costs

Retirement Costs to CalPERS represent one of the City's largest personnel expenses and the CalPERS system's Unfunded Accrued Liability (UAL) represents one of the largest fixed expenditure increases for the City at approximately a \$400,000 annual increase over the next four years until the 2024/2025 fiscal year at a peak of approximately \$5.6 million for the City's UAL costs and a total of just over \$9 million in City CalPERS costs including the normal employer contribution as shown in Table 2, Hanford's Forecasted CalPERS Costs.

Based on the current CalPERS assumed rate of return of 7% these projections may hold. However, there are ongoing discussions by CalPERS to lower the assumed rate of return. If that were to happen, the UAL contribution paid by the City could increase. This needs to be kept in mind for future consideration of implementing fixed expenditure increases to the City's budget (personnel or other fixed costs that are not easy to reduce if needed).

Table 2
Hanford's Forecasted CalPERS Costs



Risk/Insurance Costs

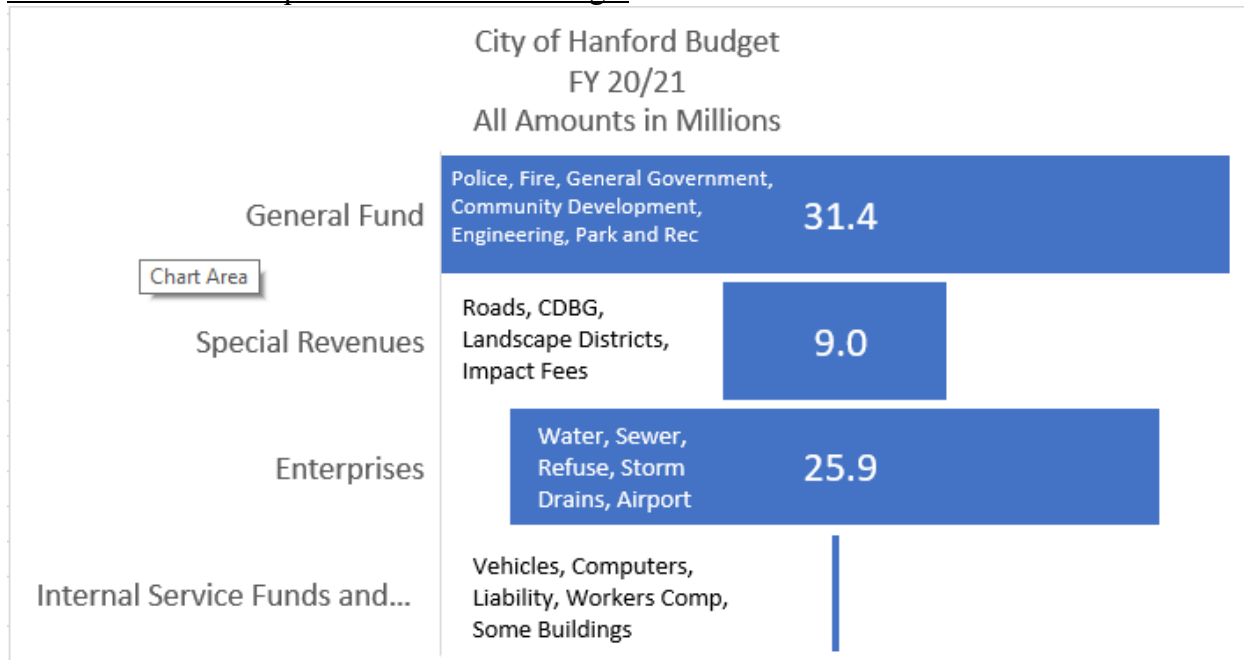
Risk management claims can take a long time to develop and eventually be paid. For example, Worker's Compensation claims typically will cover the life of an individual unless special arrangements are agreed to. In looking at the City's risk funds, they need to be adjusted based upon past actuarial reports and emerging claims. Also, the City has a self-funded Health Insurance Program that is required to have a set aside available for fixed and variable costs. Finance has created a Medical Fund to track costs and liabilities. The costs in this area may leave the City needing to fund some \$5 to \$6 million into the risk/insurance funds over time. Most of this money will come from the General Fund, Finance is working to include funding for those needs into cost allocations charged to all Funds and the Departments they support. This will continue to be analyzed over time and Council will be presented with those considerations factored into future budget/financial discussions.

Budget Financial Structure

As a reminder, City revenues are organized within funds in order to account for the use of certain funds. For example, when the City receives gas tax revenues, the City is required to show that it spent those funds on roads. As a result, over one half of the City's funding has restrictions, the following outlines how a fund's resources may be used.

The general grouping of the City's over 100 active funds is shown in Table 3, Hanford's Fund Groups. Staff anticipates the Fiscal Year 2021/2022 budget to mirror (with some modifications and only modest increases) the 2020/2021 Budget shown below.

Table 3
Hanford's Fund Groups from 2020/2021 Budget



General Fund - This fund has the least restrictions and is available for Council's discretionary use. Essentially any governmental need deemed by Council as appropriate may be funded from the General Fund. The General Fund also has the most demand on its resources, funding Police, Fire, General Government, Parks and Community Services, some Engineering and Community Development.

Special Revenue Funds - These group of funds are the most numerous. These funds are specialized in their purpose and take of specialized operational needs (the landscaping around a subdivision of Landscape Districts) but more often are used for capital projects (Gas Tax funds). Most of the money is dedicated for capital projects and is non-discretionary (it may only be used for a specified purpose).

Enterprises - This is the second largest portion of the budget after the General Fund. Most of the funding is for Water, Sewer, Refuse and Storm Drain operations. To a smaller extent, the Airport, Courthouse Rentals and Intermodal Rentals are in this fund group. This group of funds uses the full accrual basis of accounting, which means that capital assets are depreciated and accounted for in the fund. The General Fund and Special Revenue funds do not show their capital assets in the fund and can almost be considered cash funds.

Internal Service Funds - Because the General Fund is on the modified accrual basis of accounting, much like a check book, the fund structure does not do a good job in setting aside resources to fund capital or risk liabilities. These funds meet that need.

Conclusion

There is no action needed from Council at this time, however, input from Council is requested in

order for staff to meet Council's budget expectations.

FISCAL IMPACT:

No impact at this time.

ATTACHMENTS:



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: C
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SUBJECT:

Presentation of the 2020 Parks and Recreation Master Plan for Council Review and Comment

RECOMMENDATION:

That the City Council, in accordance with established Council Goals and Objectives, review the 2020 Parks and Recreation Master Plan to ensure that formal decisions, actions and allocation of resources enhance and maximize the important role parks in helping to achieve quality of living for all residents.

BACKGROUND:

During the annual City Council's Strategic Planning meeting held on February 19, 2021, the council adopted the following goal:

Council will review the 2020 Parks and Recreation 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.

The purpose of the Master Plan is to provide a road map for future development of recreational facilities and opportunities for the City over the next 10 years, consistent with the General Plan 2035 requirements. This plan is based on park planning principles and standards, and reflect input from the residents in Hanford, City staff, the Parks and Recreation Commission and City Council.

In preparation of the three study sessions, the Parks and Recreation Commission and Department Director agreed to form an Ad-Hoc Sub-Committee to plan and present the information to Council. The members of this committee are Chair Gregory Kelley, Vice-Chair Cheyne Strawn, Commissioner Joe Castaneda, and Director Brad Albert.

The structure of the three study sessions was to ask and receive direction regarding three questions:

1. Where are we now? (April 20, 2021)
2. Where do we want to go? (May 4, 2021)
3. How do we get there? (May 18, 2021)

Below is a summary of the first two study sessions and preview of the final presentation scheduled for May 18, 2021.

April 20, 2021: Where are we now?

This presentation was centered around the current reality of Hanford's parks and recreation system. The City currently has 299.7 acres of open space within the City limits. This includes 50% of the school district's grounds, which are not currently open for public access. The current City population is 59,981 people, divided by 299.7 acres equals 5.05 acres of parkland per 1,000 residents. In reality, the amount of parkland available to the residents equals 194.6 acres, which equates to 3.05 acres of parkland per 1,000 residents. The National average according to the National Recreation and Parks Association (NRPA) is 9.9 acres per 1,000 residents. This data clearly demonstrates the need for more parkland within the community.

In addition, the California State Parks, Park Access Report indicates that 65% of the residents in Hanford live in areas less than 3 acres of parkland per 1,000 residents and 49% live further than a half mile from a park.

Spending on parks per resident is another key indicator. The table below indicates how the City of Hanford compares with other West Coast cities:

City	Amount Per Resident
Seattle	\$281
Sacramento	\$135
San Diego	\$118
Bakersfield	\$74
Hanford	\$54
Fresno	\$44

In Chapter 4 (Statistically Valid Survey) of the Master Plan, the top five improvements residents are most willing to fund are:

1. New walking/biking trails
2. Repair parks
3. Develop an indoor recreational facility
4. Add trails/walking loops in existing parks
5. Develop a new plaza area for community events

The current cost recovery rate (expense/revenue) is 17.1%. the national median is 26.6%. This is an area of focus for the Parks and Community Services Department. The performance measure for cost recovery for Fiscal Year 21/22 is to increase the cost recovery percentage by 15%, which is approximately an additional \$52,000 in revenue.

The final data presented in this session was the economic impact potential of venues that can attract regional sports tournaments and competitions. The Hanford Softball Complex currently hosts 30 softball tournaments per year with approximately 30 teams per tournament. The estimated economic impact for local businesses of this one venue is \$892,000 annually. As we look to the future, venues that can attract regional tournaments, performances and competitions should be considered.

May 4, 2021: Where do we want to go?

This session's focus was about the vision for parks and recreation. A brief summary of session #1 was provided and the projections of community growth over the next 15-20 years was presented.

The Council was asked to write their individual vision for parks and recreation within the next 5-10 years on an index card. These are the responses from the Council:

- Continue to take concerns from different sectors of the community for recreational needs.
- Continue to keep ground and facilities to a clean standard
- Provide security during evening hours
- Maintain parks that don't fall into disrepair
- A City long bike and Trail path
- Focus on in-fill
- The need for an indoor recreational center and trail
- Tailored to current population
- Ability/facilities to attract more out-of-town teams for tournaments
- Well balanced resources across the city
- Thriving Civic Park Courthouse
- I would like to see a park and recreation system that could provide parks and activities to all of our population. Especially the lower economic groups. Make it easier and more accessible to all groups

The Council's vision is in very close alignment with both the 2020 Parks and Recreation Master Plan and the community's survey results. This is a very good indicator that the collective community is in consensus in their vision of parks and recreation.

May 18, 2021: How do we get here?

The final presentation's focus is on the development of strategies to move the parks, recreation

programs and facilities forward towards the established vision. In Chapter 10 of the Master Plan, the strategic implementation is detailed and includes:

1. Growing the park system
2. Trails
3. Park Land Improvement
4. Economic development through parks
5. Operations and staffing
6. Recreation Programming
7. Financing the park system

The Master Plan funding recommendations include

1. External funding sources
2. Capital fees
3. User fees
4. Grants
5. Tax support

User fees was explained by presenting the cost recovery pyramid, which details the amount of cost recovery by type of program/service received. This pyramid provides the framework needed to improve cost recovery rates for all programs, services and reservations. (see attached Cost Recovery Pyramid)

Summary:

Based on the Master Plan contents and comments received from the City Council, the Ad-Hoc Committee seeks Council direction on the five action items listed below:

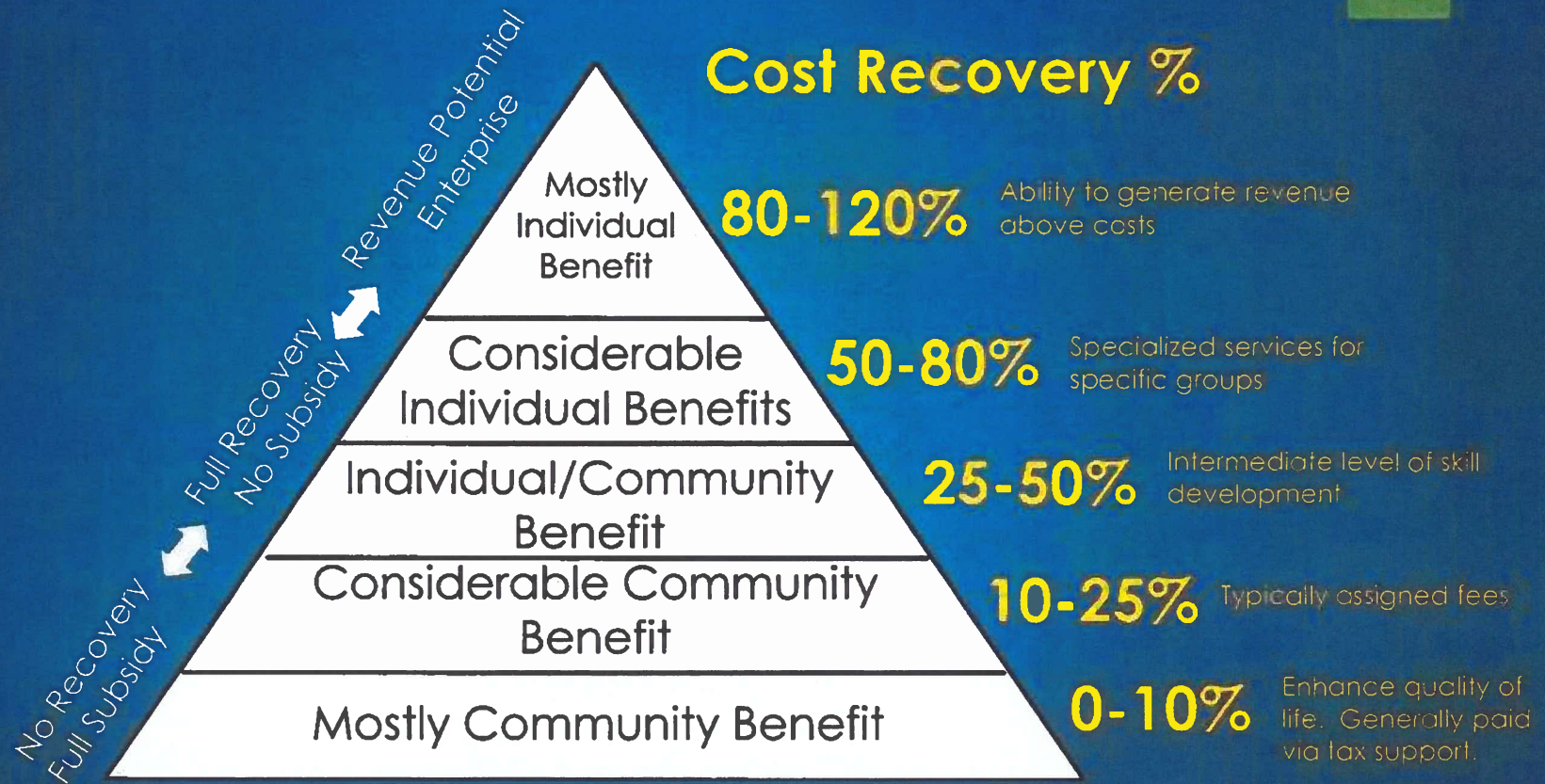
1. Develop a relationship with the Hanford Elementary School District to explore the possibility of increasing public access to school open-space.
2. Conduct a cost of service analysis and fee study to adjust fees to appropriate standards leading to a 15% increase of the cost-recovery rate for FY 21/22.
3. Update the 2016 Pedestrian and Bicycle Plan to include short and long-range trail plan.
4. Submit a proposal to the Peoples Ditch Company to develop a Class 1 walking/biking trail between Flint and Fargo Avenues.
5. Schedule a quarterly study session with the Master Plan Ad-Hoc Committee to provide updates and progress towards goals and objectives.

FISCAL IMPACT:

ATTACHMENTS:

Cost Recovery Pyramid

Cost Recovery Pyramid





**AGENDA
STAFF REPORT**

MEETING DATE: 5/18/2021	AGENDA SECTION: A
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SUBJECT:

City Attorney: Settlement demand received on January 21, 2021 for excessive force and wrongful arrest of Nathan Rodriguez.

FISCAL IMPACT:

ATTACHMENTS:

5.18 Staff Report - Rodriguez



AGENDA

STAFF REPORT

MEETING DATE: May 18, 2021**AGENDA SECTION:****TO:** Mayor and City Council**FROM:** City Attorney**DATE:** May 18, 2021**SUBJECT:** Nathan Rodriguez v. City of Hanford

BACKGROUND:

Nathan Rodriguez alleges he was in attendance at the Kings County Fair handing out flyers on or about May 31, 2019. He also alleges that after a verbal altercation, Hanford Police Officers attempted to remove Mr. Rodriguez and his friends from the fairgrounds. Mr. Rodriguez alleges that officers used force in order to arrest Mr. Rodriguez and he taken to the Kings County Jail. He alleges that criminal charges were filed against Mr. Rodriguez for resisting arrest which were ultimately dismissed.

Counsel for Mr. Rodriguez has submitted the enclosed claim for damages prior to the initiation of litigation.

RECOMMENDATION:**FISCAL IMPACT:****ATTACHMENTS:**

Government claim.



LAW OFFICES OF
DEREK P. WISEHART

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Visalia, California 9329
www.DWisehartLaw.com
Derek@DWisehartLaw.com

November 26, 2019

HAND DELIVERED

Sarah Martinez, City Clerk
City of Hanford
319 N. Douty Street
Hanford, CA 93230

Re: People v. Nathaniel Ray Rodriguez; KCSC Case No. 19CM3230B
NOTICE OF GOVERNMENT CLAIM PURSUANT TO GOVERNMENT CODE
SECTION 910

Dear City Clerk:

Please be advised that this office represents Nathaniel Ray Rodriguez.

The purpose of this letter is to notify you and your clients not to destroy, conceal, or alter any information regarding my client including, but not limited to information stored in electronic form or generated by your clients' computer systems or electronic devices. The information may be relevant to the above matter and be unavailable from any other source. As you may know, such electronic information can easily be inadvertently destroyed, and the failure to take reasonable measures to preserve it pending the completion of discovery can result in sanctions being imposed against you or your client. (*Cedars-Sinai Medical Center v. Superior Court* (1998) 18 Cal.4th 1; *Zubulake v. UBS Warburg LLC* (SD NY 2003) 220 FRD 212, 216.)

In order to comply with the discovery requests that we may make in this matter, your client may need to provide electronic evidence in its native format. Your client may also need to provide electronic documents, along with the metadata or information about data that is contained in those electronic documents. Even when a paper copy of a document or file exists, we will also seek the documents or files in their electronic format so that we also receive the information in the metadata. Our discovery requests may include certain data on your client's hard drives, floppy disks, and back-up files and will include data not usually available to the ordinary computer user, such as deleted files and file fragments.

Thus, the electronic data and the storage devices in which they are kept that you and your clients are obligated to maintain and preserve include all of the following data and devices:

Attachment: 5.18 Staff Report - Rodriguez (City Attorney: Settlement Demand)

1. Electronic files, including deleted files and file fragments, stored in machine readable format on magnetic, optical, or other storage media, including hard drives or floppy disks in your client's desktop computers, laptop computers, home personal computers, and the back-up media used for each;
2. E-mail, both sent and received, internally or externally;
3. Telephone files and logs such as cell phone, voicemail, universal mobile telecommunications system (UMTS) data and Mobile Digital Terminal (MDT) data;
4. Word processing files, including drafts and revisions;
5. Spreadsheets, including drafts and revisions;
6. Databases;
7. Electronic files in portable storage devices such as floppy disks, compact disks, digital video disks, ZIP drives, thumb drives, or pen drives;
8. Computer-aided design files;
9. Presentation data or slide shows, such as PowerPoint;
10. Graphs, charts, and other data produced by project management software;
11. Data generated by calendaring, task management, and personal information management software, such as Microsoft Outlook;
12. Data created with the use of a use of personal data assistants, such as PalmPilot, iPhone, iPad, Blackberry, Samsung, Galaxy, Android, or other such devices;
13. Data created with the use of documents management software;
14. Data created with the use of paper and electronic mail logging and routing software;
15. Internet and web-browser-generated history files, caches, and "cookies" files generate at the workstation of each employee in your client's employ and on any and all backup storage media;
16. Logs of network use by your clients and your clients' employees, whether kept in paper or electronic format;

17. Copies of your client's backup tapes and the software necessary to reconstruct the data on those tapes on each and every personal computer or workstation and the network server in your client's control and custody;

18. Electronic information in your clients' computers, PDAs, phones, copiers, fax machines, printers and digital cameras;

19. Any and all purged back-up files including, but not limited to emails.

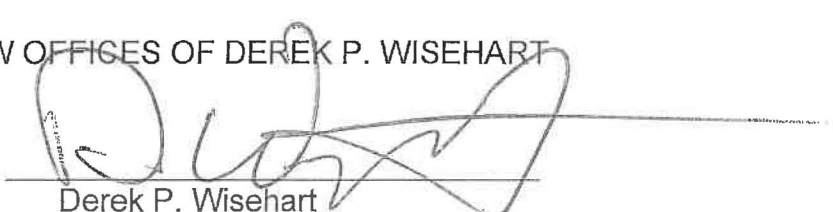
20. Any and all employment/personnel records including, but not limited to personnel file, vacation records, time-off records, pay records, disciplinary records, evaluations, employee files, internal investigation files and any other file pertinent to each officer involved in the above matter;

Thank you for your anticipated due diligence with regard to the above.

Very truly yours,

LAW OFFICES OF DEREK P. WISEHART

By:


Derek P. Wisheart

DPW/dn

Cc: Hanford Police Department (Hand Delivered)
Kings County District Attorney's Office (U.S. Mail only)
Robert Dowd, Esq., City of Hanford, City Attorney (U.S. Mail only)

Attachment: 5.18 Staff Report - Rodriguez (City Attorney: Settlement Demand)



**AGENDA
STAFF REPORT**

MEETING DATE: 5/18/2021	AGENDA SECTION: B
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SUBJECT:

City Clerk: Approval of the Minutes of the March 2, 2021 Meeting

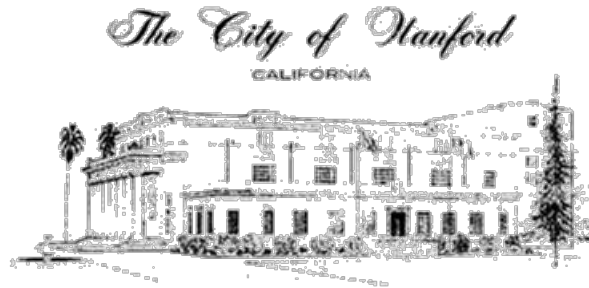
Recommendation:

Approve the minutes of the March 2, 2021 Meeting.

FISCAL IMPACT:

ATTACHMENTS:

3.2.2021



**CITY COUNCIL MEETING
MINUTES**

**March 2, 2021 7:00 PM
Council Chambers
400 N. Douty St.**

5:00 PM CALL TO ORDER STUDY AND CLOSED SESSION:

Mayor Ramirez called the Study and Closed Session to order at 5:00 p.m.

ROLL CALL BY THE CITY CLERK :

Present: Francisco Ramirez, Diane Sharp, Kalish Morrow, John Draxler, Art Brieno

PUBLIC COMMENT :

*A maximum of **three minutes** is allowed for each speaker. Please begin your comments by stating your name and providing your city of residence.*

Scott Holwell suggested naming the proposed new park 'Veterans Memorial Park'.

STUDY SESSION :

A. Recognition of Employees of the Year and Service Award Recipients

City Manager Cifuentez and staff recognized the three employees of the year and the service awards recipients.

B. Discussion and Council direction regarding the Naming of the proposed Prop 68 Regional Park

Parks and Community Services Director Brad Albert discussed the park naming campaign. The name, 'Hanford's Heroes Park' received the most votes from the community. Mayor Ramirez suggested the shortening the name to 'Heroes' Park'. It was a consensus of the Council to move forward with naming the proposed new park 'Heroes' Park'.

Mayor Ramirez adjourned to closed session at 5:34 p.m.

CLOSED SESSION FOR DISCUSSION OF THE FOLLOWING :

A. CONFERENCE WITH LEGAL COUNSEL - ANTICIPATED LITIGATION (gc 54956.9(d)(2))

Government Claim submitted by Paula Lofgren.

CALL TO ORDER REGULAR SESSION:

Mayor Ramirez called the regular meeting to order at 7:00 p.m.

ROLL CALL:

Attendee Name	Title	Status	Arrived
John Draxler	Council Member	Present	4:50 PM
Diane Sharp	Vice Mayor	Present	4:53 PM
Art Brieno	Council Member	Present	4:58PM
Kalish Morrow	Council Member	Present	4:54 PM
Francisco Ramirez	Mayor	Present	4:30 PM

INVOCATION:

Police Chief Sever led the invocation.

FLAG SALUTE:

Mayor Ramirez led the flag salute.

CLOSED SESSION ACTION REPORT :

None.

RECOGNITIONS/PROCLAMATIONS:

Employee Recognition Day Proclamation

Mayor Ramirez presented the Employee Recognition Day Proclamation to staff.

STAFF COMMUNICATIONS:

City Manager Mario Cifuentez provided the Kings County COVID-19 update. The Fire Department has trained personnel to assist the Kings County Public Health Department with administering COVID-19 vaccination.

COUNCIL REPORTS/COMMENTS:

Vice Mayor Sharp attended the KCAO, KCAPTA, and KCAG meetings. She also provided a handout with further information for the Council.

Council Member Morrow attended the Fire Department Badge pinning ceremony. She also attended a meeting hosted by Senator Hurtado's office.

Council Member Brieno had nothing to report.

Council Member Draxler attended Kings Waste and Recycling Authority meeting.

Mayor Ramirez attended the Fire Department Badge pinning ceremony, and meeting hosted by Senator Hurtado's office. He also announced Council Member Morrow's appointment to the South San Joaquin Valley Division Executive Board.

Before moving to Public Comment, Mayor Ramirez suggested that General Business Item D be pulled for Council review and discussion.

Motion to pull General Business Item D for Councils review and consideration was introduced by Council Member Morrow; Motion seconded by Vice Mayor Sharp. With 4 votes in favor and one abstention by Council Member Brieno, the motion was approved.

- A. *[General Business Item D]* Adoption of Resolution No. 21-07-R, providing for the Censure of Council Member Arthur Brieno

City Attorney Bob Dowd presented the staff report and discussed the claim filed by the Community Development Director, Darlene Mata. Mr. Dowd summarized the findings of the investigation report. Mr. Dowd addressed the questions and comments from Council Member Brieno.

Mayor Ramirez opened Public Comment for General Business Item D.

Mark Kairis commented on actions of the City Council regarding the Council Member misconduct. He also commented on Council Member Brieno's resignation.

Art Perez questioned the investigation report. He also commented on the censure of Council Member Brieno.

Justin Mendes spoke in support of Darlene Mata. He also commented the Censure of Council Member Brieno.

Noor Memon commented on the Bastille.

Jason Kemp Van Ee spoke in support of Darlene Mata. He also commented on the recent actions of Council Member Brieno.

Joanne Doeter spoke in support of Darlene Mata.

Lou Martinez commended the police department and thanked the Council for allowing the public to speak on the Brieno matter.

Rachele Bergland commented on the investigation report. She also commented on Brieno's resignation.

Emily Bernius commented on Brieno's resignation. She also shared her opinion of Council Member Brieno.

Renee Irons commented on the investigation report. She also shared her opinion of Council Member Brieno.

Bob Ramos commented on the investigation report. Mr. Ramos spoke in opposition of the Censure of Council Member Brieno.

Jerry Irons shared a story. He also commented on the Censure of Council Member Brieno.

Council Member Brieno provided the details of his experience with the investigation process. Mr. Brieno also shared some of his past experiences with the city staff. Mr. Brieno addressed his resignation, and he explained why he decided to return to his seat on the City Council. Mr. Brieno requested the removal of one recommendation from Resolution 21-07-R. *[If Council Member Brieno desires to communicate with a City employee other than the City Manager, it directs that all such communication occur through the City Manager.]*

Each of the Council Members provided a statement addressing the investigation and the conduct of Mr. Brieno. Mayor Ramirez, Vice Mayor Sharp, and Council Members Morrow and Draxler spoke in favor of the Censure of Council Member Brieno as recommended.

Motion to approve Resolution 21-07-R.

RESULT:	APPROVED [4 TO 0]
MOVER:	Francisco Ramirez, Mayor
SECONDER:	Diane Sharp, Vice Mayor
AYES:	Draxler, Sharp, Morrow, Ramirez
ABSTAIN:	Brieno

PUBLIC COMMENT:

This is the time for citizens to comment on subject matters not on the agenda within the jurisdiction of the Hanford City Council. This is also the public's opportunity to request an item from the Consent Calendar be pulled for discussion purposes or to comment on any item on the agenda. Comments related to Public Hearing items will be heard at the time the item is discussed.

*A maximum of **three minutes** is allowed for each speaker. Please begin your comments by stating your name and providing your city of residence.*

Bob Ramos commented on the approval of Resolution 21-07-R. Mr. Ramos also requested to pull items D and E from the Consent Calendar.

Noor Memon commented on the Bastille and the proposals that he has submitted to the City Council in the past. He requested that the Bastille be put a future agenda.

CONSENT CALENDAR:

Consent Calendar items are considered routine and will be enacted in one motion. There will be no separate discussion of these matters unless a request is made and then the item will be removed from the Consent Calendar to be discussed and voted upon by a separate motion.

Vice Mayor Sharp requested to pull Item D [Appointment to fill unscheduled vacancy on the Parking and Traffic Commission.]. Bob Ramos requested to pull Item E [Administration: Reject Notice of Government Claim].

Motion to approve the Consent Calendar except for the items pulled for separate consideration.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Diane Sharp, Vice Mayor
SECONDER:	Art Brieno, Council Member
AYES:	Draxler, Sharp, Brieno, Morrow, Ramirez

- A. PROCEDURAL WAIVER: Waive reading in full of resolutions and ordinances and approval and adoption of same by reading title the only.
- B. City Clerk: Approval of the Minutes of the December 1, 2020 Meeting
- C. City Clerk: Approval of the Minutes of the December 15, 2020 Meeting
- D. Community Development: Approval of the creation of a full-time Senior Plans Examiner Position to the Community Development Department and approve an increase to the personnel Budget of the department to cover the costs.
- E. Finance: Approval of a Revision of the Convenience Fees charged for Credit Card Processing for the City of Hanford Utility Billing, thereby revising Resolution 20-02-R.
- F. Public Works: Authorization to advertise for bids for the FY 20/21 Manhole Repair and Coating Project

- G. FIRE: Award of an annual contract for Annual OSHA Physicals for Firefighters to Pinnacle Training Systems for Health and Wellness Services at an annual cost not to exceed \$19,624 per year for the 5-year contract.

Pulled items:

1. City Clerk: Appointment to fill unscheduled vacancy on the Parking and Traffic Commission.

[Item D] pulled by Bob Ramos.

City Manager Cifuentez clarified that there was one unscheduled vacancy on the Parking and Traffic Commission. Staff recommended Jeffery Medlin to fill the unscheduled vacancy.

Motion to approve.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	John Draxler, Council Member
SECONDER:	Kalish Morrow, Council Member
AYES:	Draxler, Sharp, Brieno, Morrow, Ramirez

2. Administration: Reject Notice of Government Claim

[Item E] pulled by Vice Mayor Sharp

City Attorney Ty Mizote explained that the claim rejection is a procedural process and invited questions from the council.

Motion to approve.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Diane Sharp, Vice Mayor
SECONDER:	John Draxler, Council Member
AYES:	Draxler, Sharp, Brieno, Morrow, Ramirez

GENERAL BUSINESS:

- A. Public Works: Approval of a Sole Source Contract with TelStar Instruments of Hanford, CA in the amount of \$62,686.00, for the purchase and installation of one chlorine building and associated electrical, instrumentation and programming to complete the chlorine injection system at Well 38 and approve the appropriation of \$62,686.00 from Water Capital Reserves to fund the project. (Location: Hidden Valley Park)

Public Works Director John Doyel discussed the Well 38 chlorination project and the appropriation from the Water Capital Reserves to complete this project. Dir. Doyel invited questions from the Council.

Motion to approve.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Art Brieno, Council Member
SECONDER:	Francisco Ramirez, Mayor
AYES:	Draxler, Sharp, Brieno, Morrow, Ramirez

- B. Public Works: Approval of a Sole Source Contract with TelStar Instruments of Hanford, CA in the amount of \$21,289.00, for the purchase and installation of one Altivar 630 VFD including the programming, start-up and testing at Well 41 and appropriation of \$21,289.00 from Water Capital Reserves to fund the project. (Location: 11274 W. Fargo Ave.)

Public Works Director John Doyel discussed the background of Well 41 and the appropriation from the Water Capital reserves to fund the project. Dir. Doyel addressed the questions and concerns from the Council.

Motion to approve.

RESULT:	APPROVED [UNANIMOUS]
MOVER:	Art Brieno, Council Member
SECONDER:	John Draxler, Council Member
AYES:	Draxler, Sharp, Brieno, Morrow, Ramirez

- C. Public Works: Authorization to purchase the property located southeast of E Whitney Drive, 300 ft south of E Ivy Street from Kurt Lavenson and Lesly R. Avedisian, Co-Trustees of the Lavenson-Avedisian Trust, as shown on the attached map, in the amount of \$328,050 plus escrow fees; accept the attached Grant Deed and authorize the City Manager to execute and the City Clerk to attest; and file said deeds with the Kings County Recorder's Office, and accept the attached Purchase and Sale Agreement and authorize City staff to execute said agreement. (APN 014-221-026 & 014-221-020).

Public Works Director John Doyel discussed the acquisition of the property and provided the background. Dir. Doyel answered questions from the Council. Vice Mayor Sharp explained the reason for her abstention on the item.

Motion to approve.

RESULT:	APPROVED [4 TO 0]
MOVER:	Art Brieno, Council Member
SECONDER:	John Draxler, Council Member
AYES:	Draxler, Brieno, Morrow, Ramirez
ABSTAIN:	Sharp

COUNCIL FUTURE AGENDA ITEMS:

Vice Mayor Sharp proposed a discussion to consider a second censure of Council Member Brieno at a future meeting. No other Council Members were in support.

Vice Mayor Sharp proposed directing the City Attorney to research the legalities of reducing Mr. Brieno's compensation. No other Council Members were in support.

After a minor discussion, Vice Mayor Sharp, Council Member Draxler, and Council Member Morrow were in support of directing the City Attorney to spend a small amount of time to research the legalities of a second censure of Council Member Brieno.

A. Council Future Agenda Items

ADJOURNMENT:

Mayor Ramirez adjourned the meeting at 9:04 p.m.

Respectfully submitted,

Natalie Corral
City Clerk

Attachment: 3.2.2021 (Clerk: 3.2.2021 Minutes)



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: C
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SUBJECT:

City Clerk: Appointment of Paul Rodarmal to fill an unscheduled vacancy on the Parks and Recreation Commission.

RECOMMENDATION:

That the Mayor, with the approval of the full City Council, appoint Paul Rodarmal to fill an unscheduled vacancy on the Parks and Recreation Commission with a term expiring on 12/31/2021.

BACKGROUND:

Section 2.20.030 of the City of Hanford Municipal Code states that:

"Members of all commissions shall be appointed by the mayor with the approval of a majority of the members of the city council."

There is an unscheduled vacancy on the Parks and Recreation Commission with an unexpired term ending on December 31, 2021. Paul Rodarmel was interviewed on February 8th and was ranked in the top three by the City Manager, the Mayor, and the Parks and Community Services Director. It is Staff's recommendation to appoint Mr. Rodarmel to fill the unscheduled vacancy.

FISCAL IMPACT:

ATTACHMENTS:



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: D
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SUBJECT:

Administration: Authorization to award a contract to Koff & Associates of Berkeley, California, for an amount not to exceed \$59,520, for the preparation and submittal of a total compensation study for the City of Hanford

RECOMMENDATION:

That the City Council, by motion, award a contract to Koff & Associates of Berkeley, California, for an amount not to exceed \$59,520, for the preparation and submittal of a total compensation study for the City of Hanford.

BACKGROUND:

As a condition of the Memorandums of Understanding (MOU's) with all City Labor Groups, the City of Hanford has agreed, to conduct a total compensation study prior to July 1, 2022. Accordingly, in February 2021, the City's Human Resources division issued a Request for Proposals and received five (5) proposals to conduct a comprehensive Compensation Study for all full-time employees. The Compensation Study represents a tool by which the City may create and implement an equitable compensation plan for its full-time employees.

The last compensation study which also included job classification review was completed in April of 2016. Since this time there have been several reorganizations and new job classifications have been created. As a result of meeting and conferring with the various city bargaining units in mid 2020, and pursuant to our MOU's with the groups, the City agreed to prepare a compaction study that compared the internal classification structure and compensation as it relates to advancement in the City's structure. To accomplish this along with determining whether the City's defined compensation levels are levels commensurate with similarly-sized and geographically comparable communities, it was decided that the City of Hanford would hire a consultant in calendar year 2021 to complete a compensation study with the data made available for the successor

contract negotiations. As noted in the agreements reached with all bargaining groups:

The salary study shall be in conjunction with all bargaining groups. City representatives have met and conferred with all bargaining groups and have reached an agreement on the following parameters:

- The number of agencies and will take all proposed agencies for comparison in consideration;
- Which agencies of comparison;
- The measure of Central Tendency;
- The benchmarking, internal relationships, etc.
- Which items of comparison for total compensation will be used.

The goal of the compensation study is to provide the City with the tools to:

- Attract and retain qualified employees;
- Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills and abilities are classified together;
- Provide salaries commensurate with assigned duties;
- Clearly outline promotional opportunities and provide recognizable compensation growth;
- Provide justifiable pay differential between individual classes;
- Maintain a competitive position with other comparable agencies.

The Consultant will review the City's compensation structure for the studied classifications and conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders.

FISCAL IMPACT:

ATTACHMENTS:

Koff Assoc Proposal
Salary Study RFP 1-2021



March 15, 2021

Total Compensation Study Proposal

City of Hanford

KOFF & ASSOCIATES

GEORG S. KRAMMER
Chief Executive Officer

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Berkeley, CA 94710
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gkrammer@koffassociates.com
Tel: 510.658.5633
Fax: 510.652.5633

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)

Cover Letter/Executive Summary

March 15, 2021

Ms. Sarah Cardoza
 Human Resources Manager
 319 North Douty Street,
 Hanford, CA 93230

Dear Ms. Cardoza:

Thank you for the opportunity to respond to your Request for Proposals for a **Total Compensation Study** for the **City of Hanford** ("City"). We are most interested in assisting the City with this important study and feel that we are uniquely qualified to provide value to your organization based on our experience working with other cities, counties, JPAs, and non-profit agencies throughout California, including the Central Valley. We also have a small satellite office in Clovis, CA, staffed by one of our Project Managers.

Koff & Associates ("K&A") is a full-spectrum, public-sector human resources and recruitment services firm that was founded in 1984 by Gail Koff; K&A has been assisting cities, counties, special districts, other public agencies, and non-profit organizations with their human resources needs for 37 years. We are a private California corporation, #2785458, and our legal name is Kaneko and Krammer Corp. dba Koff & Associates, Inc. We were incorporated on September 23, 2005.

The K&A team is consisted of 32 employees. Our headquarters are in Berkeley, CA, and we have satellite offices in Southern California, the Central Valley, the Sacramento Region, and the western region. We are a California State-certified Small Business Enterprise (#58366), and through the County of Alameda, we are also a locally certified Local, Small Local, and Very Small Local Business Enterprise.

We are familiar with the various public sector organizational structures, agency missions, operational and budgetary requirements, and staffing expectations. We have extensive experience working in both union and non-union environments (including service as the management representative in meet & confer and negotiation meetings), working with City Councils, County Commissions, Boards of Directors, Boards of Supervisors, Boards of Trustees, Merit Boards, and Joint Power Authorities.

The firm's areas of focus are classification and compensation studies (approximately 70% of our workload); executive search and staff recruitments; organizational development/assessment studies; performance management and incentive compensation programs; development of strategic management tools; policy/procedure development and employee handbooks; training and development; public agency consolidations and separations; Human Resources audits; and serving as off-site Human Resources Director for smaller public agencies that need the expertise of a Human Resources Director but do not need a full-time, on-site professional.

Without exception, all of our classification and compensation studies have successfully met all of our intended commitments; communications were successful with employees, supervisors, management, and union representatives; and we were able to assist each agency in successfully implementing our recommendations. All studies were brought to completion within stipulated time limits and proposed budgets.

Our long list of clients (please see <https://koffassociates.com/our-clients/>) is indicative of our firm's reputation as being a quality organization that can be relied on for producing comprehensive, sound, and cost-effective recommendations and solutions. K&A has a reputation for being "hands on" with the ability and expertise to implement its ideas and recommendations through completion in both union and non-union environments. K&A relies on our stellar reputation and the recommendations and referrals of past clients to attract new clients. Our work speaks for itself and our primary goal is to provide professional and technical consulting assistance with integrity, honesty and a commitment to excellence.

We believe in a high level of dialogue and input from study stakeholders and our proposal speaks to that level of effort. Our firm's extra effort has resulted in close to *100% implementation* of all of our classification and compensation studies.

As Chief Executive Officer of the firm, I would assume the role of Project Director and be responsible for the successful completion of project. I can be reached at our Berkeley address and the phone number listed on the cover page. My email is gkrammer@koffassociates.com.

This proposal will remain valid for at least 90 days from the date of submittal. Please call if you have any questions or wish additional information. We look forward to the opportunity provide professional services to the **City of Hanford**.

Sincerely,



Georg S. Krammer
 Chief Executive Officer



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Signature Page

Appendix:

Résumés of Participating Staff

Examples of Completed Studies :

Bellflower Total Compensation Study Report 04 05 19.pdf

Dinuba Final Compensation Report 11 19 15.pdf

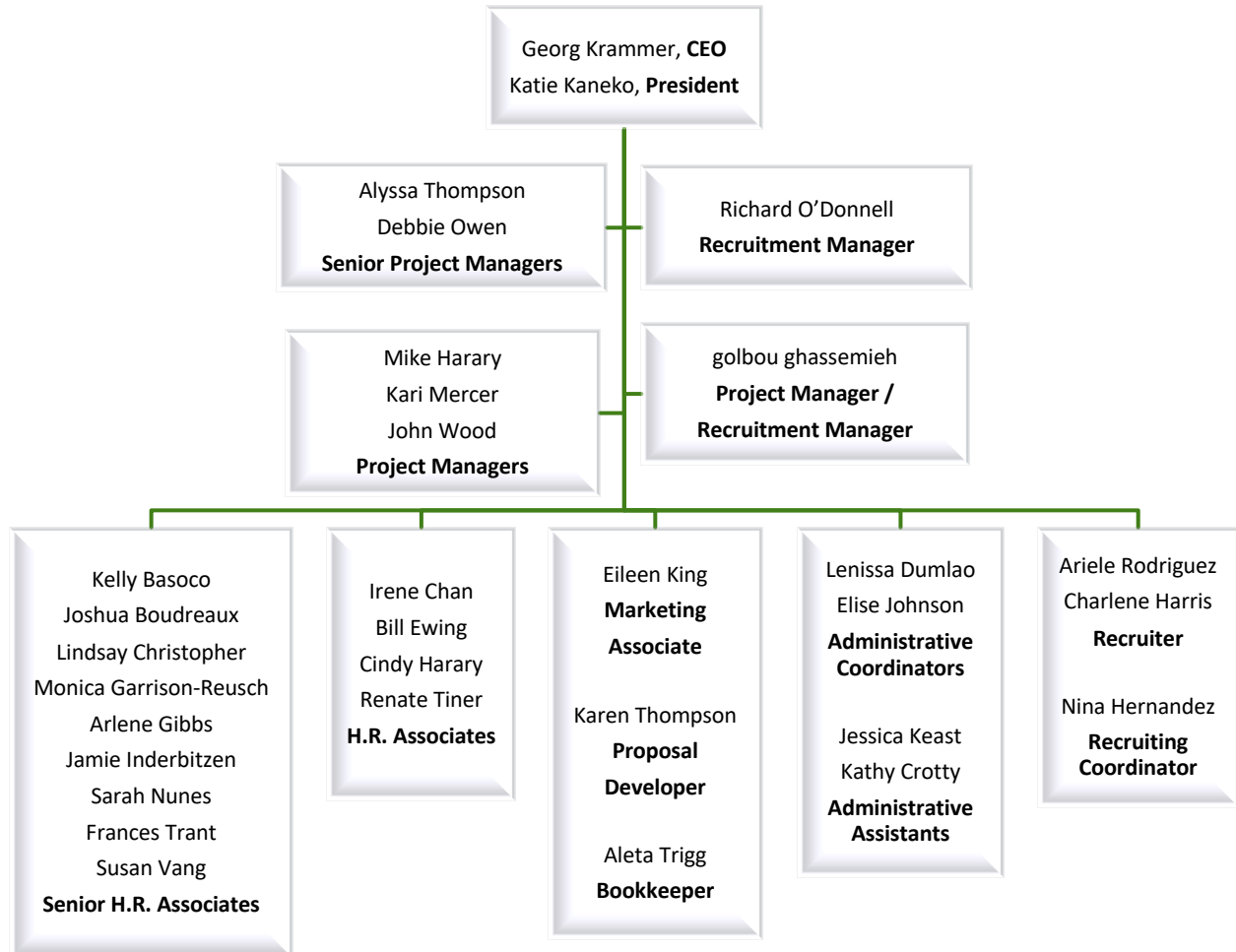
El Monte Total Comp Study Final Report 12 30 19.pdf

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)



EXPERIENCE AND QUALIFICATIONS OF CONSULTANT/TEAM

Our team consists of 32 employees as shown below in our organizational chart.



No subcontractors will be assigned to this study.

All members of our team have worked on multiple total compensation studies and are well acquainted with the wide array of public sector organizational structures, compensation structures, classification plans, as well as the challenges and issues that arise when conducting studies such as this one for the City.

Following are short biographies of the specific staff who will be assigned to this study (Their resumes can be found in the appendix):



Georg S. Krammer, M.B.A., S.P.H.R.
Chief Executive Officer

Georg brings over 20 years of management-level human resources experience to Koff & Associates with an emphasis in classification and compensation design; market salary studies; organizational development; executive recruitment; performance management; and employee relations, in the public sector and in large corporations as well as small, minority-owned businesses.

After obtaining a Master of Arts in English and Russian and teaching credentials at the University of Vienna, Austria, Georg came to the United States to further his education and experience and attained his Master of Business Administration from the University of San Francisco. After starting his HR career in Wells Fargo's college recruiting department, he moved on to HR management positions in the banking and high-tech consulting industries. He had five years in the private sector where he served as an HR Manager, and Administrative Officer, and then HR Director before entering the public sector. With his wide-ranging and deep experience as a well-rounded senior HR generalist, his education in business and teaching, his depth and breadth of experience with public sector HR needs, programs, and functions, Georg's contribution to K&A's variety of projects greatly complements the Koff & Associates Human Resources and Recruitment Services team.

He has spearheaded several hundred classification, compensation, organizational, strategic planning, etc., studies for hundreds of cities, towns, counties, and special districts throughout the State of California and has contributed to more than quadrupling the size of Koff & Associates as a result of the success of his projects and the subsequent expansion of the business through referrals from satisfied clients. Georg joined K&A in 2003 and has been the firm's Chief Executive Officer since 2005.

In the last few years, Georg has been the Project Director/Key Personnel for classification and/or compensation studies, organizational assessments, and other HR projects, at the following agencies:

- **Cities/Towns:** Alameda, American Canyon, Anaheim, Arroyo Grande, Bellflower, Campbell, Citrus Heights, Coachella, Concord, Cotati, Gilroy, La Cañada Flintridge, Lomita, Los Altos, Los Altos Hills, Menifee, Menlo Park, Morro Bay, Murrieta, National City, Newport Beach, Oakland, Oxnard, Palm Desert, Perris, Pleasant Hill, Port Hueneme, Redlands, Redwood City, Sacramento, San Diego, San Jose, San Marino, Santa Ana, Santa Barbara, Santa Clara, Saratoga, Sausalito, Seal Beach, Spokane (Washington), Vallejo, West Sacramento, Westminster, Yucca Valley, Yreka
- **Counties:** Bernalillo (New Mexico), Fresno, Monterey, Orange, Placer, San Joaquin, Sonoma, and Trinity.
- **Courts:** Habeas Corpus Resource Center, Superior Court of Kern County, Superior Court of Orange County, Superior Court of Santa Barbara.
- **Education:** College of the Sequoias, Excelsior Charter Schools, First 5 Alameda, Foothill-De Anza Community College District, Riverside Community College District, West Valley Mission Community College District.



- **Special Districts:** Air Quality, Community Services District, Fire and Police Protection, Housing/Economic Development, Open Space, Public Utilities, Transportation, Wastewater and Water.

Georg will be key personnel and serve as the Co-Project Director for this project; he will coordinate all of K&A's efforts, will attend all meetings with the City, and will be responsible for all work products and deliverables.

**Kari Mercer, B.S.
Project Manager**

Kari's professional qualifications include over 10 years of experience in the Human Resources field, including work in classification and compensation, employee relations, and recruitment and examination. Her experience includes both private and public sector Human Resources work for the County of Madera, County of Fresno, and Macy's. She gained experience in classification and compensation, labor relations, MOU administration, policy development and administration, recruitment and examination, and general human resources administration.

As a Human Resources Consultant for another private human resources consulting firm she specialized in conducting classification and compensation studies for multiple public sector agencies, such as: Cities of Anaheim, Concord, Palmdale, Redding; Counties of Lake, Madera, Monterey, and Sacramento; and special districts such as: California Joint Powers Risk Management Authority, East Bay Regional Park District, Elk Grove Water District, San Diego Association of Governments, San Francisco Municipal Transportation Agency, and Ventura Regional Sanitation District. Additionally, Kari has consulted for out-of-state clients in Maryland, New Mexico, and Texas.

Since joining Koff & Associates in 2016, Kari has worked on a wide variety of classification and compensation projects for the following agencies:

- **Cities/Towns:** Anaheim, Arroyo Grande, Atascadero, Belmont, Hayward, Madera, Manteca, Merced, Milpitas, Oakland, Perris, Pleasant Hill, Redwood City, San Pablo, Santa Clara, Saratoga, Seal Beach, Seaside, Tracy, Vallejo
- **Counties:** El Dorado, Fresno, Humboldt, Merced, Monterey, Orange, San Joaquin
- **Special Districts:** Coachella Valley Public Cemetery District, Cosumnes Community Services District, First 5 of Alameda County, Foothill-DeAnza Community College District, Housing Authority of the County of San Bernardino, Livermore Area Recreation and Park District, Mendocino Coast Recreation and Park District, Port of Oakland, Santa Clara County Housing Authority, Superior Court of California-Kern County, Sweetwater Authority, Travis Unified School District, Truckee Sanitary District, West Valley Mission Community College District, Valley County Water District

She earned her B.S. degree in Business Administration with an emphasis on Human Resources Management at California State University, Fresno. Kari serves as a Personnel Commissioner for the City of Clovis, is a member of IPMA-HR where she serves on the Government Affairs Taskforce, and is a member of Central California SHRM.



Kari is based in Clovis, CA. Together with Georg, Kari will serve as the Co-Project Director for this project; she will help coordinate all of K&A's efforts, will attend all meetings with the City, and will be responsible for work products and deliverables, as well as provide consultant support throughout the effort, compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Debbie Owen, CCP
Senior Project Manager

Debbie has over 25 years of experience providing classification and compensation services to public sector agencies; she has worked with clients across local government including cities, counties, special districts, and transit agencies. Her project roles include serving in the capacity of either project team member or project manager. Prior to beginning her public sector career, Debbie worked as a Compensation and Benefits Specialist in the private sector for five years.

In 1992, Debbie obtained her certification as a Certified Compensation Professional ("CCP") from the American Compensation Association (now *WorldatWork*); to ensure current knowledge of compensation and benefits program trends and best practices, she maintains active membership in the *WorldatWork* organization.

Her specialized, diverse experience includes serving as a project team member on classification projects by facilitating employee orientation sessions, conducting employee job evaluation meetings, researching/evaluating classification concepts, analyzing data for employee allocations, developing/revising classification specifications and preparing classification reports. Her compensation experience includes base salary or total compensation survey development, labor market agency research and recommendations, comparable agency job matching, compensation data analysis, salary recommendations and preparing compensation reports. In addition to serving as a team member, Debbie has often served as a project manager, working with clients to evaluate their classification and compensation needs, directing the work of teams to provide high quality deliverables consistent with best practices, presenting study findings to client stakeholders, and addressing feedback from the client.

Since joining K&A in 2015, Debbie has worked on classification and/or compensation studies, organizational assessments, and other HR projects for the following agencies, either as Co-Project Director or as Sr. Project Manager:

- **Cities/Towns:** Campbell, Coachella, Davis, El Monte, Gardena, Murrieta, Redwood City, National City, Newman, Palm Desert, San José, Santa Clara, Spokane (WA), West Sacramento, Yreka
- **Counties:** El Dorado, Fresno, Humboldt, Mendocino, Trinity
- **Education:** Riverside Community College District
- **Special Districts:** Community Services District, Housing/Economic Development, Public Utilities, Transportation, Wastewater, and Water



Debbie will provide Project Management support for this project, including compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Lindsay Christopher
Senior H.R. Associate

Lindsay's professional qualifications include ten years of experience working in the public sector, mostly with Alameda County. In her role as Human Resources Analyst, she was responsible for classification and compensation projects, as well as recruitment and selection, in a Civil Service, merit-based, environment. Mostly recently, she continued to focus on classification and compensation projects at East Bay Regional Park District.

Since joining K&A in 2020, Lindsay has worked on studies for the following:

- **Cities:** Gardena, Hemet, Milpitas, Tracy
- **Counties:** Humboldt
- **Special Districts:** Contra Costa County Employees' Retirement Association, Greater LA County Vector Control District, Orange County Sanitation District, Purissima Hills Water District

A Bay Area native, Lindsay earned her B.A. degree in Sociology with a concentration in Criminology from San Jose State University.

Lindsay will provide Senior H.R. Associate support throughout this effort, including compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Jamie Inderbitzen, HRAC, CCC, PCM, CAPM
Senior H.R. Associate

Jamie has over 12 years of human resource program experience, most of which have been spent serving as either a team consultant or project manager working for the State of California Department of Human Resources. Her primary professional focus over the last several years has been on classification and compensation practices.

Prior to joining K&A, she performed classification and compensation consulting services to the California Department of Veterans Affairs, California Department of Transportation, California Department of Consumer Affairs, Department of State Hospitals, and Department of Developmental Services, to name a few. She served as project manager on various projects including the State of California's Classification Abolishment and Consolidation project. During her tenure as a public sector employee, Jamie also gained experience in labor relations, policies and procedures administration, recruitment activities and performance management. Jamie served as a statewide trainer and was charged with the development and delivery of various training courses related to Classification and Compensation, such as Position Allocation and Duty Statement Writing. She has also taught workshops on Business Process Improvement.

Since joining K&A in 2018, Jamie has worked on studies for the following clients:



- **Cities:** Anaheim, Citrus Heights, Davis, East Palo Alto, Paradise, Pleasant Hill, Rohnert Park, San Diego, and Santa Monica.
- **Counties:** Humboldt, Solano.
- **Special Districts:** Central Marin Sanitation Agency, Cosumnes Community Services District, Housing Authority of San Luis Obispo, and Sacramento Regional Transit District.

Jamie has a Human Resources Academy Certificate (HRAC) from California State University, Sacramento, and a Classification and Compensation Credential (CCC) from the California Department of Human Resources. She is a Certified Associate in Project Management (CAPM). In addition, she holds certifications as a Paralegal, Life Coach, and certified Prosci Change Manager (PCM).

Jamie will provide Senior H.R. Associate support for this project, including compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.

Susan Vang, B.S.
Senior H.R. Associate

Susan has over six years of human resources consulting experience in classification and compensation, recruitment and selection, and employment testing for the public sector.

Susan has experience providing technical support on a variety of classification and compensation projects including City of El Segundo, Counties of Sonoma, Lake, and Madera. In addition, Susan worked on the Merit System Services (MSS) contract with the California Department of Human Resources, providing recruitment and selection support to 27 California County Departments of Social Services and Child Support Services.

Since joining K&A in 2017, Susan has worked on studies for the following:

- **Cities:** Alameda, El Monte, Los Altos, Morgan Hill, Mount Shasta, Oakland, Piedmont, Santa Barbara, Santa Cruz, Santa Rosa, Vallejo
- **Education:** College of the Sequoias, Hartnell Community College, Foothill-DeAnza Community College District, Riverside Community College District, Southwestern Community College District
- **Special Districts:** Calaveras County Water District, California Association of Sanitation Agencies (CASA), Delta Diablo Sanitation District, Dublin San Ramon Services District, Marin County Transit District, Metropolitan Transportation Commission (MTC), Ojai Valley Sanitary District, Santa Clara Valley Water District, Santa Cruz Metropolitan Transit District, Vallejo Flood and Wastewater District, Zone 7 Water Agency

A Northern California native, Susan earned her B.S. degree in molecular environmental biology from the University of California, Berkeley.

Susan will provide Senior H.R. Associate support for this project, including compensation data collection and analysis, internal job analysis, development of recommendations, and implementation strategies.



UNDERSTANDING OF REQUEST FOR PROPOSAL/SCOPE OF SERVICES

Background

The City desires human resources assistance to conduct an objective analysis of the current compensation practices of the Agency. The City's goals and objectives for the compensation study are:

1. Attract and retain requalified employees;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes;
6. Maintain a competitive position with other comparable agencies.

The City has 117 full-time classifications, divided into six groups:

- Service Employees International Union Local 521: 55 classifications
- Hanford Police Officer Association: 6 classifications
- Hanford Professional Firefighter Local 3898: 4 Classifications
- General Employees Management Association: 44 Classifications
- Executive Management Employees Association/Unrepresented: 8 Classifications

The total wages for calendar year 2020 was \$23,755,003.47 for 308 full-time employees and 83 part-time employees. The part-time employees will not be included in this study.

The salary study shall be in conjunction with all bargaining groups. City representatives have met and conferred with all bargaining groups and have reached an agreement on the following parameter (located in all MOU's):

1. The number agencies and will take all proposed agencies for comparison in consideration;
2. Which agencies of comparison;
3. The measure of Central Tendency;
4. The benchmarking, internal relationships, etc.
5. Which items of comparison for total compensation will be used.

All MOU's are scheduled to expire on June 30, 2022. The City of Hanford desires the compensation be completed and presented to the City Council no later than their first regularly scheduled meeting in February of 2022 as the results will be used to begin the labor negotiation process for successor agreements.

Project Overview

K&A will review the City's compensation structure for the studied classifications and to conduct a total compensation market survey (salaries plus benefits) using a set of appropriate comparator agencies. The identification of comparator agencies, benchmark classifications, and benefits to be collected is an iterative process that includes all stakeholders. We have found this open discussion philosophy to be critical to our success for organizational buy-in. Once the external data development is completed, we will make specific



recommendations for internal equity for non-benchmarked classifications and classifications without a large enough market sampling.

The compensation study will contain specific recommendations regarding the integration of all study classifications into the City's compensation structure, with the goal of developing a clearly designed, internally equitable format that is flexible for career opportunity and future growth. Our study will make recommendations regarding a salary structure that takes the City's compensation preferences into consideration as well as the appropriate placement of each classification on the City's salary schedule.

The study includes a significant number of meetings with the Study Committee which shall be comprised of the City Manager, Human Resources and Finance Department personnel and bargaining group representatives and the City Council, as desired. We have expertise in labor/management relations and understand the importance of active participation by all stakeholders to ensure a successful outcome. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and create a collaborative and interactive approach resulting in greater buy-in for study recommendations. This interactive approach has resulted in almost 100% implementation success of K&A's studies.

The majority of our clients are unionized and our larger city and county clients typically have multiple unions. Due to the multitude of stakeholder groups who are affected by any compensation study K&A conducts, our team understands the importance of accurate and validated data that withstands any scrutiny, effective and ongoing communication throughout each effort, and collaboration with the various stakeholder groups to ensure organizational buy-in to our findings and recommendations. We have developed a unique methodology of stakeholder "touchpoints" and collaboration that has made us highly successful and effective and has earned our team respect, agreement, and understanding from all stakeholders. In addition, we adjust and customize our methodology based on each individual client's unique needs and circumstances.

We also recognize that both the City and union representatives have obligations to employees and members to ensure that any study is conducted in a fair and equitable manner. Our project work plans are designed for transparency and we strongly encourage dialog with all stakeholders on study deliverables so they in turn can express their concerns; we all have a shared goal of ensuring the process followed is fair and equitable.

Compensation Objectives:

- To make recommendations regarding a list of appropriate, logical and defensible comparator agencies, benchmark classifications, and benefits to be collected prior to beginning the compensation portion of the study;
- To collect accurate salary and benefit data from the approved group of comparator agencies and to ensure that the information is analyzed in a manner that is clear and comprehensible to the Study Committee, Human Resources, management, employees, union representation, and the governing body;
- To carefully analyze the scope and level of duties and responsibilities, requirements for successful work performance, and other factors for survey classes, according to generally accepted compensation practices;



- To review the City's compensation structure and practices and develop compensation recommendations that will assist the City in recruiting, motivating, and retaining competent staff;
- To develop solutions that address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting the City's goals, objectives, and budget considerations;
- To evaluate benefit offerings in the labor market and make recommendations for better alignment and/or different benefit offerings as indicated by the analysis and best practices;
- To create a comprehensive final report summarizing the compensation study approach and methodology, analytical tools, findings, and recommended compensation structure;
- To recommend appropriate internal salary relationships and allocate classes to salary ranges in a comprehensive salary range plan; and
- To ensure sufficient documentation and training throughout the study, on methods used to determine appropriate salary ranges, methods for logical progression of movement within the salary scale for each classification, and other practices, so that our recommendations can be implemented and maintained in a competent and fair manner.

Overall Objectives:

- To review and understand all current documentation, rules, regulations, policies, budgets, procedures, class descriptions, organizational charts, memoranda of understanding, personnel policies, wage and salary schedules, and related information so that our recommendations can be operationally incorporated with a minimum of disruption;
- To conduct start-up Study Committee meetings with management, study project staff, and other stakeholders to discuss any specific concerns with respect to the development of compensation recommendations; finalize study plans and timetables; conduct orientation sessions with management, union leadership, and staff in order to educate and explain the scope of the study and describe what are and are not reasonable study expectations and goals;
- To work collaboratively and effectively with the City and its stakeholders while at the same time maintaining control and objectivity in the conduct of the study;
- To develop a compensation structure that meets all legal requirements, that is totally non-discriminatory, and that easily accommodates organizational change, growth, and operational needs;
- To document all steps in the process and provide documentation and training for Human Resources and other staff, as appropriate, in compensation analysis methodologies so that the City can integrate, maintain, administer, and defend any recommended changes after the initial implementation; and
- To provide effective ongoing communications throughout the duration of the project and continued support after implementation.

Methodology / Work Plan / Deliverables

**Deliverable A: Meetings with Study Committee and Management Staff and Initial Documentation Review**

During the initial meeting with the Study Committee, we will discuss the compensation study factors that need to be agreed upon. This task includes identifying the City's Study Committee (Human Resources, management, employee representation, etc.), contract administrator, and reporting relationships. Our team will conduct an orientation and briefing session with the Study Committee to explain process and methodology; create the specific work plan and work schedule; identify subsequent tasks to be accomplished; reaffirm the primary objectives and specific end products; determine deadline dates for satisfactory completion of the overall assignment; determine who will be responsible for coordinating/scheduling communications with employees, managers, and other stakeholders; and develop a timetable for conducting the same.

Included in this task will be the gathering of written documentation, identifying current incumbents, and assembling current class descriptions, organizational charts, salary schedules, budgets, employment contracts, personnel policies, previous compensation studies, and any other relevant documentation to gain a general understanding of City operations.

City terminology and methods of current compensation procedures will be reviewed and agreed to. We will discuss methodology, agree to formats for compensation results, identify/confirm appropriate comparator agencies, benchmark classifications and benefits to be surveyed for compensation survey purposes. We will respond to any questions that may arise from the various stakeholders.

Deliverable B. List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected

During the initial meeting with the Study Committee, we will discuss and agree to the compensation study factors. We will identify/confirm appropriate, logical and defensible comparator agencies that will be included in the external market survey, which will be the foundation for ensuring that the City's salaries for the studied classifications are competitively aligned with the external labor market. We will also identify/confirm those classifications that will be surveyed in the market (i.e., benchmark classifications), with the intention of internally aligning the remaining classifications with those that were surveyed. Finally, we will determine the list of benefits that the City wants to include in the total compensation data gathering process.

1. Determination of Comparator Agencies

Per the RFP, the following five agencies were used during the 2016 City of Hanford's Classification and Compensation study: City of Madera, City of Porterville, City of Tulare, City of Visalia, and Kings County. For the new Compensation study, the City will rely on the consultant for a recommendation.

K&A's recommended methodology is that we involve management, Human Resources, employee representation, and the City Council, in the decision-making process of selecting which comparable agencies are included, **PRIOR** to beginning the study. Our experience has shown that this is the most successful approach. The factors that we typically review when selecting and recommending appropriate comparator agencies include:



- **Organizational type and structure** – While various organizations may provide overlapping services and employ some staff having similar duties and responsibilities, the role of each organization is somewhat unique, particularly in regard to its relationship to the citizens it serves and level of service expectation. During this iterative process, the City's current/previous list of comparators, if any, and the advantages/disadvantages of including them or others would be discussed.
- **Similarity of population served, City demographics, City staff, and operational budgets** – These elements provide guidelines in relation to resources required (staff and funding) and available for the provision of services.
- **Scope of services provided** – While having an organization that provides all of the services at the same level of citizen expectation is ideal for comparators, as long as the *majority* of services are provided in a similar manner, sufficient data should be available for analysis. When reviewing this factor, the City's unique services would be evaluated in order to ensure that the majority of comparators provide the same services. This ensures that each comparator yields a sufficient number of matches for the City's jobs.
- **Labor market** – The reality of today's labor market is that many agencies are in competition for the same pool of qualified employees, because large portions of the workforce don't live in the communities they serve, are accustomed to lengthy commutes, and are more likely to consider changing jobs in a larger geographic area than in the past. Therefore, the geographic labor market area (where the City may be recruiting from or losing employees to) is taken into consideration when selecting potential comparator organizations. As part of this analysis, we will determine whether the City has identified agencies that it competes with for qualified talent; those agencies are taken into consideration for purposes of our analysis. It is important to understand and consider the City's competitive landscape and include agencies in the study to whom the City loses talent.
- **Cost-of-living** – The price of housing and other cost-of-living related issues are some of the biggest factors in determining labor markets. We review overall cost-of-living of various geographic areas, median house prices, and median household incomes to determine the appropriateness of various potential comparator agencies.

We typically recommend using 10-12 comparator agencies for all survey benchmarks in order to achieve statistical significance but are flexible and can easily use a different approach based on the City's preferences. We understand that the City established a labor market of five comparator agencies in 2016. We recommend continuing to include these agencies in the survey market but potentially expanding the market by up to five more agencies. We typically recommend surveying no fewer than eight, otherwise the likelihood that there will be insufficient market data becomes much greater. We typically require at least four data points ("matches") for each benchmark classification in order to perform a statistical analysis. Since no two agencies are structured and organized exactly the same, surveying five comparators only may lead to several "insufficient market data" results. We understand that, the more comparators are surveyed, the higher the cost and will be happy to discuss our approach with the City.

2. Determination of Benchmark Classifications



In the same collaborative manner as described in Step 1 above, we will work with the Study Committee to select those classifications that will be surveyed.

“Benchmark classes” are ordinarily chosen to reflect a broad spectrum of class levels. In addition, those that are selected normally include classes that are most likely to be found in other similar agencies, and therefore provide a sufficient valid data sample for analysis. Internal relationships will be determined between the benchmarked and non-benchmarked classifications and internal equity alignments will be made for salary recommendation purposes. Due to the fact that the labor market typically yields reliable data, we recommend using approximately 60-65% of all classifications as benchmarks but we are happy to use a different model.

3. Determination of Salary and Benefits Data to Be Collected

In addition to base salaries, benefit data elements for a total compensation study normally include at least the following (which are generally available to all staff in a specific job classification):

- **Monthly Salary** – The top of the normal, published salary range. All figures are presented on a monthly or annual basis. We normalize the salary data to reflect number of hours in the work week and/or roll-up of retirement or other benefits in base salaries.
- **Deferred Compensation** – We report any employer contribution made on the employee’s behalf, whether dollar amount or percentage of salary, that does not require an employee-matching contribution. We can also report employer contributions that do require an employee match and would do so as a separate report.
- **Employee Retirement** – This includes two figures: the amount of the employee’s State or other public or private retirement contribution that is contributed by the agency and the amount of the agency’s Social Security contribution.
- **Retiree Healthcare** – Given that healthcare costs are rising and retiree healthcare and liabilities increasing for many public agencies, we collect this information to capture the costs.
- **Insurance** – This typically includes Medical, Dental, Vision, Life, and AD&D insurance coverage.
- **Leave** – Leave is the amount of days off for which the organization is obligated. We will discuss with the City whether leave days/hours should be converted to direct salary cost in dollars or represented in days/hours.
 - ❖ **Holidays:** The number of holidays (including floating) available to the employee on an annual basis.
 - ❖ **Sick Leave:** Usage-based, time for employees to address health needs.
 - ❖ **Vacation:** The number of vacation days available to all employees after five years of employment.
 - ❖ **Management/Personal Leave:** Management leave is normally the number of days available to management staff to compensate for the lack of payment for overtime. Personal leave may be available to other groups of employees to augment vacation or other time off.
- **Other** – This category includes any other benefits that are available to all employees within a classification and not already specifically detailed. For example, certification pay, longevity pay, educational incentives, auto allowance, stand-by pay, and specialty pay.

**Deliverable C. Data from Comparators and Preliminary Analysis of Data**

K&A does not collect market compensation data by merely sending out a written questionnaire. We find that such questionnaires are often delegated to the individual in the department with the least experience in the organization and given a low priority. Our experienced compensation analysts conduct all of the data collection and analysis to ensure validity of the data and quality control. This approach also ensures that we compare job description to job description and not just job titles, therefore ensuring true “matches” of at least 70%, which is the percentage we use to determine whether to include a comparator classification or not. Our job analysis method is the whole position analysis approach. Objective factors in the whole position classification methodology include:

1. Education, Training, and Certifications/Licenses
2. Required Experience
3. Problem Solving/Ingenuity
4. Attention/Stress (Concentration/Time Pressure & Interruptions)
5. Independence of Action/Responsibility
6. Contacts with Others/Internal/External
7. Supervision Received and/or Given to Others
8. Consequences of Action/Decisions Made on the Job
9. Equipment Used
10. Working Conditions
11. Physical/Mental Demands

We typically collect classification descriptions, organization charts, salary schedules, personnel policies, budgets, master plans, operational information, MOUs, and other information via website, by telephone, or by an onsite interview. With the prior knowledge from the data gathered directly from each comparator agency and our experience in the public sector human resources field, our compensation analysts make preliminary “matches” and then schedule appointments by telephone, or sometimes in person, with knowledgeable individuals to answer specific questions. We find that information collected using these methods has a very high validity rate and allows us to substantiate the data for employees, management, and governing bodies.

Data will be entered into spreadsheet format designed for ease of interpretation and use. The information will be presented in a format that will identify the comparator positions used for each classification comparison. Information will be calculated based upon both average and median figures allowing the City to make informed compensation decisions. Other elements of the compensation survey report are agencies surveyed; comparable class titles; salary range maximum/control point; number of observations; and percent of the City’s salary range is above/below the market values.

In addition, we will include any type of statistical representation and analysis that the City desires such as 60th, 70th, or any other percentiles per the City’s compensation philosophy.

Benefits data will be displayed in an easy-to-read format. You will receive three sets of spreadsheets per classification, one with base pay, one with the benefits detail, and one with total compensation statistical data. In addition, we are often asked to collect “other” benefits (as listed in the benefits section above), which we typically report on a separate spreadsheet.

**Deliverable D. Draft Compensation Findings/Additional Analysis/Study Committee Meetings**

As part of our transparent approach and communication strategy to ensure organizational buy-in to the study, we share the market survey with the organization. We first distribute our draft findings to the Study Committee. After their preliminary review, K&A will meet with the Study Committee and other stakeholders (including Human Resources, management, employees, and their representatives) to clarify data, to receive requests for reanalysis of certain comparators, and to answer questions and address concerns. This provides an opportunity for the Study Committee and other stakeholders to review and question any of our recommended benchmark comparator matches. If questions arise, we conduct follow-up analysis to reconfirm our original analysis and/or make corrections as appropriate.

Deliverable E. Analysis of Internal Relationships and Alignment

To determine internal equity for all studied positions, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. Again, we utilize the whole position analysis methodology as described earlier.

By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series, for example, as well as across departments. This analysis will be integrated with the results of the compensation survey and the City's existing compensation plan.

The ultimate goal of this critical step in the process is to address any potential internal equity issues and concerns with the current compensation system, including compaction issues between certain classifications. We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system, with pay differentials between levels that allow employees to progress on a clear path of career growth and development. Career ladders will be looked at vertically, as well as horizontally, to reflect the City's classification structure.

Deliverable F. Compensation Structure and Implementation Plan

Depending on data developed as a result of the internal analysis, we will review and make recommendations regarding internal alignment and the salary structure (set of salary ranges, salary differentials, steps within ranges, and/or alternative compensation plans) within which the classes are allocated, based upon the City's preferred compensation model. In addition, we will develop externally competitive benefit comparisons for all classifications. We will also assist the City in developing a compensation philosophy and practices relative to the surveyed public jurisdictions. Finally, we will develop a proposed implementation plan based on the study results and recommendations.

We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation structure, if desired. We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions and develop solutions to address pay equity issues, analyze the financial impact of addressing pay equity issues, and create a market adjustment implementation strategy supporting City goals, objectives, and budget considerations.



Draft recommendations will be discussed with the Study Committee and management for discussions and decisions on overall pay philosophy and the practicality of acceptance and prior to developing an Interim Report.

Deliverable G. Final Report and Guidelines for Implementation

A draft Interim Report of the Compensation Study) will be completed and submitted to the Study Committee for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include:

- An executive summary of the compensation study results;
- A set of all market data spreadsheets;
- A proposed Salary Range Placement document;
- A procedure to address employees whose base pay exceeds the maximum of their newly assigned pay range;
- Implementation issues and cost projections surrounding our recommendations; and
- A guide for rules, policies and procedures for the City in implementing, managing and maintaining the compensation system, as appropriate.

Once all of the City's questions/concerns are addressed and discussed, a Final Classification and Compensation Report will be created and submitted in the City's preferred format. The Final Report will incorporate any appropriate revisions identified and submitted during the review of the draft report.

Deliverable H. Formal Appeals Process

Should the City have an formal appeals process regarding the allocation of positions to classifications and of classifications to salary ranges, this proposal does not cover time regarding a formal appeal process. Should our on-site participation be desired, our stated composite hourly rate will be honored. As mentioned above, however, our internal process usually addresses any of these issues.

Deliverable I. Final Presentation

Our proposal includes multiple meetings and weekly oral and written status/progress updates to the Study Committee. Regarding the involvement of the City Council, we recommend at least one initial meeting to confirm/identify the comparator agencies to be included in the study, one interim study session (to discuss the initial findings of the compensation study), and one final presentation of our Final Report. Of course, we are flexible regarding having more or less interaction with the City Council, based on the City's preferences.

❖ Communication with the City:

Our typical communication model includes at least weekly or biweekly written status updates to keep the City informed on where we are during each phase of the project.

In addition, the study includes a significant number of meetings with the Study Committee, human resources, management, employees, employee representation, and the City Council, as desired. The meetings and "stakeholder touch-points" that we recommend ensure understanding of the project



parameters, enhance accurate intake and output of information, and foster a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A's studies.

❖ **Post-Implementation Consultation and Support:**

We are committed to providing the City with the highest-quality product and service. Providing ongoing consultation and support after study implementation is a service that is included in our professional fees and a continued relationship-building aspect of our client relationship that we highly value.

We often find that clients will call or email with follow-up questions and to discuss certain aspects of the study, ask why decisions and recommendations were made, and other important components of the study. We consider post-implementation support as part of our customer service.

Should the City request any additional onsite meetings and/or training after implementation of the study and/or other specific, identifiable work efforts, such as position reclassification studies, creating new class descriptions, or conducting annual surveys, we would honor our composite hourly rate for actual hours spent at the City. However, from experience, we expect that most follow-up support will be conducted via telephone and email and this is absolutely included in our "Not To Exceed Fee" for this project.

❖ **Stakeholder Engagement:**

The meetings and communications with stakeholders that we recommend ensure understanding of the project parameters, enhance accurate intake and output of information, and encourage a collaborative and interactive approach that will result in greater buy-in for study recommendations. This interactive approach, although time-consuming, has resulted in almost 100% implementation success of K&A's studies.

We believe in an interactive and collaborative process with the whole organization and in a high level of stakeholder contact and interaction to ensure organizational buy-in of the study throughout the entire process. Following are the major milestones at which we touch base with Human Resources, employees, managers, employee representation, and other stakeholders, as appropriate:

- Initial study kick-off and employee/management orientation meetings;
- Stakeholder input regarding a list of appropriate comparator agencies, benchmark classifications, and benefits to be collected;
- City stakeholder review of compensation study data and contact with them to address any challenges to the market comparables we identified for each classification;
- Stakeholder input on internal salary relationship analysis and recommendations; and
- Stakeholder input regarding final compensation plans and structure recommendations.

These steps will ensure that the study results in a product that is accepted and trusted by all levels within the organization. Beyond sound mechanics, our approach includes sufficient communication steps to ensure that the study methodology is understood and the results are regarded as expert, impartial, and fair.



DELIVERY SCHEDULE AND TIMELINE

Our professional experience is that compensation studies of this scope and for this size organization take approximately four to five months to complete, allowing for adequate, compensation data collection and analysis, review steps by the City, the development of final reports, any appeals, and presentations. Therefore, the City's request to commence the study in or around July/August of 2021 and complete the study in January 2022 and present to the City Council by the February 2022 meeting is realistic and achievable.

The following is a suggested timeline (which can be modified based on the City's needs):

Deliverables	Total Compensation Survey	Completion by:
A.	Meetings with Study Committee and Management Staff and Initial Documentation Review	Week 1
B.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	Week 2
C.	Data from Comparators and Preliminary Analysis of Data	Week 10
D.	Draft Compensation Findings/Additional Analysis/Study Committee Meetings	Week 13
E.	Analysis of Internal Relationships and Alignment	Week 14
F.	Compensation Structure and Implementation Plan	Week 15
G.	Final Report and Guidelines for Implementation	Week 16
H.	Formal Appeals Process *	As Needed
I.	Final Presentation	As Scheduled



COMMITMENT TO PROJECT BUDGET AND DETAILED WORK PLAN

We have often found our process requires a very high level of time commitment, which sometimes results in a higher proposal cost. We believe that our methodology and implementation success rate is attributable to the significantly greater level of contact we have with employees, employee representation, management, and the governing body. The time we commit to working with the employees (sharing of compensation survey data, informal appeal process, etc.) results in significantly greater buy-in throughout the process and no formal appeals at the end of the study.

In fact, our firm has only had a handful of formal appeals to any of our studies in our 37 years in business. It has been our experience that the money and time invested in stakeholder communication throughout the study are money and time saved during implementation. Numerous times our firm has been hired after an agency has gone through an unsuccessful study whose results were rejected or appealed and whose implementation was very controversial. The result was a divided organization with hostility and animosity between employees/employee representation and management. Whenever our firm was hired after such an unfortunate experience, study stakeholders were amazed at our open and all-inclusive process, our efforts to elicit equal stakeholder input, and our development of recommendations that were accepted as fair and reasonable and understood by management, employees, and the governing body. Our success rate is also attributable to the fact that we have 37 years of experience working with employees of all types of backgrounds, educational levels, and work experiences, and we are accustomed to successfully communicating with and educating them throughout the process. It is imperative that all employees eventually buy into the study results and recommendations, whether they have been through a process like this before or whether this is the first time for them.

Our clients always provide feedback that our process was professional, comprehensive, understandable, timely, and inclusive. Employees, although not necessarily always happy with our recommendations, have always indicated that we listened to their issues and concerns, were available for discussion, and able to provide documentation and data to support our recommendations. Although time consuming, we also drive the process to ensure that timelines are met and schedules are maintained.

The cost proposal below includes three options depending on scope of work to provide the City with a cost comparison based on the number of classifications and number of comparator agencies surveyed for the compensation study. Of course, the City may select any combination thereof and we are open to negotiating another option if it better serves the City. We hope to be able to negotiate a scope of work and cost option that best serves the City's needs.

For purposes for this cost proposal, we assume that, due to COVID-19, all meetings and presentations will be conducted virtually and not onsite travel will occur. We have several technological solutions that can easily facilitate the entire process. Of course, if the travel situation should change, we are more than happy to travel onsite to City offices, as needed.



Total Compensation Study Proposal

City of Hanford

Deliverables	Total Compensation Study 117 Full-Time Classifications	Option 1: Hours	Option 2: Hours	Option 3: Hours
A.	Meetings with Study Committee and Management Staff and Initial Documentation Review	8	8	8
B.	List of Comparator Agencies, Benchmark Classifications, and Benefits to be Collected	16	16	16
C.	Data from Comparators and Preliminary Analysis of Data Option 1: up to 70 benchmarks (60% of 117 full-time classes); 5 comparators; and total compensation (salaries plus benefits) Option 2: up to 76 benchmarks (65% of 117 full-time classes); 8 comparators; and total compensation (salaries plus benefits) Option 3: up to 82 benchmarks (70% of 117 full-time classes); 10 comparators; and total compensation (salaries plus benefits)	120	190	250
D.	Draft Compensation Findings/Additional Analysis/Study Committee Meetings	25	35	45
E.	Analysis of Internal Relationships and Alignment	12	12	12
F.	Compensation Structure and Implementation Plan	12	12	12
G.	Final Report and Guidelines for Implementation	12	14	16
H.	Formal Appeals Process *	0	0	0
I.	Final Presentation	5	5	5
	Anticipated hours for additional unscheduled meetings and phone calls	4	6	8
	Total Professional Hours – Compensation	214	298	372
	Combined professional and clerical composite rate: \$160/Hour	\$34,240	\$47,680	\$59,520
	Expenses are included in the composite hourly rate:	N/A	N/A	N/A
	Expenses include but are not limited to duplicating documents, binding reports, phone, supplies, postage, parking, meals, travel time, etc.			
	TOTAL PROJECT COST NOT TO EXCEED:	\$34,240	\$47,680	\$59,520
	*Additional consulting will be honored at composite rate (\$160/hr)			

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)



REFERENCE REVIEW

The following are three references of public sector agencies for whom K&A has performed similar studies. We are attaching examples of a study completed for each of these three agencies.

Agency & Project	Contact
City of Bellflower (population: 77,790) Compensation Study, completed 2007, 2013, 2017, 2019, and currently finalizing 2021 study. Citywide Classification and Total Compensation study, completed 2015. Project Costs: \$130,000 Example of a study completed: 2019 Compensation Study	Ms. Susan Crumly Human Resources and Risk Manager (562) 804-1424 16600 Civic Center Dr. Bellflower, CA 90706 scrumly@bellflower.org
City of Dinuba (population: 21,453) Compensation Studies, completed 2007, 2013 and 2015, and 2020. Currently, about to commence 2021 Total Compensation Study. Project Costs: \$67,000 Example of a study completed: 2015 Compensation Study.	Ms. Linda Barkley, CMC City Clerk (559) 591-5900 405 E. El Monte Way Dinuba, CA 93618 lbarkley@dinuba.ca.gov
City of El Monte (population: 116,109) Citywide Classification, Compensation and Organizational Study, Completed 2020. Project Costs: \$155,000 Example of a study completed: 2020 Compensation Study	Ms. Kristen Enomoto Sr. Management Analyst, HR/RM Department (626) 580-2044 11333 Valley Boulevard El Monte, CA 91731 kenomoto@elmonteca.gov

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)



Total Compensation Study Proposal

City of Hanford

The following are additional references:

Agency & Project	Contact
City of Concord (population: 129,783) Total Compensation Study, completed 2019. Currently about to commence 2021 Total Compensation Study. Total Compensation Study, completed 2016. Ongoing classification and compensation work since 2016. Project Costs: \$50,000	Ms. Jasmin Loi Director of Human Resources (925) 671-3310 1950 Parkside Drive, MS/30 Concord, CA 94519 Jasmin.loi@cityofconcord.org
City of Corona (Population: 168,819) Citywide Classification and Total Compensation Study, completed 2020. Project Costs: \$320,000	Mr. Misha Sisikin Human Resources Analyst (951) 736-2207 400 S. Vicentia Ave., Corona, CA 92882 Misha.sisikin@CoronaCA.gov
City of East Palo Alto Classification and Compensation Study, completed 2020 Project Costs: \$85,000	Irene Camarena Human Resources Manager (650) 853-3187 Second Floor, 2415 University Ave., East Palo Alto, CA 94303 icamarena@cityofepa.org
City of El Monte (population: 116,109) Citywide Classification, Compensation and Organizational Study, Completed 2020. Project Costs: \$155,000	Ms. Kristen Enomoto Sr. Management Analyst, HR/RM Department (626) 580-2044 11333 Valley Boulevard El Monte, CA 91731 kenomoto@elmonteca.gov
City of Los Altos (population: 30,561) Total Compensation Study for all unrepresented classifications, completed 2018. About to commence 2021 Total Compensation Study for City Manager. Compensation Study, Police Department, completed 2017. Project Costs: \$28,000	Ms. Jennifer Leal Human Resources Manager (650) 947-2610 1 N. San Antonio Road Los Altos, CA 94022 jlogan@losaltosca.gov



Total Compensation Study Proposal

City of Hanford

Agency & Project	Contact
City of Newman (population: 11,000+) Total Compensation Study (23 classes), completed 2018. Project Costs: \$18,000	Mr. Lewis Humphries Finance Director (209) 862-3725 938 Fresno St., 2 nd Floor Newman, CA 95360 lhumphries@cityofnewman.com
City of Newport Beach (population: 86,160) Classification and Compensation Study, completed 2019. Project Costs: \$75,000	Ms. Rebecca Redyk Human Resources Manager (949) 644-3304 100 Civic Center Drive Newport Beach, CA 92660 rredyk@newportbeachca.gov
City of Palm Desert (population: 52,231) Citywide Classification, Compensation, and Organizational Assessment Project, completed 2019. Some follow-up work in 2020. Project Costs: \$139,000	Ms. Lori Carney Human Resources Director (760) 346-0611, or, Direct: (760) 776-6332 73510 Fred Waring Dr. Palm Desert, CA 92260 lcarney@cityofpalmdesert.org
City of Pleasant Hill (population: 34,987) Ongoing classification and compensation studies since 2015. Total Compensation Study (11 benchmarks, 15 comparators), completed 2019. Classification Studies (3 positions), completed 2018. H.R. Organizational Study, completed 2016. Police Compensation Study, completed 2016. Classification Study, completed 2015. Total Compensation Study, completed 2015. Project Costs: \$60,000	Ms. Ericka Mitchell Human Resources Manager (925) 671-5277 100 Gregory Lane Pleasant Hill, CA 94523 emitchell@pleasanthillca.org

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)



Total Compensation Study Proposal

City of Hanford

Agency & Project	Contact
City of West Sacramento Total Compensation Study, completed 2019. Project Costs: \$34,500	Ms. Liane Lee Human Resources Manager 1110 West Capitol Avenue, 3 rd Floor West Sacramento, CA 95691 lianel@cityofwestsacramento.org
Town of Yucca Valley (population: 21,652) Partial Classification and Town-wide Total Compensation Study, Completed 2020. Town-wide Classification and Compensation Study, Completed 2015. Project Costs: \$78,000	Ms. Debra Breidenbach-Sterling HR and Risk Manager (760) 369-7207 57090 Twenty-Nine Palms Highway Yucca Valley, CA 92284 dbreidenbach@yucca-valley.org

Attachment: Koff Assoc Proposal (Admin: Award Contract for Compensation Study)



CONTRACTUAL REQUIREMENTS

We will be pleased to sign the City's professional services agreement for a Compensation Study.

We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

Payment Terms:

Our regular terms are Net 30.

Client shall pay K&A for its fees and reimbursable expenses (if applicable) within thirty (30) days following the date of receipt of each applicable invoice. If Client contests or questions any invoice, it agrees to raise any questions with management of K&A within such 30-day period. Late fees in the amount of 2% of invoice amount will accrue if current invoice is not paid within 30 days of payment due date of that invoice. If late fees are not paid, they will carry forward to next invoice.

If necessary, we are flexible about negotiating other terms with the City.

Please also note: We respectfully request that the following clause also be incorporated into your contract or agreement with K&A:

Non-Solicitation:

Except with the written consent of Georg Krammer or Katie Kaneko, CEO and President respectively of Koff & Associates, which consent may be given or withheld in their sole discretion, Client agrees that during the term of this Agreement and for a period ending one year thereafter (the "Time Period") Client will not solicit services from or hire any K&A employee or contractor (each, a "Team Member") with whom Client has had contact pursuant to the services provided to Client under this Agreement. Client specifically acknowledges that K&A recruits, trains, and contracts with Team Members and that such efforts are costly and time-consuming. As such, it is understood that should Client hire a Team Member during the Time Period for any reason without the required consent, Client agrees to pay a placement fee (paid at the time of placement) of 30% of Team Member's first year's total compensation which accurately reflects a reasonable estimate of K&A's time and costs attendant to its recruitment, hiring, retention, and management of Team Members.



INSURANCE ACKNOWLEDGEMENT

We will submit and support the levels of coverage and endorse the City with our General Liability coverage upon award of a contract for the project.

Workers' Compensation:	Statutory Limits
Commercial General Liability:	\$2,000,000 per occurrence
Professional Liability (Errors & Omissions):	\$1,000,000 per occurrence
Automobile Insurance:	\$1,000,000 per occurrence

Our insurance broker is Ms. Eileen Hollander, Sr. Account Manager, EPIC Insurance Brokers, 2300 Contra Costa Blvd., Suite 375, Pleasant Hill, CA 94523.

STANDING OF THE FIRM

Koff & Associates has been in business in California for 37 years and has always been in good standing, is financially stable, and has no past or pending litigation.



Signature Page

Koff & Associates intends to adhere to all of the provisions described above.

This proposal is valid for 90 days.

Respectfully submitted,

By: KOFF & ASSOCIATES
State of California

Georg S. Krammer
Chief Executive Officer

March 15, 2021





APPENDIX

Résumés of Participating Staff

Georg Krammer
Kari Mercer
Debbie Owen
Lindsay Christopher
Jamie Inderbitzen
Susan Vang

Georg S. Krammer

KEY ACHIEVEMENTS AND HIGHLIGHTS

- **Chief Executive Officer:** At HR services firm, Koff & Associates, moved from junior role to Senior Project Manager position and, subsequently, became CEO and one of two principals of the firm; worked with over 600 clients on organizational, classification and compensation studies, executive recruitments, and a wide variety of other HR projects with a 100% success and implementation rate.
 - **Human Resources & Recruiting Director:** At IT and e-commerce consultancy, Primitive Logic, was part of building the team from 20 employees to 50; implemented entirely new HR infrastructure.
 - **Administrative Officer:** As a member of Senior Management team of Mission National Bank, turned Bank around from years of losses to profits within six months, as well as substantially improved rating with regulatory authorities. Established best practices and operational efficiencies in HR department.
-

PROFESSIONAL EXPERIENCE

Koff & Associates, Berkeley, CA

Associate and Senior Project Manager, 2003-2005

Chief Executive Officer, 2005-Present

- Serve as Project Director in conducting hundreds of classification, compensation, and organizational studies, as well as executive and staff recruitments; provide strategic planning services for public sector agencies; provide outsourced human resource services.
- Recruit executive level positions for water and sanitation districts, courts, counties, cities, transportation agencies, housing agencies, and other statewide and local agencies.
- Develop complex, detailed proposals for cities, counties, courts, and special districts, such as housing, school, healthcare, air quality, vector control, transportation, water, and wastewater agencies, educational institutions, and superior courts, to provide professional Human Resources consulting services.
- Represent K&A with clients, write and approve final project reports, develop client recommendations, and lead presentations in front of and provide expert advice and counsel to City Councils, Boards of Commissioners, Boards of Supervisors, Boards of Directors, and other governing bodies.
- Manage and develop staff of project managers, data specialists, firm consultants, marketing and administrative analysts in Berkeley headquarters and various satellite offices throughout the State and Western Region.
- Grew company from serving approximately 100 clients to 600 clients and grew staff from 6 to 25 in period of fifteen years.
- Contributed to and maintained 100% successful implementation rate of studies performed for clients.

Primitive Logic, Inc., San Francisco, CA

Human Resources Director, 2000-2002

- Supported 50 employees, focusing on organizational development, program implementation, and coaching, resulting in an efficient and healthy organization.
- Pulled all HR functions under one umbrella, thereby allowing executive management to focus on company operations.

- Managed entire recruiting process and coordination resulting in the company's growth of over 100% within one year.
- Planned, directed and carried out employment policies with the goal of reducing cost, safeguarding company culture, and keeping employee morale high.
- Handled all employee relations issues to ensure a productive work environment and to minimize company liability: grievances; counseling; workplace investigations; and terminations.
- Created a structured termination process resulting in smoothly administered workforce reductions.
- Managed and redesigned all employee services: new-hire orientation; benefits; employee reviews; employee mentoring program; training; record-keeping.
- Created all employment related contracts: offer letters, non-disclosure agreements, stock option agreements, independent consultant contracts; and separation/release-of-claims agreements.
- Managed applications for immigration visas, including H-1B's and Labor Certifications.

Mission National Bank, San Francisco, CA

HR Manager/Administrative Officer, 1998-2000

- As Executive Officer and member of Senior Management team, served as HR Manager, Bank Security Officer, Bank Secrecy Act Officer, Administrative Officer, Supervisor of Merchant Credit Card Program, Supervisor of Research, ACH and check processing, and provided back-up for MIS troubleshooting and other technical issues.
- As head of HR department, redesigned HR infrastructure and the following HR functions: training, payroll, compensation, benefits administration, employee grievance and conflict resolution.
- Maintained and implemented updated employment policies. Responsible for hiring, new-hire orientation, and terminations. Advised Senior Management and Board of Directors on HR issues, labor law updates, business conduct and ethics, as well as compensation structure to ensure legal compliance, adherence to overall business goals, reduction of cost, and employee retention.

PROFESSIONAL AFFILIATIONS

- California Public Employer Labor Relations Association
- National Public Employer Labor Relations Association
- Public Employer Labor Relations Association of California
- International Public Management Association
- CalGovHR
- Society of Human Resource Management
- Northern California Human Resource Association
- California Chamber of Commerce
- California Association of Sanitation Agencies
- California Special Districts Association
- League of California Cities

EDUCATION

MBA – International Business, University of San Francisco, Beta Gamma Sigma Honorary Society

MA – English and Russian languages and literature; teaching credentials; University of Vienna, Austria

SPHR – Senior Professional Human Resource Certificate

KARI L. MERCER

Professional Experience:

February 2016 – Present

Project Manager, Koff & Associates, Berkeley CA

Provide professional management on classification and compensation studies for a variety of public sector clients, including special districts, cities, and counties.

- **Classification:** Conduct in-depth analysis of classifications and positions to include job evaluation interviews, identifying and defining classification concepts, developing and modifying classification specifications, and recommending position allocations; perform comprehensive analysis of duties performed in individual positions to determine suitability of employee requests for reclassification.
- **Compensation:** Base salary and total compensation data collection and analysis.

December 2014 to February 2016

Project Consultant/Senior Human Resources Consultant, CPS HR Consulting Services, Sacramento CA

Performed a wide variety of duties in support of the Classification and Compensation unit serving public sector clients including cities, counties, special utility districts, transit agencies, and education institutions throughout California and nationwide.

- **Classification:** Performed detailed analysis of classifications and positions; conducted job evaluations for broad classifications as well as individual positions to make recommendations for classification modification and allocation; crafted classification specifications for a broad range of classifications and bodies of work; composed technical reports of recommendations.
- **Compensation:** Identified benchmarks and created survey instruments for collecting base salary and total compensation data collection; evaluated benchmarks and comparable classifications for purposes of comparison and analysis; composed technical reports presenting and interpreting findings.

May 2010 to December 2014

Independent Contractor of Administrative Services, Self-employed, Fresno CA

- Performed administrative support services for three medical providers to assist in the transition to electronic health records and ensure ongoing compliance with Meaningful Use standards and regulations.
- Reviewed and audited medical reports and patient records and served as the clearinghouse for all patient prescription refills to ensure compliance with regulatory requirements.

May 2003 to May 2010

Stay-at-Home Mother, Fresno CA

May 1998 to May 2003, Employee Relations Officer/Senior Personnel Analyst, County of Madera Human Resources, Madera CA

Served both as the Employee Relations Officer and the Senior Personnel Analyst for the County assuming responsibility for general HR administration duties as well as the labor relations representative.

- **Labor Relations:** Served as the County representative during contract negotiations and meet and confer sessions with labor units advising the contracted negotiator as to County

policy and procedures; debriefed the County Administrative Officer and the Board of Supervisors on labor relations matters; interpreted and advised management, employees, and others on MOU provisions; heard and evaluated employee grievances.

- **Civil Service:** Served as the Secretary to the Civil Service Commission; advised member of the Commission on the sections of the County Code which governed Commission activities; interpreted and advised management, employees, and members of the public on the Civil Service sections of the County Code; developed, implemented, and administered policies and procedures to ensure HR and Civil Service Commission activities complied with the County Code.
- **Classification and Compensation:** Conducted classification studies; developed new classifications and recommended classification allocations; reviewed, analyzed, and made recommendations to the Board of Supervisors on employee requests for reclassification; conducted compensation studies for the creation of new classifications and alignment of existing classifications with the County's labor market.
- **Recruitment:** Supervised professional and technical staff tasked with the recruitment function for the County; ensured that recruitment activities complied with applicable laws, rules, regulations, and codes.

April 1997 to May 1998, Employment Coordinator, Macy's

- Assumed responsibility for talent acquisition for the Fresno stores; monitored vacancies and ensured that vacancy rates were kept below prescribed percentages in each department.
- Implemented and administered training and orientation programs for all new hires.
- Served on the three-person team tasked with the responsibility of implementing and administering changes and complete overhauls of the point of sale system for the stores which included developing and presenting store-wide training when changes were made.

EDUCATION:

California State University Fresno

Bachelor's Degree, Business Administration/Human Resource Management

AFFILIATIONS:

- **IPMA-HR:** Member
- **City of Clovis Personnel Commission:** Chairperson

Debbie Owen

KEY ACHIEVEMENTS AND HIGHLIGHTS

- Classification and compensation practitioner/team member providing classification and compensation services to public sector agencies; extensive analytical experience in classification, compensation, and technical report writing.
 - Specific areas of expertise include job classification and total compensation (base salary and benefits) program review, analysis, design, development and implementation.
- Experienced project manager serving public sector clients on a wide range of classification and compensation studies by working with client stakeholders, directing the work of project teams to ensure high quality study deliverables, and preparing/delivering study presentations to client stakeholders.
- Certified Compensation Professional (CCP) status attained in 1992 with continued membership in *WorldatWork*.

PROFESSIONAL EXPERIENCE

Koff and Associates, Berkeley, CA

Senior Project Manager – September 2015

- Project team member providing classification, compensation analysis and technical report development support for classification and base salary/total compensation studies.
- Compensation related duties include conducting salary surveys; compensation and benefits data analysis and reporting; conducting external market and internal equity analyses; preparing salary recommendations, and writing technical reports.
- Classification related duties include conducting job evaluation meetings, determining classification concepts, preparing allocation recommendations, developing/revising classification specifications and writing technical reports.

CPS Human Resource Consulting Services

May, 2003 - June, 2015

- Technical Specialist Classification and Compensation
- Practice Leader
- Manager, Retention and Deployment Services
- Principal Consultant
- Project Consultant/Senior Consultant

Multiple roles within the organization, with focus on serving as a team member or project manager responsible for providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Projects included large and complex base salary and total compensation survey data reporting, as well as job evaluation/classification studies involving multiple classifications and employees.

- Project team consultant responsibilities:
 - Compensation - conducting salary surveys for large and small compensation studies; study tasks included labor market selection; survey development; compensation and benefits data analysis and reporting; internal equity alignment; and developing salary recommendations and compensation reports.
 - Classification - conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification purposes; developing classification structures; preparing classification specifications for a broad and diverse range of jobs; and developing classification reports.
- Project management responsibilities include strategic planning in the development of project scope and budget; managing the work of professional consulting staff assigned to projects; preparing for, and conducting, client meetings and presentations for stakeholders including employees, bargaining unit representatives, management and governing boards; ensuring that project staff are properly deployed based upon tasks to be completed and individual skillsets; and confirming that all study analyses, reports and other deliverables are of high quality and aligned with professional standards
- Serving as a technical expert in classification and compensation, acting as a resource to colleagues; and developing modules for classification and compensation related training programs delivered to staff and clients.

Ralph Andersen & Associates/Johnson & Associates

June, 1995 – March, 2003

Senior Consultant and Staff Consultant providing human resources consulting services to public sector agencies including cities, counties, utilities, special districts, transit agencies and other local government clients. Served as a team member or project manager responsible for:

- Conducting salary surveys for large and small compensation studies; study tasks included labor market selection, survey development, compensation and benefits data analysis and reporting; internal equity analyses (including point factor); salary recommendations, and cost implementation.
- Conducting study briefing and de-briefing sessions, and employee interviews for job evaluation/classification projects; developing classification structures; and preparing classification reports, classification specifications/job descriptions for a broad and diverse range of jobs.

EDUCATION

- Pierce College, Athens, Greece
- *WorldatWork* Certification as a Compensation Professional (CCP) - 1992
- University of California Extension Program courses in human resources and labor-management relations

PROFESSIONAL AFFILIATIONS

- Member, *WorldatWork*

LINDSAY M. CHRISTOPHER

PROFESSIONAL EXPERIENCE

February 2020 to Present

Senior H.R. Associate, *Koff & Associates, Berkeley CA*

- Provide support on classification and compensation studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, analyze and develop recommendations for position allocation and develop classification specifications
- Collect and analyze total compensation data

August 2019 to February 2020

Human Resources Analyst, *East Bay Regional Park District, Oakland, CA*

- Performed full cycle recruiting from requisition through onboarding
- Collaborated with SMEs to develop recruitment examination timelines, strategies, and components
- Analyzed requests for position allocation/reallocation and made recommendations
- Created and modified classification specifications
- Composed written justification for salary modification for Board approval and adoption
- Interpreted, applied, and communicated policies, procedures, and MOU provisions

March 2015 – August 2019

Human Resources Analyst, *Alameda County, Oakland, CA*

- Provided professional HR services to assigned operating departments in the areas of classification, compensation, recruitment, and selection
- Created and modified classification specifications and series for adoption by the Civil Service Commission
- Determined classification representation, management designation, EEO category, and FLSA designation
- Negotiated with labor organization related to classification and compensation actions
- Analyzed position description questionnaires (PDQs) and determined appropriate classification for vacant and filled positions
- Conducted classification studies for employee-initiated reclassification requests to determine appropriate position classification
- Conducted desk audits with incumbents and supervisors, analyzing assigned duties, levels of autonomy and authority to make decisions, evolution of duties, and organizational structure of work unit as well as reclassification impact to unit, department/agency and county

- Prepared narrative and statistical reports such as classification determinations, salary recommendations, footnote creation/amendments, and staff reports
- Led total and partial departmental classification reorganizations which included creating and modifying classifications, recommending and adjusting salaries, mapping current incumbents within reorganized program/department, noticing employees and reallocating positions (vacant and filled) and recommending abolishment of existing classifications
- Recommended salary adoption or modification to the Board of Supervisors based on data collection and analysis of external market data and/or internal classification relationships
- Managed position control for assigned departments (position adds, transfers, reclassifications and allocations)
- Created and modified specialty designation criteria, analyzed requests from department and approved/denied attachment/removal of designations to/from positions
- Prepared and conducted competency and job analyses utilizing WRIPAC methodology
- Performed full cycle recruiting from requisition through eligible list creation

EDUCATION

San Jose State University, San Jose, CA
Bachelor's Degree, Sociology

JAMIE INDERBITZEN

PROFESSIONAL EXPERIENCE

January 2019 to Present

Senior H.R. Associate, Koff & Associates, Berkeley CA

- Provide senior associate support on classification and compensation studies for public sector clients, including cities, counties, and special districts.

March 2018 to January 2019

Professional and Organizational Development Mgr., California State University, Sacramento

- Served as the university's designated change manager for the implementation of divisional, campus, and system-wide initiatives.
- Designated human resources manager to coordinate with project management teams to assess and report progress to various stakeholders.
- Conducted needs assessment activities, establishing and coordinating with appropriate stakeholders to develop training and implementation strategies.
- Delivered or supported the delivery of learning and professional development curricula.
- Analyzed data from evaluations or quality assurance surveys to ensure we are hitting target markets.
- Successfully developed new program from concept to implementation by gaining support from executive leaders and buy-in from all levels of staff and administrators. The Sacramento State 101 program is a six-week professional development activity and onboarding program that introduces new employees to the campus culture of Sacramento State.

May 2016 to March 2018

Project Manager, California Department of Human Resources, Sacramento, California

- Provided oversight of the State of California's Classification Consolidation and Abolishment Project.
- Deployed a phased approach to transform the State of California's job classification system into a more streamlined and agile system, making it easier for job applicants, current employees, and other constituents to navigate by reducing and consolidating like job titles and occupations; Phase 1 encompassed 25 different occupational groups, each their own project.
- Developed and approved innovative new classification concepts, formulated new policies, and recommended new business practices to impacted constituents.
- Communicated with high level executives at the State Personnel Board, Government Operations Agency, CalPERS, State Controller's Office, Department of Finance, and other internal/external stakeholders including, but not limited to, employee organizations/ unions, media, impacted state departments, and the public in order to achieve understanding and concurrence.
- Directly supervised and managed the workload of 10 staff members; provided guidance, leadership, and mentoring to less experienced staff.

- Using the ADKAR model for change management, presented project concepts, status and implementation to stakeholder audiences ranging from less than 10 to over 1000 participants.

July 2009 to April 2016

Associate and Staff Specialist Level Analyst, California Department of Human Resources, Personnel Management Division, Sacramento, California

- Provided consultation to stakeholders from 86 state departments related to timelines and compliance with State of California human resource laws, rules, policies, and best practices related to classification and compensation.
- Served as SME (subject matter expert) on state negotiation teams with employee organizations/unions and reviewed and drafted responses to over 80 classification related employee grievances.
- Provided training to line department HR staff in the area of audits and regulatory practices and created and led presentations and workshops at HR related conferences.
- Testified at various administrative hearings and arbitrations as expert witness.
- Served as the State's representative at administrative hearings defending the State's position.
- Performed audits of state departments to ensure adherence to laws, regulations, rules, and best practices.

CERTIFICATIONS AND CREDENTIALS

- Human Resources Academy Certification, California State University Sacramento
- Classification & Compensation Credential, California Dept. of Human Resources
- Prosci Change Management Certification
- Legal Secretary Certification
- Paralegal Certification

SUSAN S. VANG

PROFESSIONAL EXPERIENCE

February 2017 to Present

Senior H.R. Associate, Koff & Associates, Berkeley CA

- Provide support on Classification and Compensation Studies for public sector clients including cities, counties, special districts, and other public sector agencies.
- Interview employees, develop classification specifications, analyze and offer recommendations for classification studies.
- Research, collect data, and analyze for compensation studies; develop compensation recommendations and implementation plans.

October 2012 to January 2017

Human Resources Technician, CPS HR Consulting Services, Sacramento CA

- Classification and Compensation: Provided technical support on both compensation and classification projects through the data collection process and worked on special projects as assigned.
 - Participated on project teams for both large and small scale classification and compensation studies.
 - Assisted in compiling detailed statistical and narrative classification and compensation reports with recommendations including changes to existing classification structures, new or revised classification specifications, and position allocations.
 - Drafted Request for Proposal responses for small studies regarding project scope, project timeline estimations, etc.
- Recruitment and Selection: Provided technical recruitment and selection support to various California Social Services and Child Support Services county departments on the Merit System Services (MSS) contract; reviewed clerical, technical, and professional employment applications; assisted in managing the testing and flow of recruitments; created eligible lists for counties' use.

EDUCATION

University of California, Berkeley CA

Bachelor's Degree, Molecular Environmental Biology

REQUEST FOR PROPOSALS



COMPENSATION STUDY

**Release Date:
February 1, 2021**



**Electronic
Submittal Date:
March 15, 2021
by 4:00PM PST**

Attachment: Salary Study RFP 1-2021 (Admin: Award Contract for Compensation Study)

Human Resources Department ~ 319 North Douty Street ~ Hanford, CA 93230

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REQUEST FOR PROPOSALS

Preparation of a Comprehensive Compensation Study

Release Date:

February 1, 2021

Electronic Submittal Date:

March 15, 2021 by 4:00PM PST

Email Proposals to:

scardoza@cityofhanfordca.com

Subject Line:

City of Hanford RFP Compensation Study

Attachment: Salary Study RFP 1-2021 (Admin: Award Contract for Compensation Study)

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1. Introduction

The City of Hanford (City) is requesting proposals from highly qualified professional consulting firms (Consultant/Respondent) to conduct a comprehensive city-wide compensation study as described herein.

2. Background

The Community

The City of Hanford, a steadily growing community with a population exceeding 55,000, is located in the heart of California's Central Valley. With an approximate geographical size of seventeen square miles, the City of Hanford experiences an average growth of 2% each year.

Hanford is the residential, agricultural, industrial, and commercial center of Kings County. Located 30 miles southwest of Fresno, 210 miles southeast of San Francisco and 195 miles north of Los Angeles, Hanford's central location provides access to many cultural and recreational activities as well as natural beauty sites which include close proximity to California's three National parks (Yosemite, Kings Canyon and Sequoia). Hanford's central location provides excellent access to a network of interconnecting highways as well as rail and air service. These transportation corridors combined with a strong economic base and a pro-business attitude towards growth, make Hanford a thriving community.



City of Hanford Civic Auditorium

City Government

Hanford serves as the Seat of Kings County and was incorporated as a General Law City in 1891. The five-member City Council is elected by district to four-year overlapping terms. There are no term limits in effect. The City Council annually appoints the Mayor and the Vice-Mayor. Hanford operates with a Council-Manager form of government with the City Council appointing the City Manager and the City Attorney. The City Manager appoints all Department Heads.

Hanford is a full-service city and employs approximately 290 full-time staff within the departments of Public Works, Police, Fire, Community Development, Finance, Parks and Community Services and Administration. The FY2019/20 expenditure budget totaled \$64.5 million. This total consists of \$32.5 million in General Fund Operations and \$32.9 million for Enterprise, Special, and Capital Funds. Actual revenues received at the end of fiscal year 2018/19 totaled \$73.5 million and actual expenditures totaled \$57.3 million. The City's investment in capital assets for its governmental and business type activities exceed \$283 million.

Compensation Study

The last compensation study which also included job classification review was completed in April of 2016. Since this time there have been several reorganizations and new job classifications have been created. A complete list of all job classifications and compensation information can be found on the City's website at: https://www.ci.hanford.ca.us/departments/human_resources/index.php

The list of comparable agencies used by the City of Hanford in 2016 to present day consist of the following:

City of Madera
City of Porterville
City of Tulare
City of Visalia
Kings County

The City's full-time employees are divided into six groups:

Name of Bargaining Group	Description
Executive Management Employees Association	Department Heads
General Employees Management Association	Mid-Managers, Supervisors and Confidential employees
Hanford Police Officers Association	Police Cadet through the rank of Police Captain
Hanford Professional Firefighter Local 3898	Firefighter through the rank of Battalion Chief
Service Employees International Union Local 521	General Employees
Unrepresented	Human Resources Manager and City Manager

The salary study shall be in conjunction with all bargaining groups. City representatives have met and conferred with all bargaining groups and have reached an agreement on the following parameters (located in all MOU's):

1. The number of agencies and will take all proposed agencies for comparison in consideration;
2. Which agencies of comparison;
3. The measure of Central Tendency;
4. The benchmarking, internal relationships, etc.
5. Which items of comparison for total compensation will be used.

The total wages for calendar year 2020 was \$23,755,003.47 for 308 full-time employees and 83 part-time employees. All bargaining group MOU's are located on the City's website at: https://www.cityofhanfordca.com/departments/human_resources/memorandums_of_understanding.php

All MOU's are scheduled to expire on June 30, 2022. The City of Hanford requests that the compensation study be completed and presented to City Council no later than their first regularly scheduled meeting in February of 2022 as the results will be used to begin the labor negotiation process for successor agreements.

3. City Goals and Objectives

1. Attract and retain qualified employees;
2. Ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills and abilities are classified together;
3. Provide salaries commensurate with assigned duties;
4. Clearly outline promotional opportunities and provide recognizable compensation growth;
5. Provide justifiable pay differential between individual classes;
6. Maintain a competitive position with other comparable agencies.

4. Scope of Services

All work will be done with regular updates provided to the committee which shall be comprised of the City Manager, Human Resources and Finance Department personnel and bargaining group representatives.

1. Analyze labor market agencies and recommend appropriate agencies to include in the compensation study that will provide the City with a consistent and competitive market position that the City can strive to maintain.
2. Identify classifications that represent most closely to the City and review not only job classification titles but duties and responsibilities based on the classifications provided by the City. Explain to the committee the specific or other methodologies used in the industry to assess job classifications.
3. Assist the City in developing a compensation philosophy and practices relative to other public jurisdictions or commonly used in the industry.
4. Conduct a total compensation analysis to provide the City with an accurate assessment of how its compensation plan compares with the selected labor market agencies. The total compensation analysis will be discussed with the committee and may include: base salary, deferred compensation, certification pay, longevity pay, educational incentives, auto allowance, stand-by pay, specialty pay, CalPERS contributions (employer and employee), etc.
5. Conduct an analysis of employer paid insurance premium contributions for medical, dental, vision life and AD&D insurance.
6. Conduct an analysis of leave benefits including holidays, sick leave, vacation and management leave.
7. Complete an internal base salary relationship analysis, including the development of appropriate internal relationships and equity guidelines.
8. Develop externally competitive and internally equitable salary recommendations for each classification based on study results.
9. Present draft results of the study to the committee in a group meeting and throughout the duration of the process if requested or needed.
10. Present the final draft to the City Council and throughout the duration of the process if requested or needed.

5. Proposal Response/Submittal Requirements

Consulting firms need to provide the following bookmarked sections as part of their written proposal:

1. Cover Letter/Executive Summary
2. Experience and Qualifications of Consultant/Team
3. Understanding of Request for Proposal/Scope of Services
4. Delivery Schedule and Timeline
5. Commitment to Project Budget and Detailed Work Plan
6. Reference Review

Cover Letter/Executive Summary

This section shall include:

- Background, ownership and history of your organization. Include the length of time in business, number of years performing related work, and recent compensation studies your consulting firm has conducted for public agencies.
- Project Management philosophy. Describe your approach to ensure successful completion of the study, preferred method of communication with the City's committee and the capacity of your team to accomplish the work (including number of staff and availability of staff and resources). Provide a description of your service philosophy, specifically addressing policies and procedures with respect to confidentiality, legal and ethical issues.
- Location of your principal office and the location of the office that will be responsible for fulfilling the terms of the Agreement for Services.

Experience and Qualifications of Consultant/Team

Provide details relating to the experience and qualifications of the members of the team that if selected, will be assigned to the City. Information should include:

- Name
- Credentials (degrees, certifications, etc.)
- Years of experience
- Number of years with your consulting firm
- Projects assigned within the past three years
- Current work load

Understanding of Request for Proposal/Scope of Services

Each Respondent shall demonstrate its capacity to deliver comprehensive, professional services by providing a statement describing the scope of work as you understand it and a detailed plan to achieve the necessary requirements for accomplishing the work. This should outline the approach, methodology and procedures to be utilized to gather the data, analyze the findings and develop recommendations. If the Consultant has a pre-designed system, provide a detailed description of the job analysis and compensation methodology.

Delivery Schedule and Timeline

Discuss in this section the steps the consultant team proposes to use. Provide a timeline indicating tasks required and the start/completion dates for implementation. The timeline should be specific milestones. Include the number of meetings planned or anticipated. To obtain current data from selected agencies, it is expected that work will commence on or around July/August of 2021 and be completed in January of 2022 and presented to City Council no later than their first regularly scheduled meeting in February of 2022.

Commitment to Project Budget and Detailed Work Plan

Provide a total cost estimate, including travel expenses and “not to exceed” amount for the work described in the Scope of Services section; and an amount to be deducted from total cost estimate because Respondent is conducting (or has conducted in the past six months) salary surveys of comparable jurisdictions, the data from which can be shared rather than independently gathered. Each Consultant shall include an acknowledgement that it can effectively complete the project within the budget they proposed and clearly explain in this section the methods and process it will use to insure the study is within budget and that the City will be getting the best value within the budgeted amount. Details shall include:

- Fixed prices, including out-of-pocket expenses for all costs associated within the scope of this proposal
- Detailed hourly rates of all members assigned to complete this study
- Additional billable costs for non-specified tasks
- Total fees and expenses for the entire scope of the project
- Any area which respondents believe should be included in the Scope of Services and not specified in the RFP. Respondent should identify the additional cost(s) associated with the proposed expansion of the scope of services.

Reference Review

Submit three (3) references of public sector agencies for whom your consulting firm/team has performed similar studies. The reference information shall include the following:

- Name of agency
- Contact person’s name, telephone number and email address
- Contract amount and the year the work was conducted
- Summary of the work performed
- Example of a study completed or hyperlink to a completed study

6. Submittal of Documents/Inquiries

Respondents will prepare their proposals using the guidelines in the Proposal Response/Submittal Requirements section. Proposals should be saved as a PDF file and emailed to scardoza@cityofhanfordca.com by 4:00pm PST on March 15, 2021. In the subject line of the e-mail type City of Hanford RFP Compensation Study.

Once submitted, consultants will receive an e-mail reply indicating that their proposal was received. It is important that you retain a copy of this e-mail as proof that the proposal was submitted by the identified deadline. All proposals are considered a matter of public record. Consultants are cautioned not to include any material into the proposal that is strictly propriety in nature. Questions regarding this proposal shall be submitted via email to Human Resources Manager, Sarah Cardoza at scardoza@cityofhanfordca.com.

7. Undue Influence

The Consultant declares and warrants that no undue influence or pressure is used against or in concert with any officer or employee of the City of Hanford in connections with the award or terms of the Agreement for Services that will be executed as a result of this RFP, including any method or coercion, confidential financial arrangement or financial inducement. No officer or employee of the City will receive compensation, directly or indirectly, from the vendor, or from any officer, employee or agent of the vendor, in connection with the award of the agreement of any work to be conducted as a result of the RFP. Violation of this section shall be a material breach of the Agreement for Services entitling the City to any and all remedies by law or in equity.

8. Proposal Evaluation and Selection

The various significant factors that will be considered in the evaluation of proposals are outlined below. The City of Hanford's final response will not be dictated on any single factor, including price. The relative importance of these factors involves judgment on the part of the City's committee and will include both objective and subjective analysis.

The evaluation criteria listed below are in random sequence and are not considered in any rank or order of importance:

- Demonstrated understanding of the service requested
- Prior experience in performing similar projects
- Qualification of the Consultant and assigned project staff
- Overall project design and methodology/approach
- Timeline for project completion/proposed schedule
- Fees/cost
- Reference checks

The City may conduct interviews with the most qualified Respondents. The City shall not be obligated to accept the lowest priced proposal, but will make an award in the best interest of the City after all factors have been evaluated. Upon completion of the evaluation process, the most qualified Consultant will be contacted to finalize the scope of work and related terms of an agreement.

The City reserves the right to reject any and all proposals should it be deemed in its best interest to do so. A Consultant may be eliminated from consideration for failure to comply with any of the requirements, depending upon the critical nature of such requirements. Late submissions will not be considered.

Proposals will be screened, and the top candidate(s) will be selected. The qualifications for the top candidates will be verified and references may be checked. In reviewing the proposals, the City will carefully weigh the consultant's comprehension of the Scope of Services and the City's needs, qualifications and experience on relevant projects and the fee proposal/value to the City. The award of the agreement will not be based solely on price but on a combination of all of the above listed factors.

The City retains sole discretion to evaluate proposals and make an award to the Consultant the City deems to have the most responsive proposal. Receipt of proposals in response to its RFP does not obligate the City in any way to engage any Consultant and the City reserves the right to reject any or all proposals, wholly or in part, at any time, without penalty. The City shall retain the right to abandon the proposal process at any time prior to the actual execution of an agreement with no financial or other responsibility in the event of such abandonment. The City reserves the right to negotiate all final terms and conditions of the agreements entered into.

All quotes, inquiries, responses, or correspondence related to or in reference to this RFP, and all reports, charts, displays, schedules, exhibits, and other documentation submitted by the Consultant will become property of the City and a matter of public record. Any changes to this RFP by the City will be sent to each Consultant or individual to whom an RFP has been sent and/or who has registered with the City for this RFP. Such changes become an integral part of the RFP for incorporation into any contract awarded pursuant to the RFP. Upon final selection of the Consultant, the Scope of Service may be modified and refined during negotiations with the City.

9. Agreement for Services

The City shall enter into an Agreement for Services with the selected consultant. A sample of the Agreement is included in Attachment A. All Respondents must indicate that they are prepared to complete an Agreement for Service and/or identify in their proposal any terms and conditions of the sample Agreement that they wish to negotiate.

Attachment A

AGREEMENT FOR SERVICES

RECITALS

A. Consultant represents to City that they are specially trained, experienced, licensed and competent to perform the services which will be required by this Agreement; and

B. Consultant represents to City that it possesses the skill, experience, ability, background, certification and knowledge to provide the services described in this Agreement on the terms and conditions described herein.

C. City desires to retain Consultant to render _____ services as set forth in this Agreement.

NOW THEREFORE, in consideration of the mutual covenants set forth herein for such other good and valuable consideration, the receipt and adequacy of which is hereby acknowledged, the parties hereto agree as follows:

1. **Retention of Consultant.** Subject to the terms and conditions set forth herein, City retains Consultant to perform the services identified in this Agreement, as an independent contractor and Consultant hereby accepts this independent contractor appointment.

2. **Scope of Services and City Responsibilities.**

a. Consultant shall perform the services ("Services") and City shall have the responsibilities described on the attached Exhibit "A," which is incorporated herein by reference. To the maximum extent possible, the terms of the body of this Agreement and Exhibit "A" shall be interpreted so they are consistent; however, if there is a direct and irreconcilable conflict between the text of this Agreement and Exhibit "A", the former shall control.

b. Consultant shall correct any and all errors and/or omissions, which arise out of Consultant's negligence or intentional misconduct, in the performance of the Services and any documents resulting therefrom even though City has accepted said Services or documents. Consultant shall make such corrections upon City's request and at no cost or expense to City.

3. **Time of Performance.** Services shall be completed by the dates identified in the attached Exhibit "A."

4. **Compensation.** Compensation to be paid to Consultant shall be in accordance with the attached Exhibit "A." Payment by City under this Agreement shall not be deemed a waiver of errors, even if such errors were known to City at the time of payment.

5. **Method of Payment.** Consultant shall submit monthly billings to City describing the work performed during the preceding month. Consultant's bills shall include a brief description of the Services performed and the date the Services were performed the number of hours spent and by whom, and a description of any reimbursable expenditures. City shall pay Consultant no later than sixty (60) calendar days after the date of submittal of an invoice for completed tasks and approval of the invoice by City staff.

6. **Extra Work.** At any time during the term of this Agreement, City may request that Consultant perform Extra Work. As used herein, "Extra Work" means any work which is determined by City to be necessary for the proper completion of the Services, but which are not included in Exhibit "A." Extra work will be performed on terms agreed upon by the parties. Consultant shall not perform, nor be compensated for Extra Work without written authorization from City.

7. **Termination.** This Agreement may be terminated by City immediately and without notice for cause or by City without cause upon ten (10) days' written notice of termination to Consultant. Upon termination, Consultant shall be entitled to compensation for Services performed up to the effective date of termination, unless this Agreement is terminated for cause, in which case, City may withhold compensation due Consultant in order to reimburse City for any losses, damages or expenses caused by Consultant's default under this Agreement.

8. **Ownership of Documents.** All plans, studies, documents and other writings and electronic disks containing drawings prepared by and for Consultant, its officers, employees, agents and subcontractors in the course of implementing this Agreement, except working notes and internal documents, shall become the property of City, and City shall have the sole right to use such materials in its discretion without further compensation to Consultant or to any other party. Consultant shall, at Consultant's expense, provide such reports, plans, studies, documents and other writings to City upon written request.

However, City's use of completed documents for other projects and/or the use of uncompleted documents without the written authorization of Consultant will be at City's sole risk. City shall, to the fullest extent permitted by law, indemnify and hold harmless the Consultant from all claims, damages, losses, and expenses, including attorney fees, arising out of or resulting from any unauthorized reuse of, or changes to the Project Documents not performed by the Consultant.

9. **Licensing of Intellectual Property.** This Agreement creates a non-exclusive and perpetual license for City to use, modify, reuse or sublicense any and all copyrights, designs, and other intellectual property embodied in plans, specifications, studies, drawings, estimates, and other documents or works of authorship fixed in any tangible medium of expression, including but not limited to, physical drawings or data, electronic or otherwise, recorded on computer diskettes which are prepared or caused to be prepared by Consultant under this Agreement ("Documents & Data"). Consultant shall require all subcontractors to agree in writing that City is granted non-exclusive and perpetual license for any Documents & Data the subcontractor prepared under this Agreement. Consultant represents and warrants that Consultant has the legal right to license any and all Documents & Data. City shall not be limited in any way in its use of the Documents & Data at any time, provided that any such use not within the purpose intended by this Agreement shall be at City's sole risk. City shall, to the fullest extent permitted by law, indemnify and hold harmless the Consultant from all claims, damages, losses, and expenses, including attorney fees, arising out of or resulting from any unauthorized reuse of or changes to the Project Documents not performed by the Consultant.

10. **Confidentiality.** All ideas, memoranda, specifications, plans, procedures, drawings, descriptions, computer program data, input record data, written information, and other Documents & Data either created by or provided to Consultant in connection with the performance of this Agreement shall be held confidential by Consultant. Such materials shall not, without the prior written consent of City, be used by Consultant for any purposes other than the performance of the Services under this Agreement, nor shall such materials be disclosed to any person or entity not connected with the performance of the Services under this Agreement. Nothing furnished to Consultant which is otherwise known to Consultant or is generally known, or has become known, to the related industry shall be deemed confidential. Consultant shall not use City's name, insignia, photographs, or the project for which Consultant's Services are rendered, or any publicity pertaining to the Consultant's Services under this Agreement in any magazine, trade paper, newspaper, television or radio production or other similar medium without the prior written consent by City. Notwithstanding the foregoing, City acknowledges that the Consultant may want/need to include projects performed under this Agreement on proposals for similar work in the future. City hereby grants permission to list any projects performed under this agreement for marketing purposes; provided however, Consultant will not make any representations regarding City's satisfaction with Consultant's work product unless Consultant receives a written statement or evaluation from City.

11. **Equal Opportunity Employment.** Consultant represents that it is an equal opportunity employer and it shall not discriminate against any employee or applicant for employment because of race, religion, color, national origin, handicap, ancestry, sex or age. Such non-discrimination shall include, but not be limited to, all activities related to initial employment, upgrading, demotion, transfer, recruitment or recruitment advertising, layoff or termination. Consultant shall also comply with all relevant provisions of City's programs or guidelines currently in effect as identified and provided to Consultant by City.

12. **Insurance Requirements.**

a. Consultant, at Consultant's own cost and expense, shall procure and maintain, for the duration of this Agreement, the following insurance policies.

i. **Workers Compensation Coverage.** As required by the State of California, with Statutory Limits, and Employer's Liability Insurance with a limit of no less than ONE MILLION AND NO/100 DOLLARS (\$1,000,000) per accident for bodily injury or disease.

ii. **Commercial General Liability (CGL) Coverage.** Insurance Services Office (ISO) Form CG 0001, including products and completed operations, with a limit of no less than TWO MILLION AND NO/100 DOLLARS (\$2,000,000) per occurrence for bodily injury, personal injury, and property damage, and a general aggregate limit of no less than FOUR MILLION AND NO/100 DOLLARS (\$4,000,000).

iii. **Automobile Liability Coverage.** ISO Form Number CA 0001 covering any auto (Code 1), or if Consultant has no owned autos, Code 8 (hired) and 9 (non-owned), with a limit no less than ONE MILLION AND NO/100 DOLLARS (\$1,000,000) per accident for bodily injury and property damage.

If Consultant maintains higher limits than the minimums shown above, City requires and shall be entitled to coverage for the higher limits maintained by Consultant.

Consultant's insurance policies shall be "occurrence" policies and not "claims-made."

Consultant may maintain an Umbrella policy in conjunction with the insurance policies referenced above. In such case, Consultant shall be deemed to have satisfied the insurance requirements of this contract as long as: (i) the coverage limits of the Umbrella policy and of the underlying liability policy(ies), when combined, satisfy each of the per occurrence and aggregate requirements identified in this section; and (ii) coverage under the Umbrella policy is as broad as and includes all incidents and events covered by the underlying insurance that it supplements.

b. Any deductibles or self-insured retentions must be declared to and approved by City. City may require Consultant to purchase coverage with a lower deductible or retention or provide proof of ability to pay losses and related investigations, claim administration, and defense expenses within the retention. Alternatively, City may require Consultant to provide a financial guarantee satisfactory to City guaranteeing payment of losses and related investigations, claim administration, and defense expenses within the retention.

c. The policies are to contain, or be endorsed to contain, the following provisions:

i. City and its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL and automobile liability policies with respect to liability arising out of work or operations performed by or on behalf of Consultant including materials, parts, or equipment furnished in connection with such work or operations; products used by Consultant; or automobiles owned, leased, hired or borrowed by Consultant. General liability coverage can be provided in the form of an endorsement to Consultant's insurance at least as broad as ISO Form CG 20 10 11 85 or if not available, through the addition of both CG 20 10, CG 20 26, CG 20 33 or CG 20 38 and CG 20 37 if a later edition is used. The coverage shall contain no special limitations on the scope of protection afforded to City and its officers, officials, employees or volunteers.

ii. For any claims related to this contract, Consultant's insurance coverage shall be primary coverage at least as broad as ISO CG 20 01 04 13 as to City and its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by City and/or its officers, officials, employees, or volunteers shall be in excess of Consultant's insurance and shall be non-contributory.

iii. Each insurance policy required above shall provide that coverage shall not be canceled, except with notice to City.

Insurance is to be placed with insurers with a current A.M. Best's rating of no less than A:VII.

Consultant shall furnish City with original certificates and amendatory endorsements or copies of the applicable policy language effecting coverage required by this clause. All certificates and endorsements are to be received and approved by City before work commences. However, failure to obtain the required documents prior to the work beginning shall not waive the Consultant's obligation to provide them. City reserves the right to require complete, certified copies of all required insurance policies, including endorsements required by these specifications, at any time.

d. Consultant hereby grants to City and its officers, officials, employees, and volunteers a waiver of any right to subrogation which any insurer of Consultant may acquire against City and/or its officers, officials, employees, and volunteers by virtue of the payment of any loss under such insurance. Consultant agrees to obtain endorsements necessary to effect this waiver of subrogation, but this provision applies regardless of whether or not City has received a waiver of subrogation endorsement from the insurer.

13. **Indemnification.** To the fullest extent allowable by law, Consultant agrees to indemnify, defend and hold harmless City and its officials, officers, employees, agents and volunteers from and against all claims, demands, actions, injuries, liabilities, losses, costs or damages, direct or indirect, and any and all attorneys' fees and other expenses which City or its officials, officers, employees, agents or volunteers may sustain or incur as a consequence of or are in any way related to Consultant's or its owners, directors, officers, managers, employees, agents and subcontractor's willful misconduct or negligent acts or omissions in the performance of the services and Consultants responsibilities and obligations to be performed under this agreement or its failure to perform or comply with any of its obligations or responsibilities contained in this agreement; excluding, however, such liability, claims, losses, damages or expenses arising from City's sole or active negligence or willful misconduct. This duty to indemnify, defend, and hold harmless shall survive the termination of this agreement.

14. **Independent Contractor Status.** It is understood and agreed that Consultant, in the performance of the Services to be performed pursuant to this Agreement, shall act as and be an independent contractor and shall not act as an agent or employee of City. Consultant shall obtain no retirement benefits or other benefits which accrue to City's employees and Consultant hereby expressly waives any claim it may have to any such rights. Nothing in this Agreement shall create or be construed as creating a partnership, joint venture or any other relationship between City and Consultant.

15. **Consultant's Books and Records.**

a. Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled checks, and other records or documents evidencing or relating to charges for services, or expenditures and disbursements charged to City for a minimum period of three (3) years, or for any longer period required by law, from the date of final payment to Consultant under this Agreement.

b. Consultant shall maintain all documents and records that demonstrate performance under this Agreement for a minimum period of three (3) years, or for any longer period required by law, from the date of termination or completion of this Agreement.

c. Any records or documents required to be maintained pursuant to this Agreement shall be made available for inspection or audit, at any time during regular business hours, upon written request by City. Copies of such documents shall be provided to City for inspection at City offices.

d. Where City has reason to believe that such records or documents may be lost or discarded due to dissolution, disbandment or termination of Consultant's business, City may, by written request, require that custody of the records be given to City and that the records and documents be maintained in City offices. Access to such records and documents shall be granted to any party authorized by Consultant, Consultant's representatives, or Consultant's successor-in-interest.

16. **Interest of Consultant.** Consultant and its owners, members, or shareholders, as applicable, covenant and represent that they do not now have any investment or interest in real property and shall not acquire any interest, direct or indirect, in the area covered by this Agreement or any other source of income, interest in real property or investment which would be affected in any manner or degree by the performance of Consultant's Services hereunder. Consultant further covenants and represents that in the performance of the Services hereunder, to the best of its knowledge no person having any such interest shall perform any Services under this Agreement.

Consultant is not a designated employee within the meaning of the Political Reform Act because Consultant:

a. will conduct research and arrive at conclusions with respect to rendition of information, advice, recommendation or counsel independent of the control and direction of City or of any City official, other than normal agreement monitoring; and

b. possesses no authority with respect to any City decision beyond rendition of information, advice, recommendation or counsel. FPPC Reg. Sec. 18700, et seq.

17. **Professional Ability of Consultant.** City has relied upon Consultant's representations regarding its training and professional ability to perform the Services hereunder as a material inducement to enter into this Agreement. Consultant shall therefore provide properly skilled personnel to perform all Services under this Agreement. The primary provider of the Services called for by this Agreement shall be _____ who shall not be replaced without the written consent of City. All work performed by Consultant under this Agreement shall be in accordance with the applicable professional standard of care and shall meet the local professional standard of quality ordinarily to be expected of competent persons in Consultant's field of expertise working in Kings County.

18. **Compliance with Laws.** Consultant shall use the proper standard of care in performing the Services and shall comply with all applicable federal, state and local laws, codes, ordinances and regulations in effect at the time the agreement is executed. In addition, if the request for proposal to provide services which are the subject of this Agreement cited any federal or state financial assistance involved in the project for which the Services are provided, the Consultant shall perform all services in accordance with all applicable federal and state laws, rates and regulations in effect at the time the agreement is executed.

19. **Licenses.** Consultant represents and warrants to City that it has all licenses, permits, qualifications, and insurance which are legally required of Consultant to lawfully and competently perform the Services. Consultant represents and warrants to City that Consultant shall, at its sole cost and expense, keep in effect or obtain at all times during the term of this Agreement, any licenses, permits, and insurance which are legally required of Consultant to lawfully and competently perform the Services. Consultant shall maintain a City of Hanford business license.

20. **Assignment and Subcontracting.** The parties recognize that a substantial inducement to City for entering into this Agreement is the reputation, experience and competence of Consultant. Assignments of any or all rights, duties or obligations of the Consultant under this Agreement will be permitted only with the express written consent of City, which will not be unreasonably withheld. Consultant shall not subcontract any portion of the Services to be performed under this Agreement without the express written consent of City, which will not be unreasonably withheld. If City consents to such subcontract, Consultant shall be fully responsible to City for all acts or omissions of the subcontractor. Nothing in this Agreement shall: (i) create any contractual relationship between City and subcontractor; (ii) create any obligation on the part of City to pay or to see to the payment of any monies due to any such subcontractor; (iii) or relieve Consultant of any of its obligations and responsibilities under this Agreement.

21. **Attorneys' Fees.** If an action at law or in equity is necessary to enforce or interpret the terms of this Agreement, the prevailing party shall be entitled to reasonable attorneys' fees, costs and necessary disbursements in addition to any other reasonable relief to which he may be entitled. With respect to any suit, action or proceeding arising out of or related to this Agreement, or the documentation related hereto, the parties hereby submit to the jurisdiction and venue of the Superior Court for the County of Kings, State of California for any proceeding arising hereunder.

22. **Sole and Only Agreement.** This Agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the matters set forth herein and contains all of the covenants and agreements between the parties regarding said matters. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or in writing, have been made by any party or anyone acting on behalf of any party which are not embodied in this Agreement and no other agreement, statement or promise shall be valid or binding.

23. **Invalidity.** If any provision of this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions shall nevertheless continue in full force and effect without being impaired or invalidated in any way.

24. **Amendment.** No change, amendment or modification of this Agreement shall be valid unless the same be in writing and signed by the parties hereto.

25. **Governing Law.** This Agreement shall be construed and governed pursuant to the laws of the State of California.

26. **Waiver.** Waiver of a breach or default under this Agreement shall not constitute a continuing waiver of a subsequent breach of the same or any other provision under this Agreement.

27. **Mediation.** The parties agree to make a good faith attempt to resolve any disputes arising out of this Agreement through mediation prior to commencing litigation. The parties shall mutually agree upon the mediator and shall divide the costs of mediation equally. If the parties are unable to agree upon a mediator, the dispute shall be submitted to JAMS/ENDISPUTE ("JAMS") or its successor in interest. JAMS shall provide the parties with the names of five qualified mediators. Each party shall have the option to strike two of the five mediators selected by JAMS and thereafter the mediator remaining shall hear the dispute. If the dispute remains unresolved after mediation, either party may commence litigation.

28. **Prohibited Interests.** Consultant maintains and warrants that it has not employed nor retained any company or person, other than a bona fide employee working solely for Consultant, to solicit or secure this Agreement. Further Consultant warrants that it has not paid nor has it agreed to pay any company or person, other than a bona fide employee working solely for Consultant, any fee, commission, percentage, brokerage fee, gift or other consideration contingent upon or result from the award or making of this Agreement. For breach or violation of this warranty, City shall have the right to rescind this Agreement without liability. For the term of this Agreement, no member, officer or employee of City, during the term of his or her service with City, shall have any direct interest in this Agreement, or obtain any present or anticipated material benefit arising therefrom.

29. **Authority to Enter Agreement.** Consultant has all requisite power and authority to conduct its business and to execute, deliver and perform the Agreement. Each party warrants that the individuals who have signed this Agreement have the legal power, right, and authority to make this Agreement and to bind each respective party.

30. **Notice.** Except as otherwise expressly provided herein, any notice, consent, authorization or other communication to be given hereunder shall be in writing and shall be deemed duly given and received when delivered personally, when transmitted by facsimile or e-mail if receipt is acknowledged by the addressee, one business day after being deposited for next-day delivery with a nationally recognized overnight delivery service, or three business days after being mailed by first class mail, charges and postage prepaid, property addressed to the party to receive such notice at the last address furnished for such purpose by the party to whom notice is directed and addressed as follows:

Mario A. Cifuentes II
City of Hanford
319 N. Douty
Hanford, CA 93230

IN WITNESS WHEREOF, the parties have executed this Agreement effective on the day and in the year first set forth above.

CITY

CITY OF HANFORD,
a Municipal Corporation

By: _____
MARIO A. CIFUENTEZ II
City Manager

CONSULTANT

_____ [company name]

By: _____
_____[name]
_____[title]

Attachment: Salary Study RFP 1-2021 (Admin: Award Contract for Compensation Study)

EXHIBIT “A”

Scope, Timeframe, and Compensation for Services



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: E
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SUBJECT:

Community Development: Adopt Resolution 21-19-R Supporting an application for funding from the California Department of Housing and Community Development (HCD) State of California's 2020 Community Development Block Grant program Corona Virus Response (CDBG-CV2)

RECOMMENDATION:

See Staff Report Attached.

FISCAL IMPACT:

ATTACHMENTS:

CDBG-CV2 Staff Report
Sunrise CDBG Resolution

CITY OF HANFORD CITY COUNCIL STAFF REPORT

MEETING DATE: Tuesday, May 18th, 2021

SUBJECT: Community Development Block Grant Corona Virus Aid, Relief, and Economic Security funds application (CDBG-CV2)

STAFF RECOMMENDATION

Adopt Resolution 21-19-R (Attachment 1) approving the submittal of an application to the California Department of Housing and Community Development (HCD), authorizing the City Manager to apply for and accept funds from the State of California's 2020 Community Development Block Grant program Corona Virus Response (CDBG-CV) and/or the 2020-2021 funding year of the state CDBG program.

HISTORY

On March 27, 2020, Congress passed the Coronavirus Aid, Relief, and Economic Security (CARES) Act in response to the impacts of the COVID-19 pandemic. The State Department of Housing and Community Development (HCD) published a Notice of Funding Availability (NOFA) for Community Development Block Grant Coronavirus Aid, Relief, and Economic Security (CDBG-CV 2&3) funds. HCD has set aside approximately \$50 million of its CDBG-CV2 funds to support Homekey projects, regardless of whether they are located in non-entitlement or entitlement jurisdictions. These funds are now being made available over-the-counter to those applicants who applied under the Homekey NOFA and have a CDBG-CV2 eligible project. Eligible uses include acquisition, rehabilitation, and off-site infrastructure construction necessary for projects to become habitable and fully operational. Applicants do not need to have been awarded Homekey funds to be eligible for an award, but they must have submitted an application under the Homekey NOFA.

Awarded funds must be used to provide housing for individuals and families experiencing homelessness or at risk of experiencing homelessness and who are impacted by the COVID-19 pandemic. An Eligible Applicant may choose to target Project Roomkey properties, or other, non-Project Roomkey properties.

- Eligible Uses include the following:
- Acquisition or rehabilitation of motels, hotels, or hostels
- Conversion of units from nonresidential to residential in a structure with a certificate of occupancy as a motel, hotel, or hostel.
- The purchase of affordability covenants and restrictions for units.
- Relocation costs for individuals who are being displaced as a result of rehabilitation of existing units.
- Acquisition of other sites and assets, including purchase of apartments or homes, adult residential facilities, residential care facilities for the elderly, manufactured housing, and other buildings with existing residential uses that could be converted to permanent or interim housing.

The proposed plan must describe the manner in which the allocated funds will be used for eligible activities. Describe the way the Local government will prioritize investments that increase the supply of housing for individuals and families experiencing or at risk of experiencing homelessness and who are impacted by the COVID-19 pandemic. Describe how the Plan is consistent with programs set forth in the City's Housing Element. Be authorized and approved by resolution, and ensuring the public had adequate opportunity to review and comment on the contents of the Plan.

The City of Hanford's proposed plan activities include:

- 1) The City of Hanford anticipates submitting an application under this NOFA. The City's allocation is \$1,100,000 and a potential activity would be the rehabilitation of the Sunrise Apartments (formerly Stardust Motel) on Lacey Boulevard, as a stand-alone project to convert this property from temporary to permanent housing for persons experiencing homelessness. The rehabilitation will include the full conversion of half (11) of the 22 apartments into permanent housing. Additional dollars will be secured to convert the remaining 11 apartments into permanent housing.

The application is due by 5:00 PM on August 31, 2021. Applications will be reviewed and awarded in the order that complete, eligible applications are received.

BUDGET IMPACT

There would be no fiscal impact to the City of Hanford.



RESOLUTION NO.21-19-R

A RESOLUTION APPROVING AN APPLICATION FOR FUNDING AND THE EXECUTION OF A GRANT AGREEMENT AND ANY AMENDMENTS THERETO FROM THE 2020 COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM – CORONAVIRUS RESPONSE (CDBG-CV) AND/OR THE 2020-2021 FUNDING YEAR OF THE STATE CDBG PROGRAM

BE IT RESOLVED by the City Council of the City of Hanford as follows:

SECTION 1:

The City has reviewed and hereby approves the submission to the State of California of one or more application(s) in the aggregate amount of, not to exceed, \$1,100,000 for (i) the following CDBG-CV activities, pursuant to the CDBG Method of Distribution as described in the State of California 2019-2020 Annual Action Plan August 2020 Second Substantial Amendment, and/or (ii) the following CDBG activities, pursuant to the CDBG Method of Distribution as described in the State of California 2020-2021 Annual Action Plan January 2021 Substantial Amendment:

List activities and amounts

The rehabilitation of the Sunrise Apartments (formerly Stardust Motel) on Lacey Boulevard, as a stand-alone project to convert this property from temporary to permanent housing for persons experiencing homelessness. The rehabilitation will include the full conversion of half (11) of the 22 apartments into permanent housing. Additional dollars will be secured to convert the remaining 11 apartments into permanent housing.

Amount: \$ 1,100,000

SECTION 2:

The City hereby approves the use of Program Income in an amount not to exceed \$ 1,100,000 for the CDBG-CV activities and/or CDBG activities described in Section 1.

SECTION 3:

The City acknowledges compliance with all state and federal public participation

Department of Housing and Community Development
Revised 04/12/2021

2020 CDBG/CDBG-CV



requirements in the development of its application(s).

SECTION 4:

The City hereby authorizes and directs the City Manager , or designee*, to execute and deliver all applications and act on the City's behalf in all matters pertaining to all such applications.

SECTION 5:

If an application is approved, the City Manager or designee*, is authorized to enter into, execute and deliver the grant agreement (*i.e.*, Standard Agreement) and any and all subsequent amendments thereto with the State of California for the purposes of the grant.

SECTION 6:

If an application is approved, the City Manager or designee*, is authorized to sign and submit Funds Requests and all required reporting forms and other documentation, without limitation, including any covenant or regulatory agreement as may be required by the State of California from time to time in connection with the grant.

PASSED AND ADOPTED at a regular meeting of the City Council of the City of Hanford held on May 18, 2021 by the following vote:

Instruction: Fill in all four vote-count fields below. If none, indicate "0" for that field.



3

AYES: Enter # of votesNOES: Enter # of votesABSENT: Enter # of absencesABSTAIN: Enter # of abstentions

Francisco Ramirez, Mayor
City of Hanford

STATE OF CALIFORNIA

City of Hanford of Kings County

I, Natalie Corral , City Clerk of the City of Hanford of Kings County, State of California, hereby certify the above and foregoing to be a full, true and correct copy of a resolution adopted by said City Council on this 18 day of May, 2021.

Natalie Corral, Clerk of the City of Hanford

By: _____
Enter Name of City/County Clerk, Title.

Note: The attesting officer cannot be the person identified in the Resolution as the authorized signer.

Attachment: Sunrise CDBG Resolution (CD: Community Development Block Grant CDBG-CV2)



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: F
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SUBJECT:

Public Works: Authorization to Advertise the FY18/19 CDBG Pedestrian and Safety Lighting Improvements Project (Scott Street at Phillips Street)

RECOMMENDATION:

That the City Council, by motion, authorize staff to advertise for bids for the FY 18/19 CDBG Pedestrian and Safety Lighting Improvements Project located northeast of Scott Street and Phillips Street, along Redington Street

BACKGROUND:

The project is located within the Housing Authority development located on Redington Street north of Davis Street, and will benefit the low/moderate income residents in this project area by providing safe pedestrian travel with ADA compliant handicap ramps. With a large number of the residents of this area using the bus system and walking to destinations, the improvements will provide safe pedestrian travel.

The proposed project will improve pedestrian accessibility and safety and provide additional street lighting on Redington Street between Phillips Street and Scott Street as shown on the attached location map.

The project will construct new ramps and modify existing ramps at returns to provide ADA accessibility and safe pedestrian travel and crossings at locations where pedestrians step into vehicle pathways. Additionally, at the knuckle intersection of Redington Street at Davis Street, there is approximately 50 LF of curb and gutter with a sidewalk drain that is broken and in need of repair. The project will remove and replace the broken curb and gutter and repair the sidewalk under drain.

Safety lighting will be installed in the cul-de-sac area on Redington north of Davis Street. An easement has been provided by the Housing Authority development to SCE to allow them to install aerial lines to a new street light on an existing pole, which will provide additional safety lighting for residents.

FISCAL IMPACT:

The FY 2019 Capital Improvement Program Budget provides \$92,500.00 of funding through the Community Development Block Grant program for construction, including contingency, for the FY 18/19 CDBG Pedestrian and Safety Lighting Project located at Scott and Phillips.

ATTACHMENTS:

Location Map

FY 18/19 CDBG Pedestrian and Safety Lighting Project

Redington Street between Phillips Street and Scott Street



Project Location

Attachment: Location Map (Permission to Advertise: FY 18/19 CDBG Pedestrian and Safety Lighting



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: A
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SUBJECT:

Community Development: Historic Resources Permit 2021-01: a request to replace the existing ceramic tile with red brick and the existing aluminum window frame with a dark brown vinyl frame. The property is designated as a contributing building within the Historic Overlay Zone. The project is located at 119 N. Douty St. (APN 012-046-018).

See staff report attached.

FISCAL IMPACT:

ATTACHMENTS:

Staff Report - HR 119 N Douty St
 Resolution 21-17-R
 Attachment 1: Historic Overlay Zone and Properties
 Attachment 2: Proposed Facade
 Attachment 3: Existing Facade

**CITY OF HANFORD CITY COUNCIL
STAFF REPORT
Tuesday, May 18, 2021**

PROJECT: **Historic Resources Permit 2021-01:** a request to replace the existing ceramic tile with red brick and the existing aluminum window frame with a dark brown vinyl frame. The property is designated as a contributing building within the Historic Overlay Zone.

LOCATION: The project is located at 119 N. Douty St. (APN 012-046-018)

STAFF RECOMMENDATION

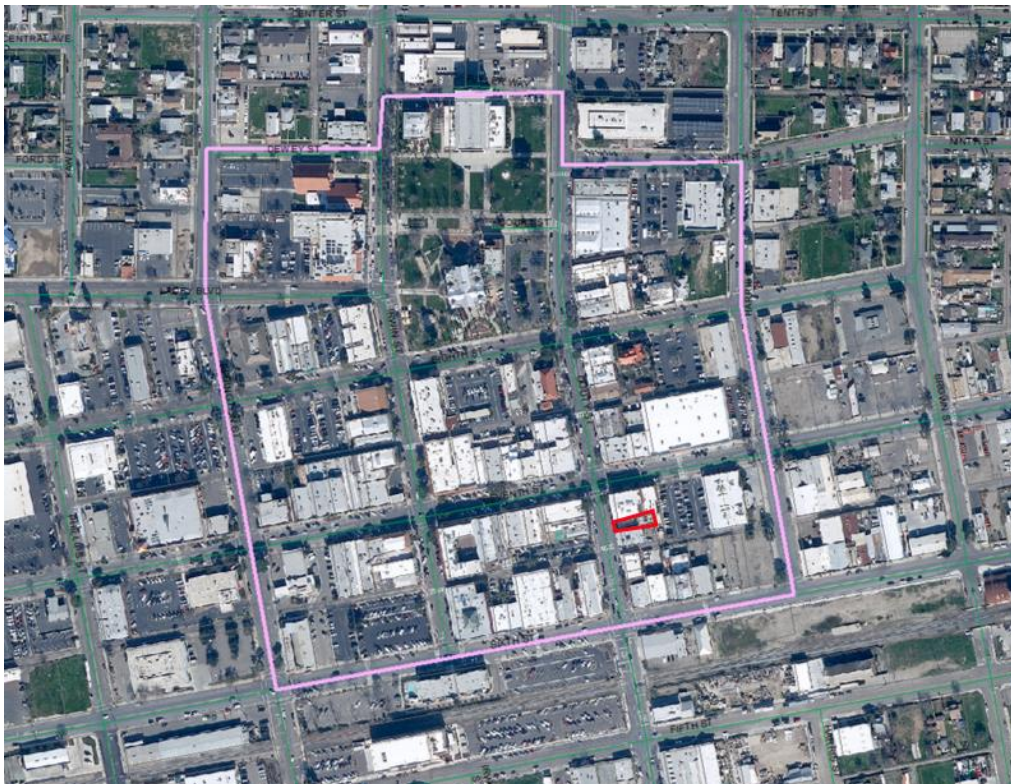
1. Staff recommends that the City Council, by motion, adopt Resolution 21-17-R denying Historic Resources Permit 2021-01.

RECOMMENDED MOTION

1. I move to adopt Resolution 21-17-R denying Historic Resources Permit 2021-01.

PROJECT DESCRIPTION

The property is located within the Historic Overlay Zone, shown below – outlined in red.



The property is designated a contributing building in the Historic Overlay Zone, as shown on the Historic Overlay Zone Map – **Attachment 1**.

“Contributing building” means a structure within a historic district which structure retains scale, mass and other architectural characteristics to the degree that it contributes to the sense of time and place of the immediate area and the district. The building may have individual architectural significance or may be one of a grouping of background buildings that jointly contribute to the character of the immediate area and the district. Contributing buildings may reflect interim modifications if those modifications do not irreparably detract from the character of the building or if the modifications reflect an architectural style or particular era important to the development of the City. Contributing buildings shall also include structures that have a strong historical tie to activities, events, or individuals important in the development of the City.

In accordance with the Municipal Code Section 17.48, alterations to the exterior of a building located within the Historic Overlay Zone are required to be approved through a Historic Resources Permit, which must be approved by the City Council.

Section 17.48.040

No improvement or exterior architectural feature of any improvement shall be constructed or altered or enlarged which is located in the Historic Overlay District or identified as a historic site outside the District, unless a permit is issued pursuant to the terms of this chapter. The section shall not apply to any interior alteration which has no effect on the condition or appearance of any exterior architectural feature of an improvement. No structure listed on a State or National Register shall be moved or demolished, unless a permit is issued pursuant to the terms of this chapter.

Section 17.48.070

- A. A historic resource permit shall be required for any alteration of the exterior features of a building within a designated historic district, or a designated historic building or site, or to construct a new building or improvements upon property within a designated historic district except as otherwise provided in this Chapter 17.48, the City Council shall determine whether a historic resources permit shall be issued. A permit shall not be required for ordinary maintenance and repairs as defined in this section.
- B. Permit Procedures. An application for a historic resource permit shall be made on a form prescribed by the Community Development Department and shall be accompanied by the fees established by resolution of the City Council. The application shall include the information required by Section 17.60.020 for site plan review, complete elevation drawings of the proposed alterations, samples of proposed colors and materials, color photographs of all sides of any existing improvement, building or structure on the site, and such other information as may be required by the Community Development Department. If applicable, the application shall include the information required by Chapter 17.58 (permit for conditional uses) and Chapter 17.62 (planned unit development).

Applications for permits requiring City Council approval shall be placed on the next regular meeting of the City Council. The City Council may approve, approve with conditions, or deny the permit.

Building Description

The building is a single-story structure originally constructed with brick in the late 1800's and housed the Hanford Sentinel office for many years. In the 1940's or 1950's, the exterior was modified to its current appearance of stucco, ceramic tiles, a flat-roofed marquee, and aluminum framed windows.

The applicant proposes to replace the existing ceramic tile with red brick and the existing aluminum window frame with a dark brown vinyl frame, as shown in **Attachment 2**.

In 1983, Historic Resources Permit No. 83-22 proposed to replace the ceramic tile with red brick. At the time, staff concluded that the location of the building between two larger buildings along with its distinct frontage contributed to the character of the Historic District and should be retained. As stated in Section 17.48.150(B)(4) of the Hanford Municipal Code, "changes which may have taken place in the course of time are evidence of the history and development of a building, structure or site and its environment. Such changes may have acquired significance in their own right, and this significance shall be recognized and respected." The building still has the same location and frontage today. Due to the building's location between two larger buildings and its distinct frontage, staff concludes that the building's current appearance contributes to the character of the Historic District and should be retained. This is further supported by Section 17.48.150(C)(1)(b), which states that "where most of the existing architectural design dates from an interim remodeling and where such remodeling adds to the historical character of the historic district, rehabilitation may conform to the period of such remodeling and not to the original design." For these reasons, staff is recommending denial, in order to retain the existing façade's appearance.

However, should City Council approve the permit, staff has provided policies which would support replacing the existing frontage. As stated in Section 17.48.150(C)(1)(d), "designs appropriate to the years during which the buildings in the historic district were constructed should be encouraged." The proposed brick design would match the frontage of the building when it was originally constructed. According to Section 17.48.150(E)(1)(a), "exterior colors should harmonize with other colors on the same building and on the streetscape. Exterior colors should complement the colors of neighboring buildings and should be selected to be mutually supportive and beneficial to the overall historic character of the streetscape." The adjacent building to the south has a red brick frontage, similar to the proposed frontage for this building. As stated in Section 17.48.150(E)(1)(b), "where wood or metal surfaces of windows, doors, porches and details, other than cornices, are to be painted, the following colors shall be used: During the early twentieth century, muted colors and earth colors were favored. They included gray, dark brown, dark green, blue gray, beige, brick red, and terra cotta." While vinyl frames are not a specified window material, staff would be supportive of the change to a dark brown vinyl window frame if the existing tile is replaced, as dark brown is an acceptable color for surfaces.

FINDINGS FOR DENIAL

Staff recommends that the City Council find Historic Resources Permit No. 2021-01 inconsistent with Section 17.48 of the Hanford Municipal Code and make the following findings:

1. That approval of the historic resources permit will not protect, enhance, and preserve structures which provide significant examples of architectural styles of the past.

2. That approval of the historic resources permit will not preserve and encourage a city of varied architectural styles reflecting the cultural, social, economic, political and architectural phases of its history.

RECOMMENDATION

The City Council may approve, approve with conditions, or deny the permit.

Staff recommends that the City Council, by motion, adopt Resolution 21-17-R denying Historic Resources Permit 2021-01.

Alternative Motion:

Should the Council decide to approve the permit, staff recommends the following conditions of approval:

1. That the applicant adhere to the design criteria for the Historic Overlay Zone, set forth in Section 17.48 of the Hanford Municipal Code.
2. That approval of this project does not exempt compliance with all applicable sections of the Zoning Ordinance, Public Works Improvement Standards, fees, or other City Ordinances.
3. That the alterations to the site be completed in accordance with the proposed changes.

Applicant

Antonio Gomez
8512 Terhune Avenue
Sun Valley, CA 91352

RESOLUTION 21-17-R

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF HANFORD DENYING HISTORIC RESOURCES PERMIT NO. 2021-01, A REQUEST TO REPLACE THE EXISTING CERAMIC TILE WITH RED BRICK AND THE EXISTING ALUMINUM WINDOW FRAME WITH A DARK BROWN VINYL FRAME. THE PROPERTY IS DESIGNATED AS A CONTRIBUTING BUILDING WITHIN THE HISTORIC OVERLAY ZONE. THE PROJECT IS LOCATED AT 119 N. DOUTY STREET (APN 012-046-018).

At a regular meeting of the City Council of the City of Hanford duly called and held on May 18, 2021, at 7:00 p.m. in the Council Chambers of the Civic Auditorium, it was moved by Council Member _____, and seconded by Council Member _____, and duly carried, that the following resolution be adopted:

WHEREAS, an application, filed by Antonio Gomez for Historic Resources Permit No. 2021-01 was presented to the City Council; and

WHEREAS, the proposed project is located at 119 N. Douty Street (APN 012-046-018); and

WHEREAS, the City Council of the City of Hanford, at a regular meeting on May 18, 2021, reviewed the request for Historic Resources Permit No. 2021-01; and

WHEREAS, the City Council of the City of Hanford reviewed the application for the Historic Resources Permit No. 2021-01 and found that the application is inconsistent with Section 17.48 of the Hanford Municipal Code and makes the following findings:

1. That approval of the historic resources permit will not protect, enhance, and preserve structures which provide significant examples of architectural styles of the past.
2. That approval of the historic resources permit will not preserve and encourage a city of varied architectural styles reflecting the cultural, social, economic, political and architectural phases of its history.

THEREFORE, BE IT RESOLVED that the City Council of the City of Hanford hereby denies Historic Resources Permit No. 2021-01.

NOW, THEREFORE, BE IT FURTHER RESOLVED, that the City Council of the City of Hanford hereby denies Historic Resources Permit No. 2021-01. Passed and adopted at a regular meeting of the City Council of the City of Hanford duly called and held on May 18, 2021, by the following vote:

AYES: _____

NOES: _____

ABSTAIN: _____

ABSENT: _____

APPROVED: _____
FRANCISCO RAMIREZ
MAYOR of the City of Hanford

ATTEST: _____
NATALIE CORRAL
CITY CLERK

STATE OF CALIFORNIA)
COUNTY OF KINGS) ss
CITY OF HANFORD)

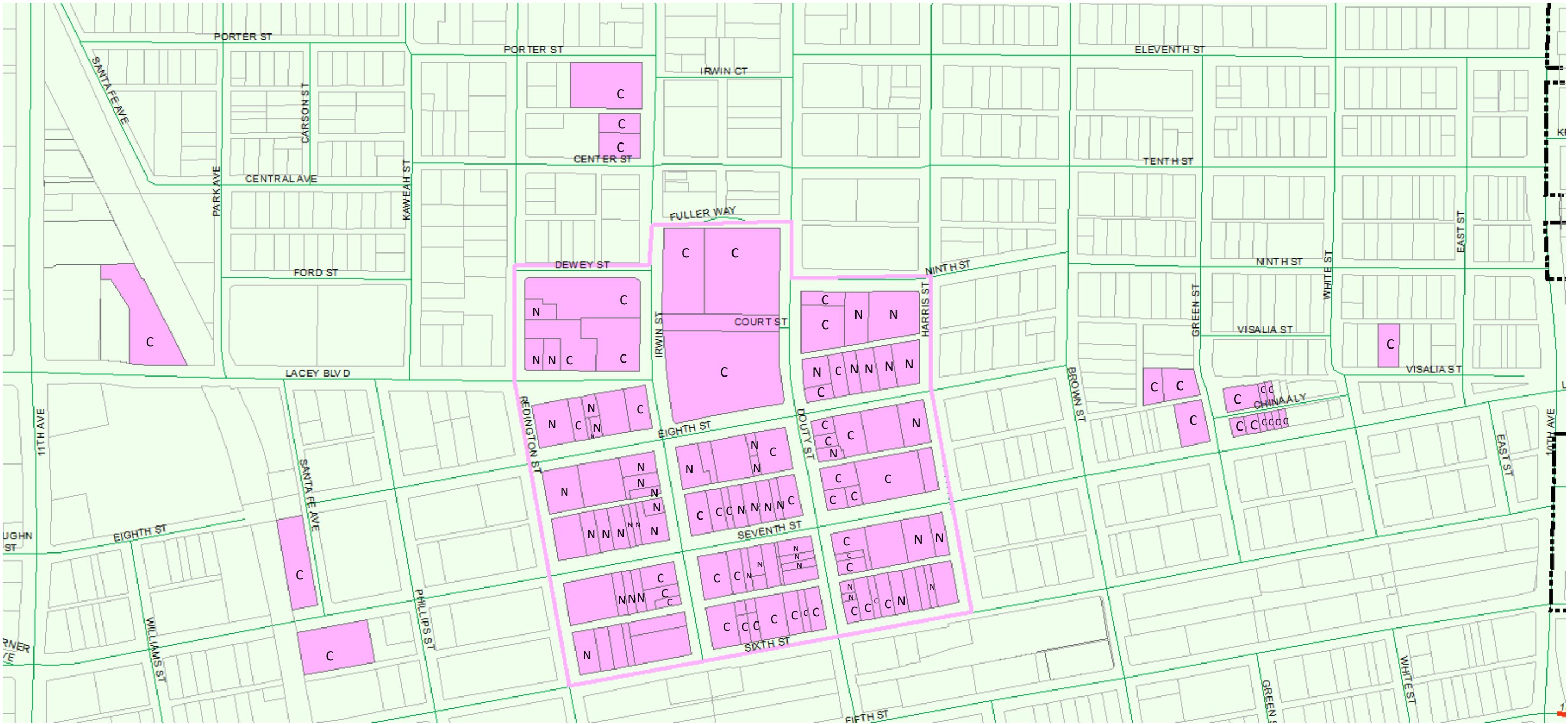
I, NATALIE CORRAL, City Clerk of the City of Hanford, do hereby certify the foregoing Resolution was duly passed and adopted at a regular meeting of the City Council of the City of Hanford held on the 18th day of May, 2021.

Date: _____

NATALIE CORRAL
CITY CLERK

Attachment: Resolution 21-17-R (CD: Historic Resources Permit 2021-01)

Historic Overlay Zone and Properties



Legend

- Historic Overlay Zone

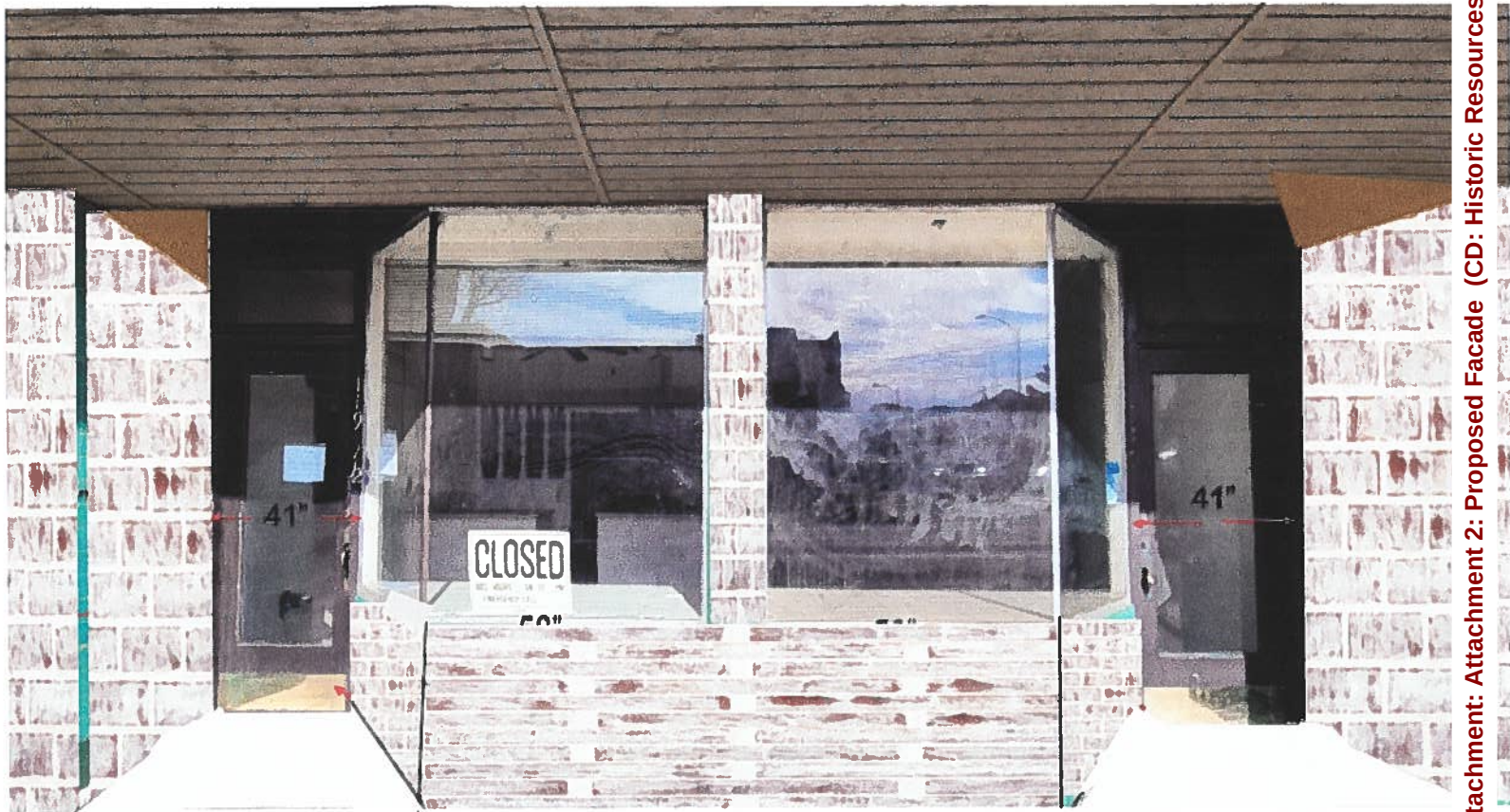
- Historic Properties

C

 - Contributing Buildings

N

 - Noncontributing Buildings



Attachment 2: Proposed Facade (CD: Historic Resources Permit 2021-01)

Proposed



Existing



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: B
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SUBJECT:

Public Works: Authorization to Advertise for bids for the Lacey Pickleball Court Project

RECOMMENDATION:

That the City Council, by motion, authorize staff to advertise for bids for the FY20/21 Lacey Park Pickleball Court Project.

BACKGROUND:

On July 7, 2020, staff presented this grant award to the City Council to seek direction on the project they would like to see funded by this grant award. Four projects were presented and the construction of six pickleball courts at Lacey Park was selected. Council directed staff to seek input from the Parks and Recreation Commission and return to Council with the authorizing resolution.

On July 13, 2020, this item was presented to the Parks and Recreation Commission. The Commission agreed with the project and location. The Commission directed staff to move forward with the submittal of the authorizing resolution.

On August 10, 2020, The City Council approved Resolution 20-21-R, approving the application for the Proposition 68 Per Capita Grant application.

Plans and specifications are complete for this project. If approved, work should begin on this project in late summer 2021, which is necessary to use the grant funds before they expire.

FISCAL IMPACT:

The State Department of Parks and Recreation awarded the City of Hanford \$177,953 through the Proposition 68 Per Capita Program. Funds are available for local park rehabilitation, creation and improvement grants to local governments on a per capita basis. Grant recipients are

encouraged to utilize awards to rehabilitate existing infrastructure and to address deficiencies in neighborhoods lacking access to the outdoors.

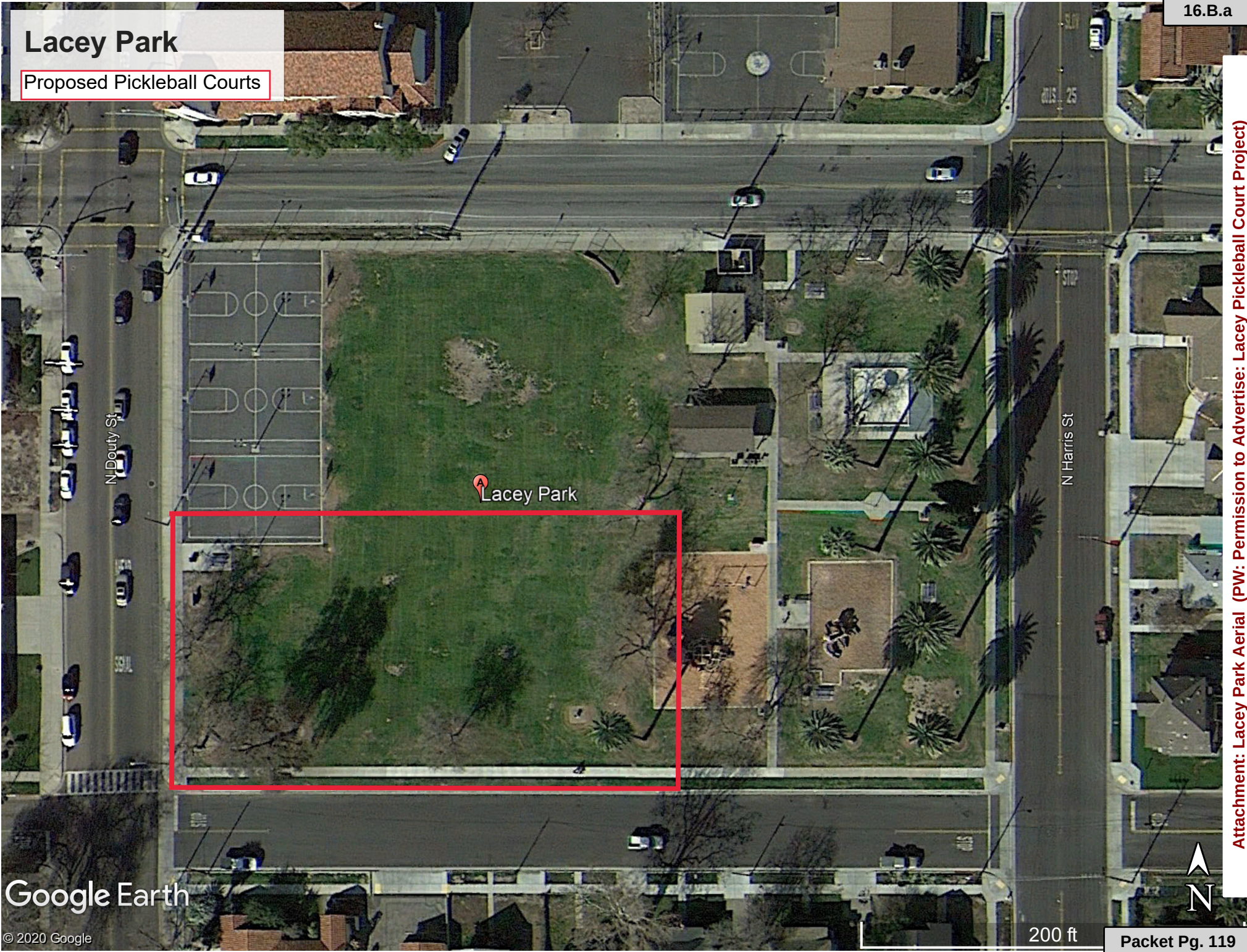
The Proposition 68 Per Capita Grant award will fund \$177,953 towards this project. The balance of the project will be allocated from the Park Impact Reserve Account.

ATTACHMENTS:

Lacey Park Aerial

Lacey Park

Proposed Pickleball Courts



Google Earth

© 2020 Google

200 ft



AGENDA STAFF REPORT

MEETING DATE: 5/18/2021	AGENDA SECTION: C
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SUBJECT:

Public Works: Approval of Resolution 21-18-R identifying a “Project List” for RMRA gas tax funding for Fiscal Year 2021/22.

RECOMMENDATION:

That the City Council, by motion, approve Resolution 21-18-R identifying a “Project List” for RMRA gas tax funding for Fiscal Year 2021/22.

BACKGROUND:

The Road Repair and Accountability Act of 2017 (SB1 Beall) established a new Road Maintenance and Rehabilitation Account (RMRA) to provide additional funding for maintenance of state highways and roadways, including a portion for local streets and roads. One of the provisions of the new law required that agencies submit documentation to the California Transportation Commission (CTC), regarding the description and location of a proposed project; the estimated useful life of the improvement; and the estimated project start and completion date. The project list must be approved by the adopting agency by resolution at a regular public meeting.

The attached Project list meets the requirements as referenced above and is submitted for council consideration for RMRA funding for FY 2021/22 and Hanford’s estimated RMRA funding amount for FY 21/22 is approximately \$1,135,644 as can be seen in the attached chart of local streets and roads revenue projections.

FISCAL IMPACT:

Projected RMRA gas tax revenues for FY 2021/22 are estimated to be approximately \$1,135,644. If approved, the projects identified in this report will be forwarded to CTC by July 1, 2021 as required by state statute. The project list is also incorporated into our FY 2021/22 Capital Improvement Program.

ATTACHMENTS:

FY 21-22 SB 1 Project List Resolution 21-18-R

Project List

Local Roads Projected Funding

RESOLUTION NO. 21-18-R**CITY OF HANFORD****RESOLUTION ADOPTING A LIST OF PROJECTS FOR FISCAL YEAR 2021-22 FUNDED BY
SB 1: THE ROAD REPAIR AND ACCOUNTABILITY ACT OF 2017**

WHEREAS, Senate Bill 1 (SB 1), the Road Repair and Accountability Act of 2017 (Chapter 5, Statutes of 2017) was passed by the Legislature and Signed into law by the Governor in April 2017 to address the significant multi-modal transportation funding shortfalls statewide; and

WHEREAS, SB 1 includes accountability and transparency provisions that will ensure the residents of our City are aware of the projects proposed for funding in our community and which projects have been completed each fiscal year; and

WHEREAS, the City must adopt by resolution a list of projects proposed to receive fiscal year funding from the Road Maintenance and Rehabilitation Account (RMRA), created by SB 1, which must include a description and the location of each proposed project, a proposed schedule for the project's completion, and the estimated useful life of the improvement; and

WHEREAS, the City, will receive an estimated \$1,135,644 in RMRA funding in Fiscal Year 2021-22 from SB 1; and

WHEREAS, this is the fourth year in which the City is receiving SB 1 funding and will enable the City to continue essential road maintenance and rehabilitation projects, safety improvements, repairing and replacing aging bridges, and increasing access and mobility options for the traveling public that would not have otherwise been possible without SB 1; and

WHEREAS, the City has undergone a robust public process to ensure public input into our community's transportation priorities/the project list; and

WHEREAS, the City used a Pavement Management System to develop the SB 1 project list to ensure revenues are being used on the most high-priority and cost-effective projects that also meet the community's priorities for transportation investment; and

WHEREAS, the funding from SB 1 will help the City reconstruct 1.5 miles of arterial City streets; and

WHEREAS, the 2018 California Statewide Local Streets and Roads Needs Assessment found that the City's streets and roads are in an "at-risk" condition and this revenue will help us increase the overall quality of our road system and over the next decade will bring our streets and roads into a "good" condition; and

WHEREAS, the SB 1 project list and overall investment in our local streets and roads infrastructure with a focus on basic maintenance and safety, investing in complete streets infrastructure, and using cutting-edge technology, materials and practices, will have significant positive co-benefits statewide.

NOW, THEREFORE IT IS HEREBY RESOLVED, ORDERED AND FOUND by the City Council of Hanford, State of California, as follows:

1. The foregoing recitals are true and correct.
2. The following list of proposed projects will be funded in-part or solely with fiscal year 2021-22 Road Maintenance and Rehabilitation Account revenues:
See Attached – Exhibit “A”
3. The following previously proposed and adopted projects may utilize fiscal year 2021-22 Road Maintenance and Rehabilitation Account revenues in their delivery. With the relisting of these projects in the adopted fiscal year resolution, the City is reaffirming to the public and the State our intent to fund these projects with Road Maintenance and Rehabilitation Account revenues:
None

PASSED AND ADOPTED by the City Council of the Hanford, State of California this _____ day of _____, 2021, by the following vote:

EXHIBIT "A" PROPOSED PROJETS FOR FISCAL YEAR 2021-22 FUNDED BY SB 1

FUNDING FY	TITLE	DESCRIPTION	LOCATION	ESST USEFUILE LIFE (YEARS)	EST START	EST COMPLETION	EST TOTAL PROJECT COST
21/22	Grangeville Blvd. Widening, Centennial Dr. to 13th Ave.	This project will involve the widening of Grangeville Boulevard, between Centennial Dr. and 13th Avenue, to facilitate two travel lanes in each direction of travel plus turn lanes. Improvements will include right of way purchase, installation of curb, gutter, sidewalk, street lighting, roadway widening and pavement overlaying of existing roadway.	Grangeville Blvd. from Centennial Dr. to 13th Ave.	15-20	6/1/2022	8/30/2022	\$3,850,000.00
21/22	FY 21/22 Pavement Resurfacing Treatment	Pavement Resurfacing Treatment is an annual project that treats provides surface protection and pavement preservation treatment for city streets. Treatments will include single and double fiber seal coatings to extend the useful life of roadways.	Various City Streets	5-10	6/1/2022	7/1/2022	\$935,000.00

EXHIBIT "A" PROPOSED PROJETS FOR FISCAL YEAR 2021-22 FUNDED BY SB 1

16.C.b

FUNDING FY	TITLE	DESCRIPTION	LOCATION	ESST USEFUL LIFE (YEARS)	EST START	EST COMPLETION	EST TOTAL PROJECT CO
21/22	Grangeville Blvd. Widening, Centennial Dr. to 13th Ave.	This project will involve the widening of Grangeville Boulevard, between Centennial Dr. and 13th Avenue, to facilitate two travel lanes in each direction of travel plus turn lanes. Improvements will include right of way purchase, installation of curb, gutter, sidewalk, street lighting, roadway widening and pavement overlaying of existing roadway.	Grangeville Blvd. from Centennial Dr. to 13th Ave.	15-20	6/1/2022	8/30/2022	\$3,850,00
21/22	FY 21/22 Pavement Resurfacing Treatment	Pavement Resurfacing Treatment is an annual project that treats provides surface protection and pavement preservation treatment for city streets. Treatments will include single and double fiber seal coatings to extend the useful life of roadways.	Various City Streets	5-10	6/1/2022	7/1/2022	\$935,00

Attachment: Project List

Local Streets and Roads - Projected FY2021-22 Revenues

Based on State Dept of Finance statewide revenue projections January 2021

Estimated January 2021

Estimated January 2021	Highway Users Tax Acct (HUTA) ⁽¹⁾ Streets & Highways Code					TOTAL HUTA	Road Mntnc Rehab Acct	TOTAL
	Sec2103 ⁽⁵⁾	Sec2105 ⁽³⁾	Sec2106 ⁽³⁾	Sec2107 ⁽³⁾	Sec2107.5 ⁽⁴⁾			
HUMBOLDT COUNTY								
ARCATA	159,699	104,061	73,808	132,425	4,000	473,993	353,329	827,322
BLUE LAKE	11,069	7,213	9,583	9,179	1,000	38,043	24,489	62,532
EUREKA	240,203	156,517	108,594	199,180	6,000	710,494	531,440	1,241,934
FERNDALE	12,111	7,892	10,033	10,043	1,000	41,079	26,796	67,875
FORTUNA	106,749	69,558	50,927	88,518	3,000	318,752	236,178	554,930
RIO DELL	29,753	19,387	17,656	24,671	1,000	92,467	65,827	158,294
TRINIDAD	3,242	2,113	6,201	2,688	1,000	15,244	7,173	22,417
IMPERIAL COUNTY								
BRAWLEY	241,493	157,358	88,920	200,250	6,000	694,019	534,293	1,228,313
CALEXICO	372,773	242,901	134,649	309,110	6,000	1,065,433	824,747	1,890,180
CALIPATRIA	68,065	44,352	28,509	56,441	2,000	199,367	150,592	349,959
EL CENTRO	408,551	266,213	147,112	338,777	6,000	1,166,652	903,903	2,070,555
HOLTVILLE	59,885	39,021	25,660	49,658	2,000	176,224	132,493	308,717
IMPERIAL	176,051	114,716	66,124	145,984	4,000	506,875	389,506	896,381
WESTMORLAND	21,740	14,166	12,373	18,027	1,000	67,306	48,099	115,406
INYO COUNTY								
BISHOP	34,443	22,443	18,649	28,561	1,000	105,097	76,205	181,302
KERN COUNTY								
ARVIN	195,918	127,661	53,803	162,459	5,000	544,841	433,462	978,303
BAKERSFIELD	3,438,254	2,240,382	864,769	2,851,057	10,000	9,404,461	7,607,009	17,011,470
CALIFORNIA CITY	132,509	86,343	37,943	109,878	4,000	370,673	293,170	663,843
DELANO	476,466	310,467	123,973	395,093	7,500	1,313,499	1,054,162	2,367,661
MARICOPA	10,954	7,138	7,540	9,083	1,000	35,715	24,235	59,950
MCFARLAND	134,646	87,736	38,477	111,651	4,000	376,511	297,900	674,411
RIDGECREST	262,473	171,029	70,449	217,647	6,000	727,598	580,712	1,308,310
SHAFTER	184,505	120,224	50,948	152,995	5,000	513,672	408,210	921,882
TAFT	83,304	54,281	25,636	69,077	2,000	234,297	184,306	418,604
TEHACHAPI	127,332	82,970	36,648	105,586	3,000	355,536	281,717	637,253
WASCO	246,952	160,915	66,567	204,777	6,000	685,210	546,372	1,231,582
KINGS COUNTY								
AVENAL	136,970	89,250	41,480	113,578	4,000	385,278	303,040	688,318
CORCORAN	240,166	142,830	63,500	184,784	5,000	640,286	484,062	1,124,348
HANFORD	513,294	334,465	142,260	425,632	7,500	1,423,151	1,135,644	2,558,795
LEMOORE	237,332	151,141	66,911	182,336	6,000	640,740	513,163	1,153,903
LAKE COUNTY								
CLEARLAKE	134,717	87,782	54,371	111,710	4,000	392,580	298,057	690,636
LAKEPORT	42,456	27,664	20,422	35,205	1,000	126,747	93,932	220,679
LASSEN COUNTY								
SUSANVILLE	158,542	103,307	49,739	214,053	4,000	529,641	350,000	879,641

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Attachment: Local Roads Projected Funding (PW: Approval of



**AGENDA
STAFF REPORT**

MEETING DATE: 5/18/2021	AGENDA SECTION:
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SUBJECT:
Council Future Agenda Items

FISCAL IMPACT:

ATTACHMENTS:
Council Future Agenda Items

Council Future Agenda Items

Originated Date	Item	Originator	Staff Lead	Date Estimate
4/7/20	Discussion of Pay for Parking Options in the Downtown Area	Council Consensus	John Doyel	6/15/2021
9/3/20	Proposed Rates & Fees adjustments	City Manager	Chris Tavaréz	6/29/2021
9/3/20	Revised Business License Ordinance	Finance	Various Staff	TBD
9/9/20	Revised Refuse Ordinance	Public Works	Jim Ross	6/15/2021
6/18/20	Discussion of Courthouse improvements and financing options	Council Consensus	Brad Albert	6/1/2021
3/3/2021	Development of Commission Handbook and Ordinance Updates	City Manager	Mario Cifuentez	6/1/2021
3/12/2021	Review of elements within the 2020 Parks & Rec Master Plan	Park & Comm Svcs. Dir.	Brad Albert	5/18/2021
5/4/2021	Discussion on the requirements to change the land use designation on 18 acres adjacent to Hidden Valley Park from Low Density Residential to Open Space	Council Consensus	Gabrielle Myers	7/20/2021
5/4/2021	Review of the process for annexation of additional Industrial Park property	Council Consensus	Gabrielle Myers	7/6/2021
5/10/2021	Discussion of federal and state laws regarding redistricting and Council direction regarding the process	City Attorney	Natalie Corral	6/1/2021

Attachment: Council Future Agenda Items (Council: Future Agenda Items)