



CITY COUNCIL REGULAR MEETING

Tuesday, January 16, 2024 at 5:00 PM

94 N. Washington Street, Sonora, CA 95370

(209) 532-4541

AGENDA

NOTICE IS HEREBY GIVEN that the Sonora City Council will have their regular meeting on Tuesday, January 16, 2024, at 5:00 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 3:00 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 livestreaming 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.

CLOSED SESSION - 4:00 PM

CALL TO ORDER

ROLL CALL

PUBLIC COMMENTS

ADJOURN INTO CLOSED SESSION

1. Conference with Labor Negotiators (Gov. Code Section § 54957.6): Agency designated representatives: Melissa Eads, City Administrator; Chris Gorsky, Administrative Services Director; Employee Organization: Sonora Police Officers' Association (SPOA).

RECONVENE INTO OPEN SESSION

OPEN SESSION - 5:00 PM

REPORT OUT OF CLOSED SESSION

PLEDGE OF ALLEGIANCE

ROLL CALL

CITY CLERK'S REPORT ON AGENDA POSTING

APPROVAL OF THE AGENDA

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

2. Receive an introduction and administration of oath for the Community Development Director Tyler Summersett; Melissa Eads, City Administrator, Tracy Skelly, City Clerk.
3. Receive a presentation from Visit Tuolumne County on the Quarterly Marketing Update; Katie Kirkland, Sales and Marketing Director for Visit Tuolumne County.

CONSENT CALENDAR

Items on the Consent Calendar are considered routine and will be voted on in one motion unless a Council member or member of the public has a question or wishes to discuss an item. In that case, the item will be removed from the Consent Calendar and considered separately.

4. Consider approval of disbursements in the amount of \$231,709.62 for payroll, including employee salaries, employer and employee taxes, retirement contributions, miscellaneous voluntary employee deductions, holiday pay, and other adjustments, including retro-pay; Tracy Skelly, Administrative Services Officer.

NEW BUSINESS

5. Consider acceptance of the Compensation Study Report prepared by Regional Government Services; Christopher Gorsky, Administrative Services Director.

MONTHLY REPORTS

6. Receive the Sonora Administrative Services Department monthly report for November 2023 (FY23/24); Chris Gorsky, Administrative Services Director.
7. Receive the Sonora Fire Department monthly report for December 2023; Aimee New, Fire Chief.
8. Receive the Sonora Police Department monthly report for December 2023; Turu VanderWiel.
9. Receive the Sonora Public Works Department monthly report for December 2023; Michael Lagomarsino, Public Works Supervisor.

COUNCIL MEMBER/DEPARTMENT HEAD REPORTS

10. Receive communications regarding "Challenges Facing First Responders and the Impact on Community Safety".

COUNCIL MEMBER REPORTS

ADJOURNMENT

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Administrator at City Hall (209) 532-4541, meads@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.



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: Honorable Mayor and Members of the City Council

FROM: Melissa Eads, City Administrator
Tracy Skelly, Administrative Services Officer/City Clerk

SUBJECT: Introduction and Administration of Oath for the Community Development Director
Tyler Summersett

RECOMMENDATION

Receive an introduction and administration of oath for the Community Development Director Tyler Summersett.

DISCUSSION

Tyler Summersett was hired as the Community Development Director on December 18, 2023. He has worked within City limits for nearly 15 years and regularly finds himself appreciating the City for so many reasons; including Washington Street, the historic homes/buildings (the Dome!), Dragoon Gulch, the topography, cemeteries, tourists, pocket parks, the friendly vibe and the overall walkability of downtown and surrounding neighborhoods.

Tyler has spent many years working on behalf of or alongside the City in a multitude of ways. He was the project manager for Vision Sonora which was adopted in 2013. He co-managed the Dragoon Gulch Master Plan along with City staff to help develop a vision for this City-owned jewel. He partnered with City staff to submit grant applications to improve the bicycle and pedestrian network, administered Tuolumne County Transit services in and around the City, and helped plan for the Amgen Stage 4, which started in Sonora, among many other projects.

His experience with the Tuolumne County Transportation Council and the Blue Zones Project has contributed to the development of skillsets important to the City in the capacity of Community Development Director. He has regularly engaged the City's residents, businesses, community service organizations, education administrators, Arts Council, elected officials, and the many partners the City works with on a day-to-day basis (Caltrans, TUD, Tuolumne County, Sonora Area Foundation, CalFire, PG&E, Tuolumne/Chicken Ranch Bands, Sonora Chamber, Visit Tuolumne County, Adventist Health).

Tyler is honored to continue the incredible work of Rachelle Kellogg and fully understands and appreciates the importance the Community Development Department plays in being a resource for City residents and visioning for the Sonora of tomorrow!

Tyler is supported by his wife Josette and his children Solay, Sable, and Zephyr.

FISCAL IMPACT

No fiscal impact to the General Fund as this position was previously funded.



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: Honorable Mayor and Members of the City Council

FROM: Melissa Eads, City Administrator

SUBJECT: Receive a Presentation from Visit Tuolumne County on the Quarterly Marketing Update

RECOMMENDATION

Receive a Presentation from Visit Tuolumne County on the Quarterly Marketing Update.

FISCAL IMPACT

No fiscal impact to the General Fund.

THE VOW GOLD COUNTRY

Print Distribution:

1,500

to California, Nevada,
Arizona, and Oregon

The Vow Gold Country:

VTC ran a two-page spread in the Vow Gold Country's annual magazine. The ad was a split between Visit Tuolumne County and Visit Sonora. The Vow Gold Country is aimed at attracting brides to venues in the Gold Country. The ad highlighted one of Sonora's newer venues The Armory. Along with the full-page spread, VTC attended the Vow Gold Country Bridal Event and received dedicated social media posts.

New Visit Sonora Web Name:

VTC purchased a web domain for Visit Sonora that directs people to the Sonora page on the Visit Tuolumne County webpage. The Visit Sonora web name, VisitSonoraCa.com, will be used on all advertising materials for the City of Sonora.

URL: **VisitSonoraCa.com**



ADVERTISING



Kimberly Pimberton, Victoria Times Colonist

As part of her Visit Tuolumne County media trip, Kimberly Pemberton dined in downtown with VTC's Sales & Marketing Director, Katie Kirkland, and Mayor Pro-Tem Ann Segerstrom. After dining locally and learning about the history and highlights of Sonora, Kimberly spent time exploring the city. Kimberly is a freelance writer who was on assignment for the Victoria Times Colonist, an English-language daily newspaper in Victoria, British Columbia, Canada.

timescolonist.com

TIMES COLONIST

NEWS OPINION EVENTS LIFE & ARTS FEATURES CLASSIFIEDS COMMUNITY

Home > Life > Travel

Gateway to Yosemite: Relive the gold rush in California

Photo: Lisa Benson, Jamison and Columbia aren't ghost towns but living communities in the past.

Kimberly Pimberton
May 1, 2023 10:00 AM

Online Reach:
737,018

Print Reach:
29,885

Nicki Rehn, IMPACT Magazine

Nicki experienced Downtown Sonora and Dragoon Gulch as part of her Visit Tuolumne County Media Trip for IMPACT Magazine. The magazine focuses on health and wellness, which aligns with Visit Sonora's wellness campaign theme. The article will be published in the spring of 2024.

impactmagazine.ca

Online Reach:
50,000

Print Reach:
250,000

Tourism Marketing District

Visit Tuolumne County was pleased to host their first Tourism Marketing District Workshop on November 1, 2023. The purpose of the workshop was to educate the community, stakeholders, lodging property owners, managers, and Tuolumne County and Sonora City governments on the process and purpose of a Tourism Marketing District (TMD). This is a common source of funding for Destination Marketing Organizations. A TMD is an additional assessment that is placed on lodging properties within the TMD jurisdiction. The workshop was well attended with nearly forty attendees made up of a mix of lodging property owners and managers, recreational outfitters, Sonora City and Tuolumne County dignitaries, community members, and stakeholders. For more information on the TMD and future workshops visit,

visittuolumne.com/tmd

SAVE THE DATE!

visit TUOLUMNE COUNTY
VISIT TUOLUMNE COUNTY

We invite you to a
Tourism Marketing District Workshop
to learn more about what a TMD is and what it might mean for your business!

Wednesday, November 1, 2023
Free lunch 11am-1pm (see reverse for details)
TMD Workshop: 1pm

Oak Glen Conference Room
Best Western PLUS Sonora Oaks
Hotel & Conference Center
19551 Hess Ave, Sonora

For more information or to RSVP, please contact:
Lisa Mayo 209-533-4420 / lisa@visittuolumne.com
Ashley Padilla 209-533-4420 / ashley@visittuolumne.com



TOURISM MARKETING DISTRICT



Sonora Selfie Trail

The Sonora Selfie Trail is not just a journey; it's an exploration of the vibrant soul of Sonora, capturing its essence one snapshot at a time. This curated trail leads travelers through picturesque landscapes, cultural landmarks, and hidden gems that tell the story of Sonora in the most photogenic way possible.

This trail was designed with input from city administration, staff, the mayor, and city council. There are a total of twenty-seven spots on the trail and VTC can add more. Launched in December of 2023, the trail will be available for a year, with a grand prize drawing scheduled for December 2024. This is an interactive and enticing way to attract visitors and locals to Sonora to spend time exploring the city and business.

As of January 2, 2024 the Sonora Selfie Trail has:

Participants
42

Total Check-Ins
17

SPECIAL PROJECTS



Quarterly Newsletter

VTC designed and published the City of Sonora's second Quarterly Newsletter. The newsletter was made available in a printed version at City Hall and VTC distributed the newsletter via email to the City of Sonora's Newsletter database. The Quarterly Insights was distributed in October of 2023.

790
Recipients

402
Total Clicks

3%
Click Rate

52%
Open Rate

Community Sponsorships

VTC is committed to supporting local non-profit organizations that are working to enhance destination appeal through beautification efforts, public arts, events, and other tourism-related programs. VTC continues to proudly support Sonora's 2nd Saturday Art Night and also sponsored the Holly Jolly Wagon for Christmas Town Sonora.



The Official California Visitor's Guide



Thanks to VTC's strategic collaboration and ongoing content submission with Visit California, Sonora was featured Sonora in a full-page city spotlight within the official California Visitor's Guide.

Sonora in the News

For the second quarter (October-December), the City of Sonora has been highlighted in thirteen publications as a result of media engagement efforts. These articles have garnered the attention of 64.11 million unique visitors monthly, with an approximate advertising equivalent of \$593K.

Discover Sonora's Charm with the New Sonora Selfie Trail: A Unique Way to Explore Tuolumne County

SONORA, Calif. — Adventure seekers and photography enthusiasts have a new reason to explore Tuolumne County, California. Visit Tuolumne County proudly introduces the Sonora Selfie Trail, an innovative way to discover the city of Sonora's rich history and vibrant culture. Launched on December 27, 2023, this interactive experience is set to redefine tourism and local exploration.



Visit California Poppy Award Submission

Visit Tuolumne County has entered the competition to win a prestigious Visit California Poppy Award. VTC submitted for the category, Best Strategic Partnership, highlighting the newly formed partnership with the City of Sonora. Finalists for the Poppy Awards will be announced in February 2024 and the winners will be announced at Visit California's Outlook Forum on March 12, 2024.



OTHER MARKETING HIGHLIGHTS



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2023

TO: Honorable Mayor and Members of the City Council

FROM: Tracy Skelly, Administrative Services Officer

SUBJECT: Disbursements in the amount of \$231,709.62 for payroll

RECOMMENDATION

Consider approval of disbursements in the amount of \$231,709.62 for payroll, including employee salaries, employer and employee taxes, retirement contributions, miscellaneous voluntary employee deductions, holiday pay, and other adjustments, including retro-pay.

DISCUSSION

This payroll was the first (1st) payroll of the month, this was higher than the expected amount due to leave balance payouts for one employee.

This is the 14th payroll of 26 for FY23-24, we would have expected to expend 53.84% of the budgeted amount. In total, we have expended 43.08% of the Salaries and Wages for the FY 23-24 budget.

FISCAL IMPACT

Disbursements are part of the approved FY23-24 Budget.



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: City Council Members

FROM: Chris Gorsky, Administrative Services Director

SUBJECT: City Council to receive and accept the Compensation Study Report.

RECOMMENDATION

Consideration to receive and accept the Compensation Study Report prepared by Regional Government Services.

DISCUSSION

In an effort to recruit and retain qualified employees, a citywide compensation study was recommended by staff and a Request for Proposal (RFP) was approved by the City Council on October 26, 2022. On January 17, 2023, the City Council awarded the contract to Regional Government Services to conduct a Compensation Study ("Study"). On May 1, 2023, the City Council approved the thirteen (13) comparator agencies used to benchmark compensation. The goal of the Study was to provide information and recommendations that would be used for discussion during negotiations with the City's bargaining units.

A compensation study involves a thorough analysis of salary structures, benefits, and other forms of remuneration to determine whether they align with industry standards and the cost of living in our region. The goals of such a study are to:

- Evaluate the current salary levels across various positions within the organization to identify any significant disparities or instances of underpayment.
- Compare our compensation packages with industry benchmarks and regional averages to ensure that our workforce is fairly remunerated for their skills and contributions.
- Recognize and address disparities that may exist in the current compensation structure, thereby boosting employee morale and job satisfaction.
- Demonstrate our commitment to valuing and investing in our workforce, fostering a positive work environment.
- Attract and retain top talent by offering competitive compensation packages, reducing the risk of losing skilled employees to competitors.
- Enhance the City's reputation as an employer of choice, making it easier to attract high-caliber candidates.

The City's goal in updating the compensation plan was to establish a pay plan that is consistent with prudent practices, to provide a sound basis for compensating employees, and to ensure that the City's compensation practices are competitive, both for employee recruitment and retention.

FISCAL IMPACT

There is no fiscal impact associated with receiving this report. Should the City ultimately make changes to its compensation philosophy there are a variety of options and approaches to implementing compensation adjustments. Results of negotiations between the City and the Bargaining Units are often unpredictable and those outcomes will be brought back to Council. Changes in salary to better compete in the market would result in increased costs; however, such increased costs could be offset by the benefits of increased retention and recruiting qualified staff.

ATTACHMENTS

- City of Sonora Compensation Study Report

CITY OF SONORA COMPENSATION STUDY REPORT NOVEMBER 2023

Prepared for:



94 Washington Street
Sonora, California 95370

Prepared By:



P.O. Box 1350
Carmel Valley, CA 93924

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ATTACHMENT

Attachment A – Compensation Data Worksheets

EXECUTIVE SUMMARY

The City of Sonora (City) engaged Regional Government Services (RGS) to conduct an agency-wide total compensation survey in February 2023. The goals of the study included:

- Determine the compensation for similar classifications in the City's identified comparable agencies.
- Determine the level of benefits provided by comparable agencies to similar classifications.
- Evaluate whether the City's compensation and benefits are competitive with the job market utilizing the data obtained from the City.

METHODOLOGY

KICK-OFF MEETING

RGS met with the City's Administrative Services Director and Administrative Services Officer in February 2023 to initiate the total compensation study. Organizational data was requested, and the comparable agencies, classifications to be surveyed, and the compensation components to be included in the study were discussed. In addition, information regarding agency expectations, timelines, data collection methods, deliverables, and other pertinent information was shared.

ORGANIZATIONAL DATA

RGS requested and reviewed key organizational materials and information to begin to understand the City's current structure, policy, procedures, challenges, and practices related to compensation systems and administration. Those materials included:

- Organizational Charts
- Existing classification specifications
- Benefit summaries and employer/employee cost data
- Salary schedules
- Applicable policies, procedures, and ordinances
- MOU

MARKET COMPARATORS

RGS analyzed various agencies to determine comparability for inclusion in the study. The City agreed that RGS would use thirteen (13) comparator agencies to collect compensation data. The agencies were selected based on various factors, including shared labor market and similarities in agency size, city population, and annual budget. These comparator agencies are:

- | | |
|------------------------|-----------------------|
| • City of Angels Camp | • City of Newman |
| • City of Escalon | • City of Paradise |
| • City of Grass Valley | • City of Placerville |
| • City of Jackson | • City of Stockton |
| • City of Livingston | • City of Willits |
| • City of Lodi | • County of Tuolumne |
| • City of Modesto | |

SURVEYED CLASSIFICATIONS

The City requested twenty-one of the City's current classifications be included in the study:

- Administrative Analyst
- Administrative Services Director
- Administrative Services Officer
- Chief of Police
- City Administrator
- City Planner II
- Community Development Director
- Community Development Specialist II
- Community Services Officer
- Finance Assistant II
- Fire Captain
- Fire Chief
- Fire Engineer
- Fire Fighter
- Police Dispatcher/Records Specialist II
- Police Lieutenant
- Police Officer
- Police Records Technician II
- Public Works Assistant
- Public Works Specialist II
- Public Works Supervisor

In addition to the above, the City requested compensation data be collected for the following three classifications, which the City is considering adding to the classification plan.

- Assistant City Administrator
- City Engineer
- Public Works Lead

COMPENSATION COMPONENTS

The initial compensation components for the study were provided to RGS by the City and included the following:

Monthly Base Salary: The top of the salary range (excluding longevity salary steps). All figures are presented on a monthly basis.

Insurance

Medical Insurance: The maximum monthly amount the agency contributes to medical premiums for the employee and dependents. This amount is included in the total compensation calculation. The maximum monthly amount paid by the employee and the total cost is presented for informational purposes.

Dental Insurance: The maximum monthly amount the agency contributes to dental premiums for the employee and dependents. This amount is included in the total compensation calculation. The maximum monthly amount paid by the employee and the total cost is presented for informational purposes.

Vision Insurance: The maximum monthly amount the agency contributes to vision premiums for the employee and dependents. This amount is included in the total compensation calculation. The maximum monthly amount paid by the employee and the total cost is presented for informational purposes.

Pension

Social Security (Employer share): This is the amount the employer pays of the statutorily required employer-required contribution. This amount is included in the total compensation calculation.

Social Security (Employee share): This is the amount the employee pays of the statutorily required employee share. This amount is presented for informational purposes.

Employee Paid Member Contribution: The amount the employee pays of the employee's statutory required contribution to the retirement system. This amount is presented for informational purposes.

Employee Paid Employer Contribution: The amount the employee agrees to pay of the statutorily required employer contribution to the retirement system. This amount is included in the total compensation calculation (shown as a negative number).

Employer Paid Member Contribution: The amount the agency agrees to pay of the statutorily required employee contribution to the retirement system. This amount is included in the total compensation calculation.

Minimum Required Employer Contribution: The annual cost of service accrual for the upcoming fiscal year for active employees (Normal Cost).

Leaves

Vacation Leave: The number of vacation hours accrued per year by all employees in the classification after five years of employment. The number of days has been converted to a dollar amount based on the base rate of pay for each classification and is included in the total compensation calculation.

Sick Leave: The number of sick hours accrued per year by all employees in the classification. The number of hours has been converted to a dollar amount based on the base rate of pay for each classification and is included in the total compensation calculation.

Holiday Leave: The number of holiday hours accrued per year by employees in the classifications. The number of hours has been converted to a dollar amount based on the base rate of pay for each classification and is included in the total compensation calculation.

Administrative/Management/Personal Leave: The number of hours normally available to management to reward employees for extraordinary effort in lieu of overtime. Personal leave may be available to other groups of employees to augment vacation or other time off. The number of hours has been converted to a dollar amount based on the base rate of pay for each classification and is included in the total compensation calculation.

Additional Benefits

Deferred Compensation Match or Contribution: This is the monthly amount the agency contributes to the agency-sponsored deferred compensation plan on behalf of the employee. This amount is included in the total compensation calculation.

Certification Pay: The amount the employer provides to employees for various work-related certifications and licenses. These are described in the Notes section of the Compensation Data Worksheets.

Standby Pay: The amount the employer provides when the employee is assigned to be ready to return to work after regular work hours if/when called. Employees assigned to standby must carry a cell phone and refrain from consuming alcohol or other substances that may interfere with their ability to perform all required duties.

Other Compensation: This category includes any additional compensation benefits available to the incumbents in a classification. These are described in the Notes section of the Compensation Data Worksheets. Those that apply to all employees in the classification are included in the total compensation calculation.

DATA COLLECTION PROCESS

DETERMINING MATCH CLASSIFICATIONS

One of the most critical factors in conducting a compensation study is ensuring the classifications studied from the comparator agencies match the surveyed classifications selected for the study as closely as possible. When comparing appropriate matches, the analysis must include more than job titles. Due to different titling conventions, job titles alone can be misleading. Therefore, a more extensive analysis is performed. The City's class specifications were analyzed, and RGS discussed specific aspects of various classifications with the City to ensure the most up-to-date and accurate information was used in the analysis. Classifications at the comparable agencies were compared to those at the City, and match classifications were determined using the following criteria.

- Education and experience requirements
- Scope and complexity of the work
- Knowledge, skills, and abilities required to perform the work
- Supervision received and exercised
- Consequence of error
- Special certification or license requirements
- Organizational structure of the division/department where the classification(s) is/are found.

RGS considers fewer than four (4) comparison matches insufficient for analysis because fewer matches make salary variations more significant, and results may not accurately reflect the market.

COMPENSATION DATA COLLECTION

Compensation data was collected from the designated comparator agencies through websites, direct contact with agency human resources, finance, and management staff, and an in-depth review of agency documents, including class specifications, memoranda of understanding, organizational charts, personnel allocations, and budget documents. RGS contacted all comparator agencies to collect the study data, and the majority were responsive to our requests for information. However, after several attempts to obtain compensation data, the City of Escalon failed to respond to our requests for

information. RGS verified salary and benefits data for the remaining agencies, analyzed the data received, and compared it to data obtained from the City.

FINDINGS AND ANALYSIS

MARKET MEAN (AVERAGE) DATA

There are a number of factors to consider when deciding whether to use the median (midpoint) or the mean (average) as the setpoint for the salaries. Using the mean gives each data point (salary) equal weight, so all information collected is considered in the analysis. The median is the midpoint of the market data and is not affected by “outliers” (extremely high or low salary values as with the mean). While RGS has provided the City with the mean and median base pay and total compensation for each classification studied, our analysis and recommendations utilize the mean data. Based on the mix of classifications and salaries found in the comparable agencies for the studied classes, RGS determined that the mean provides the City with the most accurate market data.

While the Compensation Data Worksheets (Attachment A) provide greater detail, the following charts and the narrative summarize the survey results and compare the City’s compensation and the compensation of the match classifications in the comparable agencies. The charts are arranged in alphabetical order and include all twenty-four classifications surveyed, including the two where insufficient data was found (Public Works Assistant and Public Works Supervisor) and the three prospective classifications for which no current salary exists (Assistant City Administrator, City Engineer, and Public Works Lead).

When analyzing compensation, it is customary to consider competitiveness in the relevant labor market. While the City may choose to consider a different adjustment standard, as an industry rule, if a classification falls within five percent (5%) above or below the market, it is considered competitive based on our experience, and adjustments are not typically recommended. The five percent (5%) above or below market differences allow for slight differences between job duties, assignments, and benefits packages.

Using this standard, the Base Pay chart shows the base pay for ten of the City’s classifications is below the market; for six classifications, it is competitive; and for the remaining four classifications, the base pay is above the market.

Base Pay Comparison

CLASSIFICATION TITLE	# of Comps	Sonora Base Salary	Market Mean Salary	% Sonora Above/Below the Market	Top Step to the Mean of Market
Administrative Analyst	5	\$6,895	\$7,159	-3.69%	Competitive
Administrative Services Director	5	\$10,495	\$15,019	-30.12%	Below
Administrative Services Officer	4	\$8,443	\$8,021	5.27%	Above
Assistant City Administrator	6	\$0	\$15,489	N/A	
Chief of Police	11	\$11,194	\$14,738	-24.05%	Below
City Administrator	12	\$12,500	\$17,083	-26.83%	Below
City Engineer	5	\$0	\$13,579	N/A	
City Planner II	5	\$6,710	\$7,048	-4.80%	Competitive
Community Development Director	8	\$10,495	\$14,025	-25.17%	Below
Community Development Specialist II	4	\$5,526	\$5,516	0.18%	Competitive
Community Services Officer	8	\$4,377	\$4,778	-8.39%	Below
Finance Assistant II	8	\$4,770	\$4,255	12.11%	Above
Fire Captain	6	\$6,846	\$8,487	-19.34%	Below
Fire Chief ¹	5	\$10,469	\$15,374	-31.90%	Below
Fire Engineer	5	\$6,016	\$7,870	-23.57%	Below
Firefighter	5	\$5,627	\$6,835	-17.66%	Below
Police Dispatcher/Records Specialist II	7	\$5,351	\$4,683	14.26%	Above
Police Lieutenant	9	\$10,367	\$11,537	-10.14%	Below
Police Officer	12	\$7,219	\$7,118	1.42%	Competitive
Police Records Technician II	7	\$5,670	\$4,409	28.59%	Above
Public Works Assistant	2	Insufficient Data			
Public Works Lead	4	\$0	\$7,496	N/A	
Public Works Specialist II	8	\$4,770	\$4,735	0.75%	Competitive
Public Works Supervisor	3	Insufficient Data			

When total compensation is considered, the numbers change somewhat. For eight of the City's classifications, the total compensation is below the market; for three classifications, it is competitive with the market; and for the remaining eight classifications, the total compensation is above the market.

Total Compensation Comparison

CLASSIFICATION TITLE	# of Comps	Sonora Total Comp	Market Mean Total Comp	% Sonora Above/Below the Market	Total Comp to the Mean of Market
Administrative Analyst	5	\$12,258	\$11,476	6.81%	Above
Administrative Services Director	5	\$17,714	\$22,381	-20.86%	Below
Administrative Services Officer	4	\$14,876	\$13,899	7.03%	Above
Assistant City Administrator	6	\$0	\$22,848	N/A	
Chief of Police ¹	10	\$20,000	\$23,254	-13.99%	Below
City Administrator ¹	11	\$22,033	\$26,359	-16.41%	Below
City Engineer	5	\$0	\$19,863	N/A	
City Planner II	5	\$11,996	\$11,741	2.17%	Competitive
Community Development Director	8	\$17,714	\$21,215	-16.50%	Below
Community Development Specialist II	4	\$10,330	\$9,299	11.09%	Above
Community Services Officer	8	\$8,540	\$8,320	2.65%	Competitive
Finance Assistant II	8	\$9,266	\$7,740	19.72%	Above
Fire Captain	6	\$12,793	\$14,315	-10.63%	Below
Fire Chief ¹	4	\$18,848	\$23,752	-20.65%	Below
Fire Engineer	5	\$11,540	\$13,356	-13.60%	Below
Firefighter	5	\$10,953	\$11,956	-8.38%	Below
Police Dispatcher/Records Specialist II	7	\$9,889	\$8,493	16.44%	Above
Police Lieutenant	9	\$18,714	\$18,937	-1.18%	Competitive
Police Officer	12	\$13,215	\$12,540	5.39%	Above
Police Records Technician II	7	\$10,330	\$7,481	38.10%	Above
Public Works Assistant	2	Insufficient Data			
Public Works Lead	4	\$0	\$12,448	N/A	
Public Works Specialist II	8	\$9,266	\$8,201	12.99%	Above
Public Works Supervisor	3	Insufficient Data			

In all cases, the compensation relationship between the City and the market is more favorable when total compensation is considered than base pay alone. This does not necessarily mean that the City's benefits package is more generous than that of the comparator agencies. It does mean that the City's benefits package makes up a greater percentage of the total compensation for the benchmark classifications than those of the comparable agencies.

INTERNAL SALARY ALIGNMENT

The market mean data is only one factor in establishing a competitive and equitable compensation plan. As the external salary data is collected separately for each classification, the resulting data can be affected by the number of match classes identified and in which comparable agencies they're found. For example, the market mean monthly base pay is \$15,374 for the Fire Chief and \$14,738 for the Chief

of Police. However, in three of the four comparable agencies with both positions, the salary for the Chief of Police is 5-15% higher than that of the respective Fire Chief. This internal salary alignment between Police and Fire is common in many municipalities, including the City. It should be noted that there were only five identified match classes for the Fire Chief, whereas there were eleven match classes for the Chief of Police. This difference in the number of match classes may have affected the resulting mean data.

Because of the inconsistencies that may arise from the market data alone, it is critical to analyze how the market data aligns with the City's established compensation plan and industry standards. This includes considering the following factors:

Relationship to Classifications Within the Same Reporting Structure

Classifications that are related to each other by discipline, duties, or responsibilities but are separated by level of complexity or authority, such as entry, journey, lead or senior, supervisor, and manager, should be separated by approximately 10-15% at the lower levels and 15% and higher at the supervisory and management levels. This practice provides a healthy separation between the levels for career development and to avoid compaction. Compaction occurs when classifications are within 5% or less of each other.

Relationship to Classifications Across the Class Plan

Classifications with similar authority, autonomy, and responsibilities but assigned to different sections or departments, such as department heads, division heads, and managers, are often compensated similarly. When reviewing internal equity in an organization, classifications are often reviewed for impacts across the class plan for positions with similar authority, autonomy, and core responsibilities.

RECOMMENDATIONS

Taking both the external market data and the internal salary alignment factors into consideration, RGS recommends the City consider establishing the external market salaries for certain classifications as "benchmarks" from which the salaries for other classifications may be set. For example, as there were twelve matches out of thirteen comparable agencies for the Police Officer classification, the resulting mean salary is considered reliable. With the Police Officer salary as the benchmark, salaries for other classifications in the class series can be set using both the City's current and industry standard salary differentials:

Classification	Internal Alignment Rationale	Salary Based on Internal Alignment
Police Sergeant	15% above Police Corporal	\$9,004
Police Corporal	10% above Police Officer	\$7,830
Police Officer	Market	\$7,118

Following this same strategy, RGS has developed a compensation plan for the City that utilizes the market data for the identified benchmark classifications and the standard internal salary alignment factors. The Internal Salary Alignment Chart provides the expanded compensation plan, which includes the City's classifications, the salary rationale, the recommended monthly salary, the current top step

salary, the percentage the current salary is above or below the recommended salary, and when applicable, the cost of the increase for each position in the classification.

Internal Salary Alignment Chart

Classification	Internal Alignment Rationale	Salary Based on Internal Alignment	Current Top Step Salary	Percentage Adjustment Req'd	Flat Dollar Adjustment Req'd
City Administrator	10% above Chief of Police	\$16,212	\$12,500	-29.69%	\$3,712
Chief of Police	Market	\$14,738	\$11,194	-31.66%	\$3,544
Assistant City Administrator	2.5% below Chief of Police	\$14,370	-	-	-
Fire Chief	5% below Chief of Police	\$14,001	\$10,469	-33.74%	\$3,532
Administrative Services Director	5% below Asst City Admin	\$13,651	\$10,495	-30.07%	\$3,156
Community Services Director	5% below Asst City Admin	\$13,651	\$10,495	-30.07%	\$3,156
Police Lieutenant	20% below Chief of Police	\$11,790	\$10,367	-13.73%	\$1,423
Administrative Services Officer	20% Above Admin Analyst	\$8,591	\$8,443	-1.75%	\$148
Administrative Analyst	Market	\$7,159	\$6,895	-3.83%	\$264
City Planner II	Market	\$7,048	\$6,710	-5.04%	\$338
City Planner I	10% below City Planner II	\$6,343	\$5,796	-9.44%	\$547
Community Dev Spec II¹	Market	\$5,516	\$5,526	0.18%	(\$10)
Community Dev Spec I	10% below Comm Dev Spec II	\$4,964	\$4,770	-4.07%	\$194
Finance Assistant¹	Market	\$4,255	\$4,770	10.80%	(\$515)
Fire Captain	10% above Fire Engineer	\$8,271	\$6,846	-20.82%	\$1,425
Fire Engineer	10% above Firefighter	\$7,519	\$6,016	-24.98%	\$1,503
Firefighter	Market	\$6,835	\$5,627	-21.47%	\$1,208
Police Sergeant ¹	15% above Police Corporal	\$9,004	\$9,071	0.73%	(\$67)
Police Corporal ¹	10% above Police Officer	\$7,830	\$7,888	0.74%	(\$58)
Police Officer¹	Market	\$7,118	\$7,219	1.40%	(\$101)

Classification	Internal Alignment Rationale	Salary Based on Internal Alignment	Current Top Step Salary	Percentage Adjustment Req'd	Flat Dollar Adjustment Req'd
Community Services Officer	Market	\$4,778	-	-	-
Police Records Technician II ¹	5% above Comm Services Officer	\$5,017	\$5,670	11.52%	(\$653)
Police Dispatcher II ¹	Equal to Records Technician II	\$5,017	\$5,670	11.52%	(\$653)
Police Dispatcher I ¹	10% below Police Dispatcher II	\$4,515	\$4,816	6.25%	(\$301)
Police Dispatcher/ Records Specialist II ¹	5% below Records Technician II	\$4,766	\$5,351	10.93%	(\$585)
Police Dispatcher/ Records Specialist I ¹	10% below Police Disp/Records Spec II	\$4,289	\$4,625	7.26%	(\$336)
Public Works - Lead	Market	\$7,496	-	-	-
Public Works Supervisor	15% below Public Works - Lead	\$6,372	\$5,401	-17.97%	\$971
Supervising Mechanic	Equal to Public Works Supv	\$6,372	\$5,401	-17.97%	\$971
Building Inspector	Equal to Public Works Supv	\$6,372	\$5,401	-17.97%	\$971
Public Works Spec II¹	Market	\$4,735	\$4,770	0.73%	(\$35)
Public Works Spec/ Equip Mech ¹	Equal to Public Works Spec II	\$4,735	\$4,770	0.73%	(\$35)
Public Works Specialist I ¹	10% below Public Works Spec II	\$4,262	\$4,770	10.66%	(\$508)
Public Works Assistant ¹	5% below Public Works Spec I	\$4,049	\$4,248	4.70%	(\$199)

Bolded Classes - represent the benchmark classes from which other salaries are set

¹ Current salary is above the market. City may choose to Y-rate these salaries and any internal tied to them.

PUBLIC WORKS SPECIALIST I/II

During the study, RGS found a specific issue with the City's current compensation plan that should be resolved. Currently, the City has the alternately staffed classification of Public Works Specialist I/II. In the current class specification, the Public Works Specialist I (PWS I) is identified as the entry-level class, and the Public Works Specialist II (PWS II) is identified as the journey-level class within the series. In addition, the two levels are distinguished from each other in the complexity of the work performed, the independent judgement exercised, the experience required, and the supervision received.

Normally, a salary differential is established between the between the entry level and journey level in a class series to recognize these differences. However, the City's current compensation plan shows the PWS I and PWS II at the same salary range. As reflected in the Internal Salary Alignment Chart, RGS recommends the City set the salary for the PWS II based on the external market and set the salary for the PWS I 10% below the PSW II.

CLASSIFICATIONS BELOW THE MARKET

RGS suggests adjusting compensation for classifications that are more than 5% below the market base salary. If fiscal sustainability is a factor, the City may consider a series of increases over multiple budget years, particularly for classifications with parity differences greater than 10%.

CLASSIFICATIONS COMPETITIVE OR ABOVE THE MARKET

Where salaries are considered competitive with the market, RGS recommends no adjustments be considered. For the classes considered above the market (greater than 5%), standard practice is to “Y-rate” (freeze) salaries until the market mean catches up with their salary. This would include the salaries of incumbents in classifications whose salaries are set in relationship to the benchmark classifications (internal alignment). However, before Y-rating any salary, RGS would recommend the City consider the following factors:

- Will the action exacerbate any recruitment and retention issues;
- Are there any mandates regarding minimum staffing levels which may be jeopardized;
- What are the relative cost-savings of taking the action?

COMPENSATION POLICY

We recommend that agencies create a compensation policy to establish and codify a strategy for setting compensation. Such a policy would typically identify the comparator agencies to be surveyed (or, at minimum, the type of agencies to be surveyed), the benefit components to be used, the method of collecting information, the criteria for determining when compensation studies will be conducted, how the comparable data will be determined, and how the data will be implemented.

RGS often recommends that such a policy include how an agency plans to set compensation concerning the market data. For example, using the mean or median as the setpoint, using base pay or total compensation, and setting salaries equal to the mean/median or some percentage above or below the setpoint. This type of policy can help to expedite and facilitate future studies.

In addition to market placement, there are many other factors to consider when setting salaries. The policy should include recruitment and retention issues, salaries of other similar positions within the same series or across the organization (internal parity), the value of the work performed to the organization, and fiscal sustainability. The City's total compensation package value may also be a factor to consider in determining policy parameters.

Adopting a compensation policy that includes compensation-setting guidance based on all these factors provides a fact-based and analytical foundation. It also gives the City tools needed to resist short-term pressures in favor of long-term fairness and fiscal sustainability.



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: City Council Members

FROM: Chris Gorsky, Administrative Services Director

SUBJECT: Administrative Services Department Report for November 2023

RECOMMENDATION

Receive the Administrative Services Department Report for November 2023 (FY23/24).

DISCUSSION



The Administrative Services Department provides a wide range of comprehensive support services which include: accounting, finance administration and reporting, budgeting, audit, compliance, treasury management, payroll, human resources, recruitments, accounts receivable, local tax collection, accounts payable, procurements, business license management, risk management, information technology for the City.

Monthly Report to the City Council

November '23

Highlights of General Fund Revenues:

	Current Period	YTD	FY23/24 Budget	% of Budget
Property Tax	\$ 96,763	\$ 126,727	\$ 1,205,000	10.5%
Sales Tax	\$ 291,061	\$ 1,469,630	\$ 3,355,600	43.8%
Measure Y	\$ 263,674	\$ 2,009,990	\$ 4,000,000	50.2%
Transient Occupancy Tax	\$ 19,536	\$ 278,719	\$ 600,000	46.5%
Cannibis Public Benefit Fees	\$ 56,815	\$ 308,872	\$ 605,000	51.1%
Building Permits	\$ 10,151	\$ 43,627	\$ 130,000	33.6%
Business Licenses	\$ 341	\$ 5,614	\$ 126,900	4.4%

Highlights of General Fund Expenditures:

	Current Period	YTD	FY23/24 Budget	% of Budget
Salaries and Benefits	\$ 464,675	\$ 2,572,523	\$ 7,400,600	34.8%
Operating Expenditures	\$ 171,266	\$ 1,536,722	\$ 3,227,425	47.6%
Transfers	\$ -	\$ 157,653	\$ 185,000	85.2%

	A/P	YTD	H/R	YTD
Total Number of Checks/DD Processed:	149	835	93	550

	Current Month Zone A	Current Month Zone B	YTD Zone A	YTD Zone B
Business License Activity: Licenses Issued	3	11	6	74



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: City Council Members

FROM: Aimee New, Fire Chief

SUBJECT: Fire Department Monthly Report - December 2023

RECOMMENDATION

Receive the Fire Department Monthly Report – December 2023

DISCUSSION

Fire Department Monthly Report – December 2023

FISCAL IMPACT

N/A

1. City of Sonora Fire Department responded to 154 calls for service in December 2023.
2. Sonora City Units responded to emergency calls as follows:

100 - Fire, other	1
113 - Cooking fire, confined to container	1
114 - Chimney or flue fire, confined to chimney or flue	1
132 - Road freight or transport vehicle fire	1
151 - Outside rubbish, trash or waste fire	1
311 - Medical assist, assist EMS crew	18
321 - EMS call, excluding vehicle accident with injury	79
322 - Motor vehicle accident with injuries	3
324 - Motor vehicle accident with no injuries.	3
410 - Combustible/flammable gas/liquid condition, other	1
424 - Carbon monoxide incident	1
444 - Power line down	1
500 - Service Call, other	1
510 - Person in distress, other	2
551 - Assist police or other governmental agency	2
553 - Public service	3
561 - Unauthorized burning	1
611 - Dispatched & cancelled en route	13
622 - No incident found on arrival at dispatch address	2

631 - Authorized controlled burning	2
651 - Smoke scare, odor of smoke	4
700 - False alarm or false call, other	2
730 - System malfunction, other	5
733 - Smoke detector activation due to malfunction	1
735 - Alarm system sounded due to malfunction	4
743 - Smoke detector activation, no fire - unintentional	1
Total	154

3. Monthly dollar loss in the City, resulting from fire: 0
4. The average response time during the month: 5:15
5. Automatic or mutual aid given: 54



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: City Council Members

FROM: Turu VanderWiel, Chief of Police

SUBJECT: MONTHLY REPORT – SONORA POLICE DEPARTMENT

RECOMMENDATION

Receive the Sonora Police Department monthly report for December 2023.

DISCUSSION

The attached summarizes activities for December 2023.

	Dec 2023	Nov 2023	Dec 2022
Total Incidents	1,068	1,044	1,225
Calls for Service	669	659	708
Officer Initiated	399	385	517
Total Arrests	36	26	43
Felony Arrests	5	8	6
Misd. Arrests	31	18	37
Total Reports	104	91	106
Parking Citations	12	2	14
Moving Citations	10	19	22
Domestic Violence	7	2	2
Larceny Inc./Inv.	35	25	14
Total Collisions	32	23	25
Collision Invest.	9	14	10

	Dec 2023	Nov 2023	Dec 2022
Homeless Activity	113/18	117/17	62
Animal Calls	32	38	34
Public Intox. / UID	9	5	4
DUI Arrests	2	5	4
Total Phone Calls / 911 Calls	1,918/301	2,035/277	1,910/352
Average Per Day	62	68	62
Vehicle Releases	2	9	3

*Homeless Activity tracking requires additional manual inputs; the actual number of associated incidents will typically be higher than the reported number.

FISCAL IMPACT

There is no fiscal impact on the General Fund.

Crimes by Area Monthly Report
December 1, 2023 – December 31, 2023

Area 1 Reports:

Violent Crimes:

- 1 – Felony Domestic Violence
- 1 – Misdemeanor Hate Crime with battery on a person, felony vandalism, felony concealed dirk or dagger, and misdemeanor DUI – alcohol.
- 1 – Misdemeanor Sexual Battery
- 2 – Misdemeanor Domestic Batteries
- 1 – Misdemeanor Criminal Threats
- 1 – Misdemeanor Battery on a Person with Attempted Theft

Burglaries / Other Larceny:

- 2 – Felony Business Burglary
- 2 – Misdemeanor Business Burglaries (Shoplifting)
- 1 – Recovered Stolen Vehicle Reported by CHP Sonora Area
- 1 – Felony Grand Theft from a Business Location
- 1 – Misdemeanor Theft from a residence with Loitering on Private Property

Area 2 Reports

Violent Crimes:

- 1 – Felony Domestic Violence with Felony Kidnapping
- 1 – Felony Battery on Emergency Personnel
- 3 – Misdemeanor Domestic Batteries (one including felony vandalism; one including misdemeanor false imprisonment)
- 1 – Misdemeanor Assault on Emergency Personnel with Misdemeanor Battery

Burglaries / Other Larceny:

- 1 – Felony Stolen Vehicle
- 1 – Recovered Stolen Vehicle reported by CHP Sonora Area

Area 1 Monthly Report December 2023

Neighborhood Watch:

ELKS HILL:

- No updated activity

SONORA KNOWLES:

- No updated activity.

Case(s) for discussion:

23-1321-On 12-05-2023, at approximately 11:27 am, Sonora PD officer were dispatched to the Walmart parking lot for a report of a theft from a vehicle. The owner of the vehicle stated an unknown suspect(s) smashed the driver's side window of her car and stole her purse. While conducting an area canvass of the parking lot for the suspect(s), officers located a female going through a purse which was similar to the one stolen. Upon further investigation, Officers discovered the suspect was also in possession of the victim's wallet and credit cards. The suspect was arrested and booked into the Tuolumne County jail on possession of stolen property charges.

23-1322-On 12-05-2023, at approximately 2:06 pm, Sonora PD was dispatched to the report of a grand theft. A male suspect walked into Walmart and stole several cartons of cigarettes. Officers were able to identify the suspect from the store's surveillance videos. A report was written and sent to the Tuolumne County Attorney's office for prosecution of the suspect.

Recruitments:

- Officer oral board exams are scheduled for January 17th, 2024.
- Sergeant oral board exams are scheduled for January 16th, 2024
- Corporal Oral board exams are scheduled for January 4th, 2024

Training:

- Sonora PD officers conducted building and room clearing training utilizing the department's building on School Street.
- Sonora PD Records clerk attended a one week training course.

Range:

- The department's quarterly firearms proficiency training was conducted on December 20th. All officers qualified with their handguns, rifles and shotguns.

Dispatch:

- No update activity

Respectfully Submitted,
Sgt. Eric Nygard

Area 2 Monthly Report December 2023

Neighborhood Watch:

MYERS HILL:

- No updated activity.

NORTH STEWART:

- No updated activity.

HIGHLAND VIEW:

- No updated activity

Case(s) for discussion:

23-1364-On 12-16-2023, at approximately 10:53 pm, Sonora PD officers were dispatched to 299 S Stewart Street concerning a domestic violence call. Officers arrived on scene and contacted the female victim who stated she was choked by her ex-boyfriend while returning from the downtown area. The ex-boyfriend was arrested and booked into the Tuolumne County jail on domestic battery charges.

23-1347-On 12-12-2023, at approximately 6:00 hours, Sonora PD officers were dispatched to the Tuolumne County library for a report of a fire. Officers arrived on scene and contacted the suspect who admitted to lighting the fire. The suspect was arrested and during a search of his person, it was discovered he was in possession of a controlled substance. The suspect was later booked into the Tuolumne County Jail on unauthorized burning and narcotic charges.

Field Training Program:

- Both Sonora PD recruits are progressing through the basic academy and are on target to graduate in 2024.

Investigations:

- No updated activity

Property and Evidence:

- No updated activity

Fleet:

- No updated activity

Reserves/Volunteers:

- One new volunteer application has been reviewed and moved forward to the background process.

Respectfully Submitted,
Sgt. Eric Nygard



CITY COUNCIL AGENDA REPORT

MEETING DATE: January 16, 2024

TO: Honorable Mayor and Members of the City Council

FROM: Michael Lagomarsino, Public Works Supervisor

SUBJECT: Public Works Department Monthly Report for December 2023

RECOMMENDATION

Receive the Sonora Public Works Department monthly report for December 2023.

DISCUSSION

For December 2023, the City of Sonora Public Works Department performed the following activities:

Events

- Place event banners above the street.

Streets

- Spent several days pot-holing City Streets.
- Returned numerous shopping carts to businesses abandoned on City Streets.
- Spent numerous days picking up leaf piles throughout the city streets.
- Removal of three deceased deer on City Streets.
- Pruned oak tree on Corte Del Encino Drive.
- Weed eat several portions of roadside on Mono Way and Sanguinetti Road.
- Sanded streets as needed following the freezing events.
- Replaced several burnt-out city-owned streetlight bulbs throughout the city.

Facilities

- Installed 300ft of cat 6 cable at Sonora Police Station.
- Loaded and hauled unwanted office furniture in the Community Development Directors Office.

Parks/Landscapes/Parking Lots

- Monthly inspection of playground equipment at Rotary Park.
- Spent numerous days picking up, and hauling leaves from City parks, and Landscapes.
- Installed trash receptacles/cans at new bus stops on Stockton Rd.
- Removal of graffiti in Rotary Park and Coffil Park.
- Pruned the landscape on Ponderosa Way.
- Finished winterizing irrigation systems in City landscapes.

Storm Drains

- Spent numerous days digging, and flushing out storm drain inlets, ditches, and culverts.

Cemeteries

- Performed annual weed spraying at Mountain Shadow.
- Made repairs to the siding on the office/storage building at Mountain Shadow Cemetery.
- Daily check of messages at Mountain Shadow, and returned calls as needed.
- Daily cleaning of irrigation filters during irrigation season.
- Marked out plots as requested by the Funeral Home as needed.
- Set headstones as requested by Funeral Home.
- Mowed, and edged lawns weekly during spring and summer months.
- Winterized irrigation system at Mountain Shadow Cemetery.

Miscellaneous

- Daily unlock and service of all public restrooms.
- Put up weekly event banners downtown.
- Collected garbage twice a week in all City parking lots, landscapes, and parks.
- Monthly fleet vehicle inspections.
- Twice weekly ran street sweeper early morning on a rotating street schedule throughout the City.
- Participated in required sexual harassment training requested by the HR department.
- Installed, and tested sand spreader and snowplow prior to winter storms.

FISCAL IMPACT

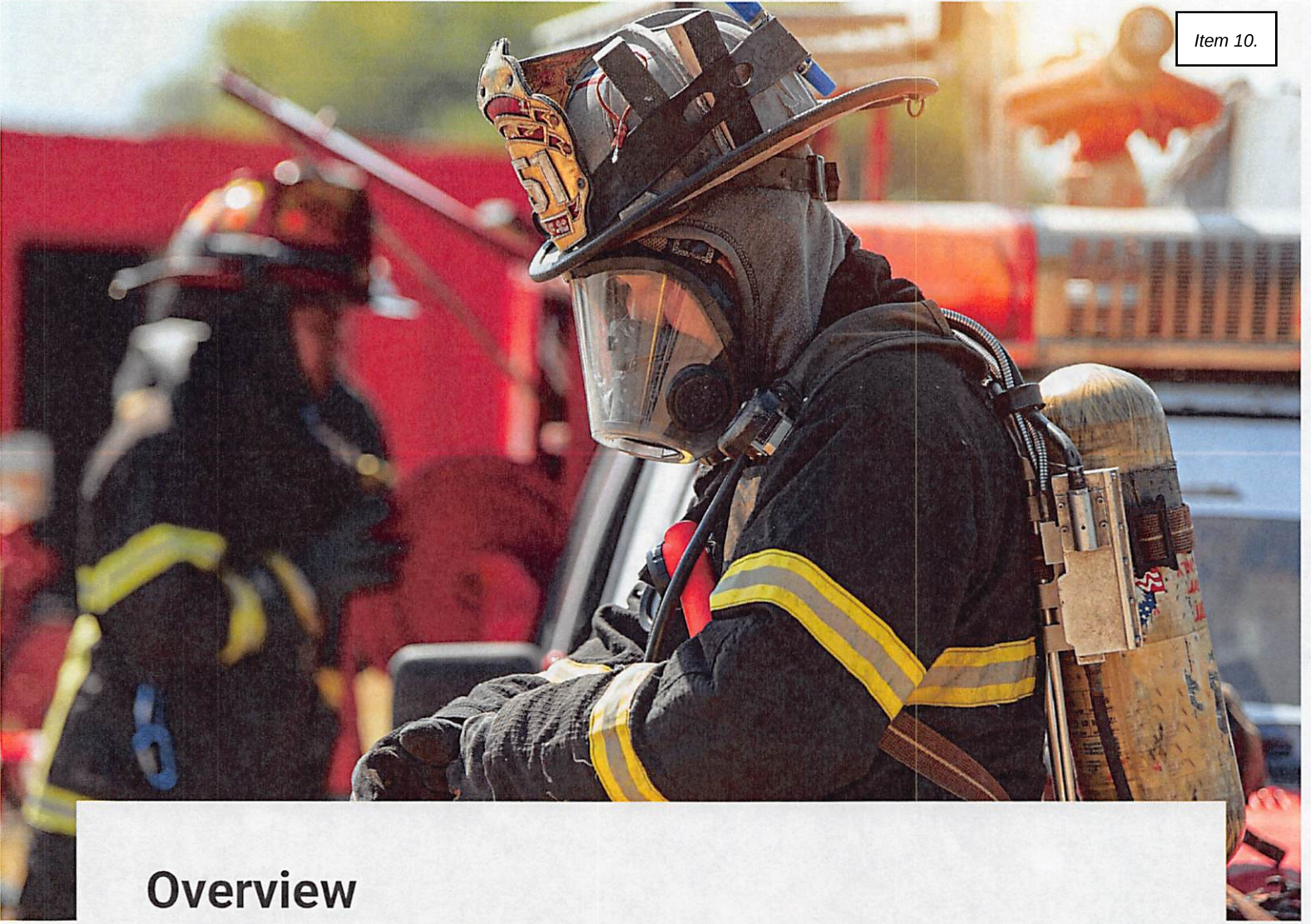
No fiscal impact to the General Fund.



STRESSED & SHORT-STAFFED

Challenges Facing First Responders and the Impact on Community Safety





Overview

The report “Stressed & Short-Staffed: Challenges Facing First Responders and the Impact on Community Safety” is sourced from 2023 surveys involving more than 9,400 public safety professionals (4,141 police officers, 3,141 EMS professionals (EMTs and paramedics), and 2,129 firefighters) from across the U.S. These annual “What Cops/Firefighters/Paramedics Want” surveys, conducted on Police1.com, FireRescue1.com and EMS1.com, explore a wide range of trends and challenges facing first responders.

Responses indicate that first responders are short-staffed and stressed, creating significant recruitment and retention challenges, suboptimal levels of resourcing, and increased negative impact on communities. Survey respondents reported not only the occupational hazards and downsides of staffing shortages, but the negative impact on personal health and public safety.

At Lexipol, we believe in a vision of a better, safer way to run a public safety agency. Our solutions are designed to help first responders serve their communities professionally, safely and efficiently. We provide this data to illustrate the current challenges facing public safety agencies and spur productive discussions between stakeholders about how best to enhance community safety while protecting those who risk their lives on the front lines of emergency response.

Staffing shortages are a top concern and current strategies for recruitment and retention are viewed as inadequate.

EMS professionals, firefighters, and police officers all reported staffing as a significant challenge and are experiencing a direct impact on their day-to-day work.



94%

of firefighters have experienced staffing challenges in the past year



87%

of officers work in departments that are not fully staffed based on authorized staffing numbers



86%

of EMS professionals say their departments have experienced staffing challenges in the past three years

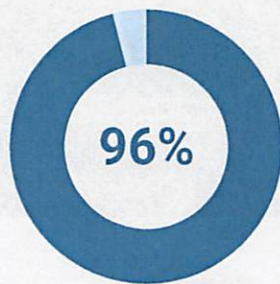
Further, these first responders were not confident in current measures to recruit or retain staff. Just over one in four firefighters believe their department has a strong recruitment (26%) or retention plan (27%). Over half of police officers (55%) don't think initiatives have improved recruitment. And less than one-third (31%) of EMS professionals believe their department has a strong plan to retain personnel.

Staffing shortages are having a significant impact on the overall mental health and wellbeing of first responders.

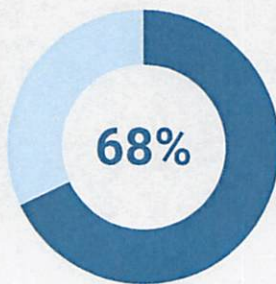
Seven in ten firefighters report that their stress level has increased due to staffing challenges, and 67% agree their stress level is negatively impacting other aspects of health (e.g., ability to sleep, time to exercise). The same is true for 51% of EMS professionals, who reported their stress level is negatively impacting other aspects of their health.

For police, there are broader impacts, including denied time-off requests, requirement of overtime shifts, and on-duty safety.

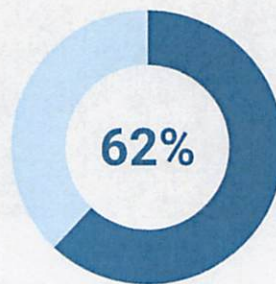
POLICE OFFICERS



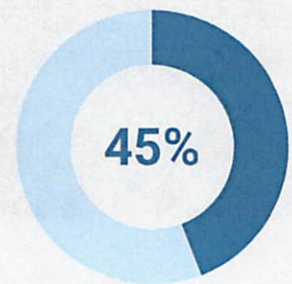
have seen the direct impact of low staffing



are more concerned about on-duty safety due to short staffing



have experienced an increase in mandatory overtime shifts



are being denied time-off requests more often

Not only are staffing shortages and stress levels having a personal impact on first responders, but they pose a serious threat to the communities that they serve.

First responders indicate that staffing shortages have had a dramatic impact on their day-to-day work as they take on additional duties, cover expanded geographies and fill mandatory overtime shifts.

Short staffing also results in a lack of time for training, an increase in response time to high-priority calls and a lower likelihood of performing duties due to reduced backup.

Staffing issues are also leading to serious safety concerns, both for officers and the public. Officers have less time for training, response time on both low- and high-priority calls is increasing, and officers are increasingly being pulled off important specialty assignments to fill in for patrol duty.

This doesn't only impact law enforcement, as 30% of EMS professionals agree their stress level is negatively impacting the quality of service they provide.

POLICE OFFICERS

61%

say their response time to low-priority calls has increased due to short staffing

49%

say their response time to high-priority calls has increased due to short staffing

60%

say they don't have adequate time for training due to short staffing

EMS PROFESSIONALS

53%

say their department doesn't have enough personnel available to respond to 911 emergency calls in its service area

47%

agree their department's response time to critical 911 calls has increased

52%

agree their department's response times to non-emergent EMS calls have increased

30%

agree their stress level is negatively impacting the quality of service they provide

FIREFIIGHTERS

58%

have had to take on more fireground tasks due to staffing challenges

58%

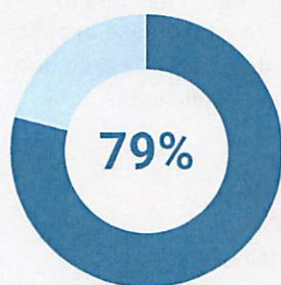
say their station has had to respond to an increase in calls outside their first-due area due to staffing challenges

32%

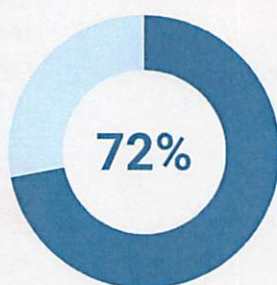
agree their stress level is negatively impacting the quality of service they provide

Treatment of police officers since March 2020 is making matters worse.

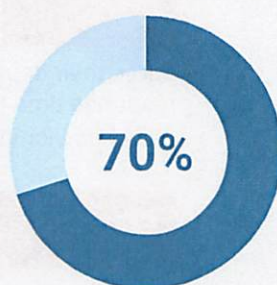
Negative media coverage of police officers is accentuating the staffing pressures and making the job of law enforcement even more challenging. Since the pandemic and high-profile policing incidents, community-officer relations are dramatically worsening.



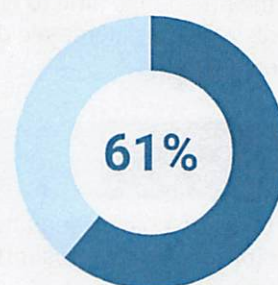
believe media coverage of police officers has had the biggest negative impact on recruitment since 2020 – and 52% say it has had an impact on retention



say being filmed during interactions with a citizen has worsened since 2020



say verbal abuse from bystanders has worsened since 2020



say the least satisfying aspect of their job is the assumption that police are wrong

Looking to the future, public safety agencies face the significant threat of their staff leaving their jobs altogether.

The outlook for EMS professionals may be the most concerning when compared to other first responder groups, with a 124% increase in respondents who plan to leave their current job in the next 5 years compared to 2022. This trend is not new, with retention of quality people being ranked as the number one critical issue for four years straight. Further, EMS professionals are more likely to recommend their role as a volunteer opportunity (42%) than they are as a career (18%).

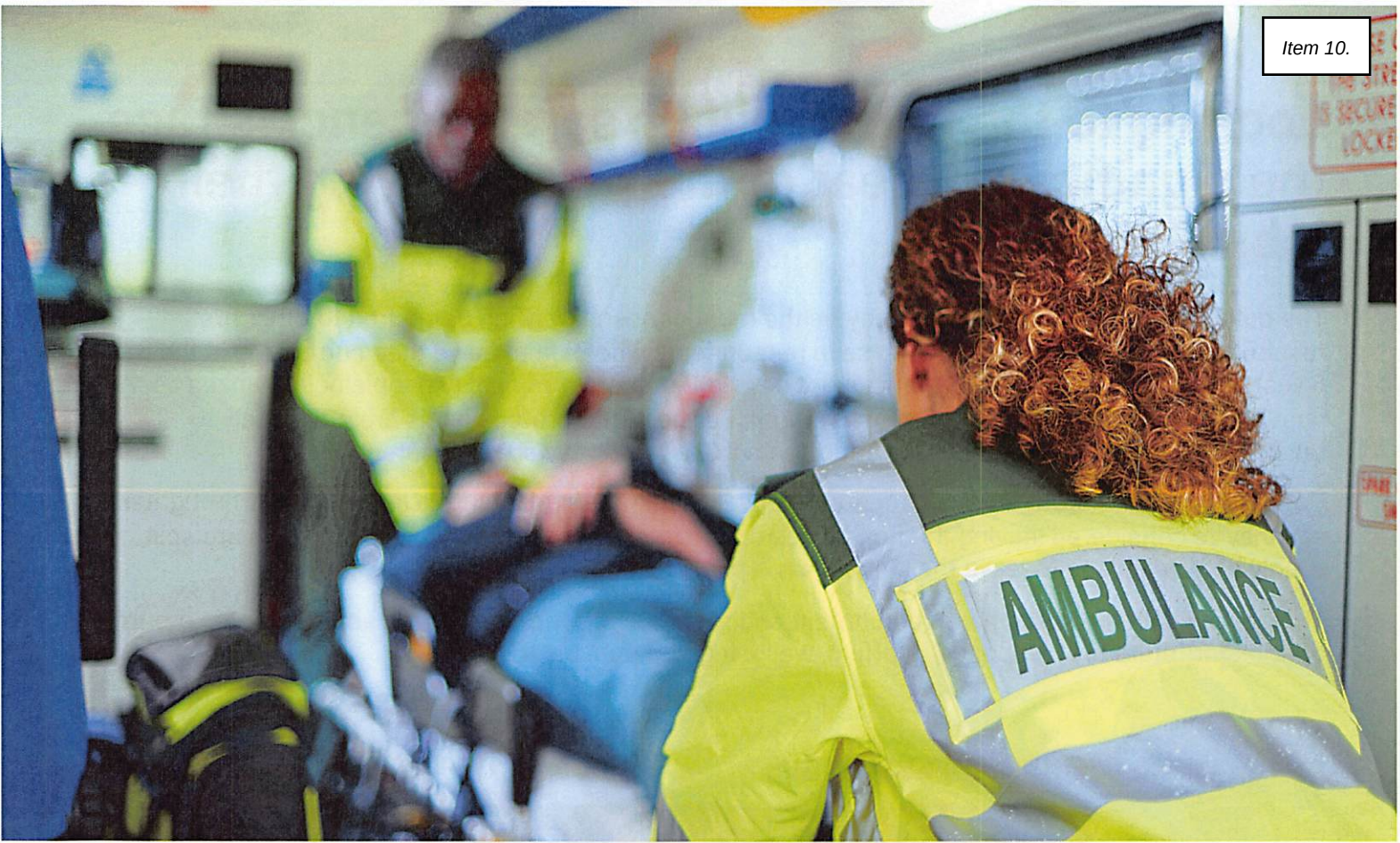
Police officers and firefighters also report relatively high rate of planning to leave. 42% of firefighters say they've considered leaving the fire service due to their stress level and police officers are split evenly between plans to leave their jobs and no plans to leave.

This, paired with the suboptimal recruitment and retention strategies reported above, creates a grim outlook for future first responder staffing, wellbeing and public safety.

EMS PROFESSIONALS

POLICE OFFICERS

	2022	2023	% CHANGE	2022	2023	% CHANGE
No plans to leave	56%	46%	-10	56%	50%	-5
Plans to leave	45%	54%	+9	44%	50%	+6



Methodology & Media Inquiries

The “Stressed & Short-Staffed: Challenges Facing First Responders and the Impact on Community Safety” report involved responses from more than 9,400 public safety professionals (4,141 police officers, 3,141 EMS professionals (EMTs and paramedics), and 2,129 firefighters) from a mix of department sizes and locations across the US. Each survey was administered over a two-week period during the first quarter of 2023.

Survey respondents were sourced from Lexipol Media Group website visitors and subscribers, as well as social media followers. Some industry partners and professional associations also shared the survey link with their members, subscribers and followers.

With questions or media inquiries, please contact:



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