



Mission Statement: To foster a safe, vibrant, and prosperous community that enhances the quality of life for all

**CITY OF SONORA
City Council Special Meeting Agenda
Monday, June 16, 2025
3:00 PM**

NOTICE IS HEREBY GIVEN that the Sonora City Council will have their special meeting on June 16, 2025, at 3:00 PM in the City of Sonora Council Chambers located at 94 N. Washington Street Sonora, CA 95370.

This meeting is physically open to the Public and citizens who wish to provide public comment during the meeting will be invited to do so by the Mayor.

Written comments can be submitted to be included as part of the administrative record; they will not be read during the meeting. All comments must be received by 1:00 pm on the day of the noticed meeting and can be submitted to the City Clerk at 94 N. Washington Street Sonora, CA 95370, or via email to tskelly@sonoraca.com.

Public Access Audio and Video Live Streaming

The Public will not have access to give public comments via public access audio and video live streaming; they are available for audio and visual only; and can be accessed via our website at www.sonoraca.com.

Remote viewing of the meeting via live streaming is provided to members of the public as a courtesy. If the live streaming connection malfunctions for any reason and no Council Members are attending via teleconference, the City Council will continue the public meeting in Chambers without remote access.

CITY COUNCIL appreciates your interest and encourages participation. Regularly scheduled meetings are held on the 1st and 3rd Monday of each month.

The numerical order of the items on this agenda is for convenience of reference. Items may be taken out of order upon request of the Mayor or Council Members. All questions shall be directed to the Mayor who, at their discretion, will refer to Staff.

Mayor Ann Segerstrom

Vice Mayor Andy Merrill

Council Members Bess Levine, Stephen Opie, Mark Plummer

City Administrator Melissa Eads

City Attorney Douglas White

Vision Statement: With leadership and integrity, the City of Sonora commits to excellent service through collaboration and innovation



Mission Statement: To foster a safe, vibrant, and prosperous community that enhances the quality of life for all

CALL TO ORDER - 3:00 PM

PLEDGE OF ALLEGIANCE

ROLL CALL

PUBLIC COMMENT *(Non-Agenda Items)*

The public may address the Council on any item of public interest not otherwise on the agenda that is within the jurisdiction of the City. No action may be taken. Matters to be addressed may be referred to City Staff or placed on a subsequent meeting Agenda. Speakers are limited to a three (3) minute presentation.

PRESENTATIONS

1. Receive a Presentation and Discussion from Citygate Associates, LLC on the City of Sonora Organization Review and Budget Stabilization Study Performance and Implementation with Recommendations for the FY 25-26 Final Budget; Melissa Eads, City Administrator, Chris Gorsky, Assistant City Administrator, Andy Green, Citygate Associates, LLC, Stacey Bristow, Citygate Associates, LLC.

ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk at City Hall (209) 532-4541, tskelly@sonoraca.com. Notification 48 hours prior to the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting (28 CFR 35.102-35.104 ADA Title II).

Materials related to an item on this Agenda submitted to the City Council after distribution of the agenda packet are available for public inspection in the City Administrator's Office at 94 N. Washington Street, Sonora, CA 95370 during normal business hours (8:00 am - 4:00 pm, Monday through Friday, excluding holidays). The agenda and supporting public documents are also available on our City website www.sonoraca.com listed under the agenda/minutes link on the Government page.

Vision Statement: With leadership and integrity, the City of Sonora commits to excellent service through collaboration and innovation



CITY COUNCIL AGENDA REPORT

CITY HALL

CITY OF SONORA 94 N. WASHINGTON STREET, SONORA, CA 95370 P: (209) 532-4541
SERVICE, INNOVATION, INTEGRITY, COLLABORATION, RESPECT, LEADERSHIP

DATE: June 16, 2025

TO: Honorable Mayor and Members of the City Council

FROM: Melissa Eads, City Administrator
Chris Gorsky, Assistant City Administrator
Andy Green, Citygate Associates, LLC
Stacey Bristow, Citygate Associates, LLC

SUBJECT: Presentation and Discussion from Citygate Associates, LLC on the Strategic Plan Performance and Implementation with Recommendations for the FY 25-26 Final Budget

RECOMMENDATION:

Receive a Presentation and Discussion from Citygate Associates, LLC on the City of Sonora Organization Review and Budget Stabilization Study Performance and Implementation with Recommendations for the FY 25-26 Final Budget. Information Presented will Guide Decision Making at the Regular Council Meeting when Considering Formal Budget.

FISCAL IMPACT:

No Fiscal Impact to the General Fund.

CORE COUNCIL PRIORITIES:

Fiscal Responsibility and Stability, Infrastructure and Engineering, Public Safety and Disaster Preparedness, Economic Development/Growth and General Plan, Homelessness Issues, Staffing - Salary, Benefits, Training, and Retention

Table 1—Tier 1 Recommended Priorities – One-Time, Non-Recurring Costs – Years 1–2

One-Time, Non-Recurring Costs	Cost	Recommendation # in 5-Year Strategic Plan	Completed In Process Paused	Resources Needed	Notes
Police Department					
Evaluation of Airbnb Ordinance	\$25,000	#17	Completed	\$15,000	Airbnb ordinance evaluation completed; task force has been created to develop vacant property ordinance.
Developing Vacant Property Registration and Ordinance			In Process		
Vehicle and Equipment Replacement Plan (Leasing)	\$150,000	#26	Completed	\$150,000	\$75,000 has been set aside to establish a fleet replacement reserve.
Police Equipment (Radio Repeater / CarCams / Guns / Technology)	\$61,000	#73	Completed	\$61,000	Included in FY 24/25 budget.
Refresh Dispatch Consoles and Ensure Radio Interoperability	\$175,000	#76	Completed	\$140,500	Included in FY 24/25 budget.
Homelessness Support	\$75,000	#82–#99	In Process (#89,#92,#93 Completed)	\$75,000 Grant	Although City has made strides toward this goal, such as hiring a Homelessness Coordinator and creating the Homelessness Outreach Support Team, emphasis and timing will need to be reevaluated in light of US Supreme Court decision (Grants Pass) and installation of new Council members.
Cybersecurity Detection Assessment	\$10,000	#119	Completed	\$10,000 existing budget	Upgraded City firewall and financial system.

One-Time, Non-Recurring Costs	Cost	Recommendation # in 5-Year Strategic Plan	Completed In Process Paused	Resources Needed	Notes
City Manager's Office					
Facilities Assessment and Plan Police Facilities Assessment	\$50,000	#25	Facilities Paused PD Completed Phase 1	\$50,000	Police facilities assessment consultant, design, conference, state legislators all pending next step due to lack of funding source.
Social Media / Communication	\$12,000	#124	Completed	\$12,000	Has created Facebook page, City Manager's newsletter.
Public Works					
Infrastructure CIP (Capital Improvement Plan – Roads, Sidewalks, Curbs, Crosswalks, Gutters)	\$225,000	#24	In Process	\$360,000	Completed CIP which identified needs and established a capital improvement reserve of \$215,000. However, City capital infrastructure needs far exceed currently identified funding sources.
Pavement Management Assessment (Initial Startup Cost)	\$75,000	#28	In Process	\$75,000 (\$5,500 spent to implement iWorQ software)	City purchased the iWorQ software system which includes an asset inventory module to assist in developing a pavement management plan.
Public Signs, Decals, and City Logos Identifying City Workers and Equipment and Showing Where all Measure Y Funds are Being Utilized	\$25,000	#112	In Process	\$25,000	Hired a consultant.

One-Time, Non-Recurring Costs	Cost	Recommendation # in 5-Year Strategic Plan	Completed In Process Paused	Resources Needed	Notes
Community Development					
Graffiti Reduction and Mitigation (Historic Downtown Maintenance and Preservation)	\$75,000	#100	Paused	\$75,000	Recent personnel changes have required this item to be put on hold until PW lead can be hired.
Business Incentives/Programs (i.e., Façade, Forgivable Loans)	\$50,000	#3	In Process	\$50,000	Coming FY 25/26. Surveying has been initiated.
Consultant for Efficient Processes and Regulations for Permitting	\$100,000	#6	In Process	\$100,000 (\$20,500 spent to install iWorQ)	The purchase of the iWorQ system has provided the ability to offer online permitting and customer training assistance.
Update General Plan (Utilizing Five-Year Strategic Plan as Baseline)	\$300,000 (set-aside) (total est. \$1,000,000)	#46	In Process	\$250,000	Partial funds set aside (\$300,000); RFP will be distributed in FY 25/26.
Development of "Use Locals First" Ordinance/Program	\$35,000	#110	In Process	\$35,000	Utilizing/Updating Current Locals 1 st Ordinance FY 25/26.
Finance					
Fee Study	\$75,000	#50	In Process (80%)	\$75,000 (\$7,500 spent from existing budget to begin process)	Internal study covered some fees. Estimated completion in FY 25/26. Initial study estimated increase fee revenue of approximately \$40,000. Appropriate fee levels to achieve cost recovery goals is a best practice.
Total One-Time, Non-Recurring Costs	\$1,518,000				

Table 2—Tier 1 Recommended Priorities – On-going, Recurring Costs – Years 1–2

On-going, Recurring Costs	Cost	Recommendation # in Strategic Plan	Completed In Process Paused	Resources Needed	Notes
Police Department					
Homelessness Education	\$10,000	#81	Completed	\$10,000	Developed a card listing homelessness programs and options. Has also created a Homelessness Outreach Support Team (HOST) to engage homelessness with is multi-jurisdictional approach. Goes out at least once per month.
City Manager's Office					
Unfunded Liability	\$150,000	#49	Completed	\$150,000	Included in FY 24/25 budget.
Deputy City Administrator (Succession Planning)	\$25,000	#59	Completed	\$25,000	Reorganization/Reclass.
Economic Development Contract	\$50,000	#108	Completed	\$174,000 existing budget	Hired full-time person.
Class and Comp Study	\$360,000	#60	Completed	\$242,000 (\$31,500 spent from existing budget prior to Measure Y; \$210,500 first year implementation from Measure Y)	Study results budgeted in FY 24/25 and future years. Some additional salaries added for negotiated lower benefits and five-year labor contracts. Amounts will increase.
Training Budget (Personnel Development, Certifications, Conferences)	\$50,000	#123	Completed	\$50,000	FY 25/26 budget includes \$53,000.

On-going, Recurring Costs	Cost	Recommendation # in Strategic Plan	Completed In Process Paused	Resources Needed	Notes
Community Development					
Code Enforcement Support (Consulting)	\$50,000	#78	Completed	\$155,600	Contracted this position.
Additional Cleaning of Downtown—Graffiti Reduction, Sidewalks, Benches, Garbage Cans—Supported by Internal and/or External Resources	\$75,000	#100	In Process	\$75,000	Over 150 uneven sidewalk sections have been corrected. Additionally, reservation of parking spaces for business refuse containers and installation of planter boxes to screen refuse containers.
Public Works					
Community Events	\$50,000	#21	Completed	\$100,000 existing budget	Contracted with Chamber of Commerce to administer.
Pavement Management Partnership (On-going Annual Cost)	\$5,000	#28	In Process	\$5,000	Personnel changes have caused a delay in implementation of this goal, however, the iWorQ software which has been implemented will help establish a base for completion of this goal in the future.
Fire					
Fire Suppression / Mitigation Efforts / Fuel Reduction	\$50,000	#62	In Process	\$66,650 (Grant writer was hired using existing budget)	Completed fuel reduction for various projects and hired a Grant Writer to secure a grant to hire personnel to develop a program to address this goal.
Disaster Preparedness Plan with Evacuation Routes (Initial One-Time Cost and On-going Annual Cost) – CDD EOC	\$75,000	#63	In Process	\$90,000	Completed an Emergency Operations Plan which is a base for this goal, and funds are included in the FY 24/25 budget for this goal. Staff turnover and lack of data, however, has slowed progress on this goal.
Fire – 1 FTE Fire Prevention Officer/Inspector	\$84,000	#69	Paused	\$197,700	Uncertain impact of fire labor negotiations.
Total On-going, Recurring Costs	\$1,034,000				

Table 3—Revised Tier 1 Priorities Activity Recap

Recap	
One-Time	
Total Revised Resources Needed	\$1,558,500
Measure Y Resources Allocated/Spent	\$1,473,500
Other City Funds Allocated/Spent	\$85,000
Balance	\$0
On-Going	
Total Revised Resources Needed	\$1,340,950
Measure Y Resources Allocated/Spent	\$1,066,950
Other City Funds Allocated/Spent	\$274,000
Balance	\$0
Totals	
Total Measure Y Allocated/Spent on Tier 1 Priorities	\$2,540,450
Total Other City Funds Allocated/Spent on Tier 1 Priorities	\$359,000
Total Allocated/Spent on Tier 1 Priorities	\$2,899,450



CITY GATE
ASSOCIATES

Item 1.

Organizational Review and Budget Stabilization Study Update

CITY OF SONORA, CA

JUNE 16th, 2025



Who is Citygate Associates – Our Team

Item 1.

- Citygate has been in business since 1990
- Citygate has completed over 600 engagements across the Country
- Virtual City Hall
- Team for this update project
 - Andy Green, Local Government Fiscal Specialist – Lead
 - Stacey Bristow, Local Government Specialist

Project Scope

Item 1.

- Review and report on status of recommended Tier 1 priorities identified by Citygate during the previous Organization Review and Budget Stabilization Study
- Identify new findings and recommendations based on Citygate's review of the recommended Tier 1 priorities to be used to help develop FY 25/26 budget

Organizational Review and Budget Stabilization Study (November 2023) Recap

Who the City of Sonora is.....

Item 1.

- **Mission:** The City of Sonora's mission is to foster a safe, vibrant and prosperous community that enhances the quality of life for all
- **Vision:** With leadership and integrity, the City of Sonora commits to excellent service through collaboration and innovation
- **Values:** Service, Innovation, Integrity, Collaboration, Respect, Leadership
- **Council Priorities:** Fiscal Responsibility and Stability | Infrastructure and Engineering | Public Safety / Disaster Preparedness | Economic Development / Growth / General Plan | Homelessness Issues | Staffing – Salary/Benefits/Training/ Retention
- **Community Priorities:** Homelessness | Infrastructure Management/Maintenance | Public Safety | Growth and Development | Fiscal Stability

Strategic Implementation Worksheet Results

125 Goals | Five Years

Item 1.

Priority/Tier	Votes
High Priority Tier 1 City Council Votes	89
High Priority Tier 2 City Council Votes	82
High Priority Tier 3 City Council Votes	58
Total High Priority Items Voted by City Council	229
Total High Priority by City Council, Staff, and Community	66
Mid-Level Priority Total City Council Votes	81
Mid-Level Priority Total City Council, Staff, and Community	21
Lower Priority Total City Council Votes	19
Lower Priority Total City Council, Staff, and Community	3

- Citygate recommended Tier 1 priorities (30) with estimated budget (based on Measure Y funds)
 - 17 priorities | \$1,518,000 one-time, non-recurring costs
 - 13 priorities | \$1,034,000 on-going, recurring costs

Top-Ten Methodologies Used for Implementation and Prioritization Item 1.

Methodology	Description
Balanced Approach	One size does not fit all. Spread the opportunities, resources, and funding throughout different goals.
Sequential Sense	Do not put the cart before the horse. Thoughtfully consider a plan and find efficient approaches to solving various challenges.
Input Considerations	Collect extensive and unbiased input from the community, volunteers, staff, and elected officials in a collaborative approach.
Data	Collect and analyze relevant data.
Fiscal Care	What can be funded and how can it support long-term fiscal stability?
Voting Priorities	Who was involved and how were the priorities determined? Utilize the voting in an appropriately weighted approach.
RICE Approach	<i>Reach</i> (how many people are impacted by this decision/choice), <i>Impact</i> (how are these people impacted; massively, high, medium, or low), <i>Confidence</i> (gut instincts and awareness to emotionally charged or politically sensitive situations), <i>Effort</i> (what will it take to really accomplish this goal).
Capacity	Understand limitations. Work towards appropriately growing capacity to meet the needs.
MoSCow Approach	Determine “ Must haves ” for survival and safety; “ Should haves ” for efficient and effective approaches and goals that support priorities and the overall wellness of the community and organization; “ Could haves ” that will have to wait but are eventually desired; and “ Won’t haves ” that have no current resource allocation and are a low priority.
Alignment	Does the work align with the culture, needs, and vision now and in the future?

Identified Tier 1 Priorities

- Total Tier 1 priorities identified by Council totaled \$11.5 million, Citygate recommended 30 priorities (\$2.55 million) based on estimated Measure Y funding
- Completion goal – 1 to 2 years
- Impacting all City departments
- Level of implementation partially depended on Measure Y activity
- Measure Y, although providing additional funding, is not a fix-all solution by itself
- Other revenue opportunities, including but not limited to seeking State and Federal funding, as well as cost-saving efficiencies, must continue to be explored

Organizational Review and Budget Stabilization Study Update

Above and Beyond

Item 1.

- What we see
- Congratulations
- Celebrate
- How you compare

The Big Picture

Item 1.

- We took a snapshot in time; new day, new challenges
 - More data available
 - New economic challenges
 - Workloads increasing to critical levels
 - Consumer confidence impacts
 - You are not alone
 - Public and leadership expectations
 - Reality has changed

Fiscal Review Update

Revised Tier 1 Priorities Activity Recap

Item 1.

Recap	
One-Time	
Total Revised Resources Needed	\$1,558,500
Measure Y Resources Allocated/Spent	\$1,473,500
Other City Funds Allocated/Spent	\$85,000
Balance	\$0
On-Going	
Total Revised Resources Needed	\$1,340,950
Measure Y Resources Allocated/Spent	\$1,066,950
Other City Funds Allocated/Spent	\$274,000
Balance	\$0
Totals	
Total Measure Y Allocated/Spent on Tier 1 Priorities	\$2,540,450
Total Other City Funds Allocated/Spent on Tier 1 Priorities	\$359,000
Total Allocated/Spent on Tier 1 Priorities	\$2,899,450

Projected General Fund Operating Results

Fiscal Component	FY 23/24 Actual	FY 24/25 Projected	FY 25/26 Proposed	FY 26/27 Projected	FY 27/28 Projected	FY 28/29 Projected	FY 29/30 Projected
Revenues							
Taxes	11,523,083	10,946,300	9,504,200	9,515,000	9,633,020	9,728,650	9,798,290
All Other	4,845,064	3,736,400	4,858,940	4,830,600	4,845,500	4,792,810	4,822,720
Total Revenues	16,368,147	14,682,700	14,363,140	14,345,600	14,478,520	14,521,460	14,621,010
Expenditures							
Pre Strategic Plan ^{1,3}	11,696,416	13,760,750	11,973,725	12,425,500	12,786,500	13,350,200	13,521,500
Total Expenditures	11,696,416	13,760,750	11,950,225	12,425,500	12,786,500	13,350,200	13,521,500
Net Operating Income/(Loss)	4,671,731	921,950	2,389,415	1,920,100	1,692,020	1,171,260	1,099,510
Ending Unassigned Fund Balance^{1, 2}	9,731,628	12,154,317	14,543,732	16,463,832	18,155,852	19,327,112	20,426,622

¹ Moved \$5,037,000 reflected in FY 24/25 as transfers out in the mid-year document, which are actually reserves

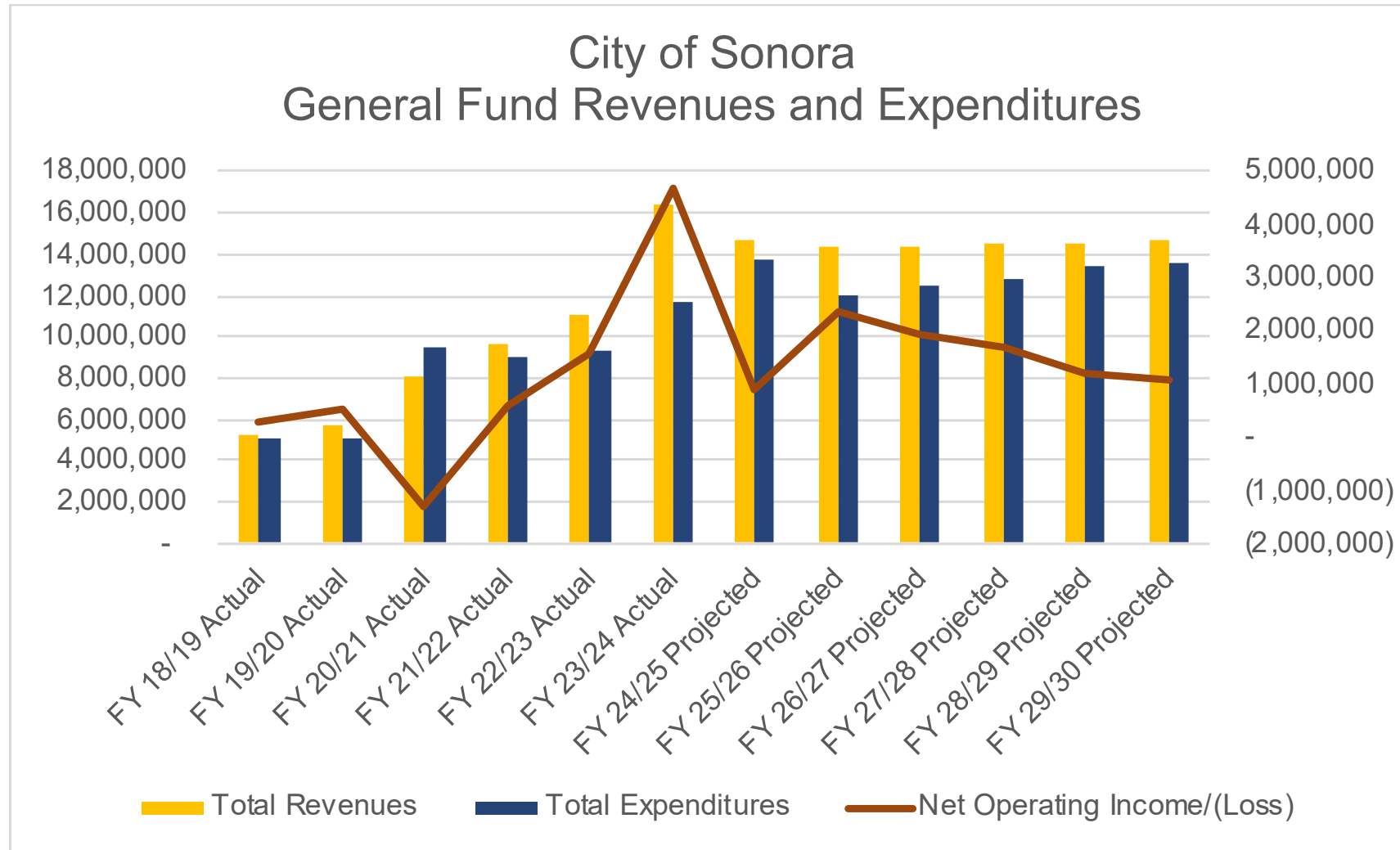
² Includes assigned/committed reserves, such as the labor reserve

³ Expenditures from FY 25/26 onward excludes CIP or other Strategic Plan priorities

Only General Fund amounts anticipated to be available to maintain reserves to address potential economic downturns, address capital infrastructure needs, and other strategic priorities

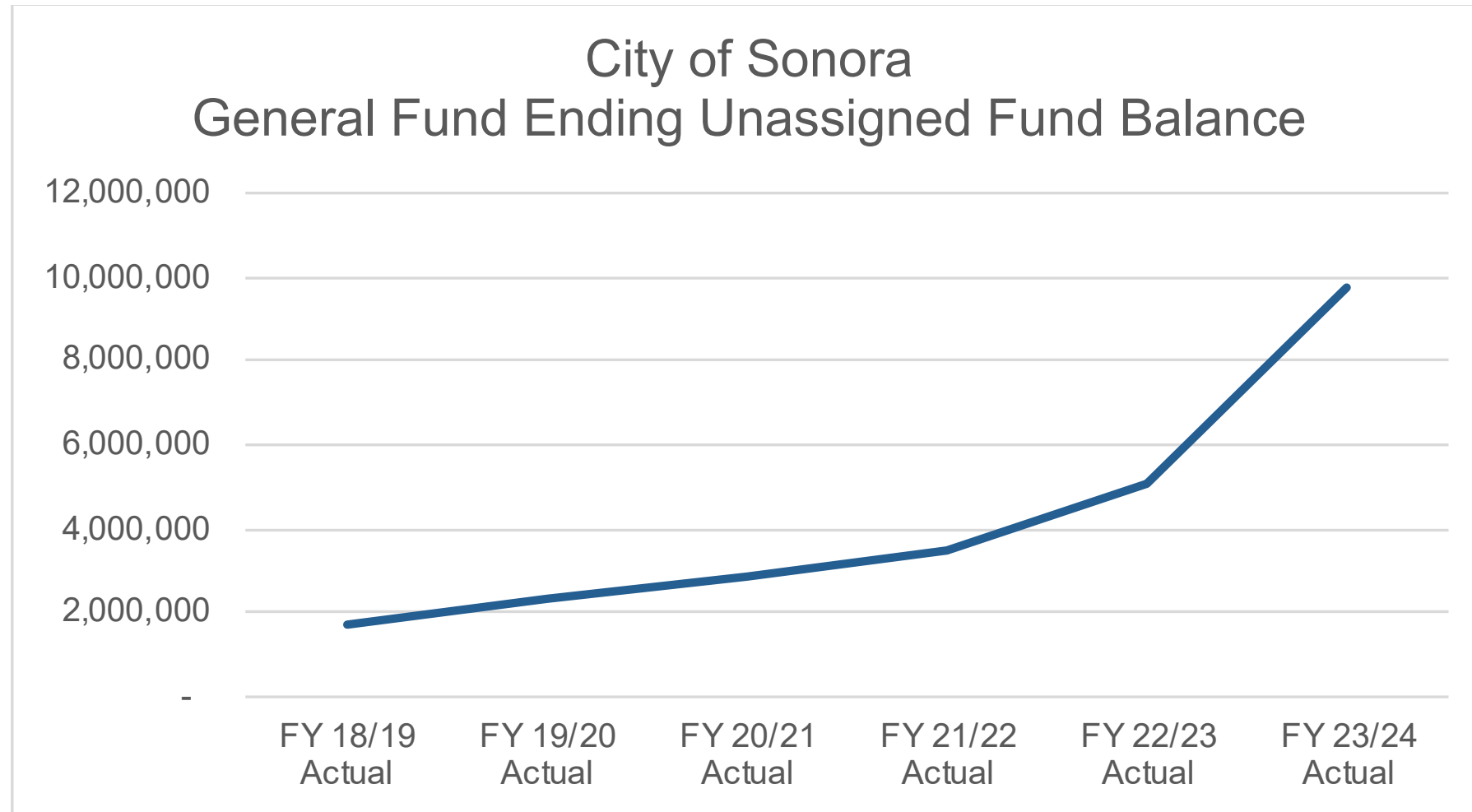
General Fund Operating Results

Item 1.



General Fund Reserves (Fund Balance)

Item 1.



Recommended Tier 1 Priority Status

Other Accomplishments/Positives Since Last Review

Item 1.

- 90 percent of recommended Tier 1 priorities reflected in Tables 1 and 2 in original Citygate report either completed or in process
- Completed or initiated four other Tier 1 priorities not reflected in Tables 1 and 2 in original Citygate report
- General Fund financial condition (unassigned reserves) improved by approximately 92 percent in FY 23/24, primarily due to Measure Y and property tax revenue increases
- Negotiation of five-year contracts with three of five labor groups

Key Accomplishments Through the Citygate Lense

City Administrator

Item 1.

- LAFCO (serves via independent director, treasurer, and clerk duties)
- Reorganization
 - Finance Director reclassified to Deputy City Administrator (duties also increased to include fleet and facilities)
 - Human Resources reclassified to City Clerk (both duties)
 - City Administrator now also Public Works Director
- Unfunded liability first year contribution allocated
- 2 percent reduction on tax share agreement with County

Administrative Services

Item 1.

- Updated reserve and investment policies
- Changed auditor to conform with best practice and received unqualified opinion
- Completed audit of cannabis dispensaries
- Completed internal fee study (however, comprehensive fee study is needed)
- Expanded fleet program to include Public Works Department

Community Development

Item 1.

- 50+
- Community Development and Public Works – Impact projects: Snell Street (Gas Tax)
 - See slide #7 for the Rice Approach

- Big strides for many elements of the police facilities assessment
- Future ad hoc committee / future Police Chief advisory board

Homelessness (PD)

Item 1.

- #1 safety priority right now
 - Capacity; #8 on slide 7
 - MoSCow Approach; #9 on slide 7

Fire

Item 1.

- Created program to provide training to residents to conduct fire fuel mitigation around their homes
- Purchased, outfitted, and put into service two fire trucks (CDBG funds)

Public Works

Item 1.

- Did you know...

Updated Findings/Recommendations/Observations

City Administrator and Administration

Item 1.

- Continue to explore methods to delegate management of public works function to allow City Administrator to focus on more big-picture issues impacting the City
- Continue to enhance marketing and public outreach efforts to inform community on measure Y fund updates and accomplishments throughout the year
- Discuss priorities list with Council given the new financial forecast and make necessary adjustments to the strategic plan
- Assess and eliminate many of the current committees
- Create an ad hoc action based new committee

City Administrator and Administration (cont.)

Item 1.

- Ensure that financial forecasting methodology is understood and accepted by the Council to ensure long-term focus on decision making
- Develop a dashboard to reflect how Measure Y funds will be used and monitored and establish regular update schedule
- Administrative Services Department staff should continue to review GFOA best practices referenced in the Citygate report and use them as a guide when enhancing its written policies for the City
- It is recommended that the City formalize the development of performance measures per GFOA best practice as a tool to gauge operational effectiveness

City Administrator and Administration (cont.)

Item 1.

- Citygate recommends the City to continue identifying weaknesses in its critical operational areas, particularly in the Administrative Services Department, and develop a succession plan, including structured cross-training and/or reclassifications, to help address unanticipated operational disruption due to loss of staff or other operational emergencies
- Citygate recommends that Administrative Services be provided with a supervisory level financial FTE, such as a Lead Accountant or Accounting Manager, to provide a succession path for the Department and to enhance separation of duties and internal control

City Administrator and Administration (cont.)

Item 1.

- Revise CIP document to better differentiate between actually anticipated funding sources that are in conformance with the five-year fiscal forecast estimates
- Revise the reserve policy to better delineate reserve allocation and goals, such as percentages for:
 - Emergencies
 - Uncertainties
 - Equipment replacement
 - Infrastructure and facilities replacement/improvement
 - Labor

City Administrator and Administration (cont.)

Item 1.

- Reserves should be maximized to guard against uncertain economy which could impact service levels
 - \$1 million loss of sales tax revenues over last two years (9%)
 - Recent loss of major retail businesses
 - Federal tariff impacts
 - Labor costs already negotiated in addition to future negotiations
 - Large capital improvement backlog
- Complete comprehensive fee review and update
- Develop matrix to add personnel

Public Safety

Item 1.

- Evaluate Tier 2 staffing priorities from Citygate's November 2023 strategic plan/report and Police Management Study from August 2024 by Police Officers Standards and Training (POST)
- Seek additional grant funding opportunities (staffing, equipment, and facilities)
 - Potential support/partnership from economic development funding for grant opportunities

Community Development and Economic Development

Item 1.

- Minor/partial update to the Sonora 2020 General Plan
 - Adjust total funding set aside from \$1M (to \$300k for FY24/25)
 - This includes one Housing Element update – (paid)
 - Utilize current \$250k (FY 25/26) allocation over next two years toward:
 - Economic Development: Staffing (\$25k) – including potential grant support
 - Economic Development: Businesses incentive programs (\$25k)
 - Economic Development: New ad hoc (action/delivery based) art committee (\$75k) – supports tourism, anti-graffiti tool, arts/culture, QOL (expansion shade system for Mono Way),
 - Community Development: Light internal assessment of General Plan for critical priority items for a partial update
 - Community Development: Request for proposal for General Plan (allocation from the current \$300k set aside); Target zoning areas for development (growth areas) and land use designation updates as needed, annexation, sphere of influence and environmental impact (\$28k)
 - Public Works: Re-striping (\$72k)
 - PIO/Communications (\$25k)

Public Works

Item 1.

- See changes with General Plan funds; recommended reallocation \$72k and \$50k
- Seek grant funding opportunities for main drain replacement
- Review financing options, such as issuance of debt, to leverage existing resources to provide funding for critical infrastructure needs

Observations – Morale, Support, and Training

Item 1.

- Significant amount of recommended Tier 1 has either been completed or initiated
- Morale has improved since our last visit
- People feel supported
- Training opportunities and funding are available; however, heavy workloads do not allow time for all trainings/certifications/innovation
- Team building and appreciation is needed but challenged due to workload

Observations – Morale, Support, and Training (cont.)

Item 1.

- High demand, high standards, and sometimes unrealistically high expectations (community, elected officials) do not always align with reality of workloads



CITY GATE
ASSOCIATES

Item 1.

THANK YOU