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July 24, 2025

Pamela Caronongan
City Administrator
City of Angels Camp
200 Monte Verda Street, Suite B
Angels Camp, CA 95222

RE: PROPOSAL TO PROVIDE UPDATED STRATEGIC PLANNING AND FACILITATION ASSISTANCE TO THE CITY OF ANGELS CAMP

Dear Pamela Coronogan:

Thank you for contacting Citygate Associates, LLC (Citygate) regarding your desire for Citygate to perform an update to the Strategic Planning and Facilitation Assistance project for the City of Angels Camp (City), which was previously completed in February 2023. Citygate is pleased to provide this brief proposal, including an overview of the proposed scope of work and project costs.

WORK PLAN AND SCOPE OF WORK OBJECTIVES

For this engagement, Citygate's proposed Work Plan is comprised of the following **four (4) tasks**.

- Task 1: Initiate and Manage the Project**
- Task 2: Conduct Interviews and Analysis**
- Task 3: Preliminary Findings and Recommendations Review**
- Task 4: Produce and Present Draft and Final Reports**

Citygate's proposed scope of work for this update includes the following elements. Citygate will:

- ◆ Conduct a virtual orientation meeting to ensure a common understanding of the project scope.
- ◆ Develop a list of information that Citygate would need from the City to effectuate productive interviews with staff.
- ◆ Review progress related to the goals identified in the original Strategic Planning and Facilitation Assistance report completed by Citygate in February 2023,

focusing on the 20 Tier 1 through Tier 3 goals that were expected to be completed in the first year after Citygate's final report was submitted to the City.

- ◆ Conduct virtual interviews with up to 12 applicable City personnel to determine the status of Citygate's recommendations and the actual costs associated with implementation.
- ◆ Conduct virtual interviews with City Councilmembers.
- ◆ *(Optional) Conduct virtual interviews with up to 8 key external stakeholders.*
- ◆ Review applicable updated fiscal (and related) documents, policies, and procedures implemented after the submittal of Citygate's previous Strategic Planning and Facilitation Assistance report.
- ◆ Conduct a high-level fiscal review of the 20 Tier 1 through Tier 3 goals identified in Citygate's previous report.
- ◆ Provide *revised* findings and recommendations as needed looking forward 12 months and based on review of the 20 goals identified in the previous report.
- ◆ Provide monthly status updates outlining progress, any scope changes, and any potential project issues to the City Administrator.
- ◆ Develop a Draft Management Letter including pertinent new findings and recommendations for review by the City Administrator and appropriate City staff
- ◆ Complete and provide a Final Management Letter including an implementation tool for the City based on review and comments from the City Administrator and other appropriate staff regarding the Draft Management Letter.
- ◆ Provide an on-site update presentation to the City in November or December 2025, as determined by the City Administrator.

PROJECT TEAM

Citygate's senior associates assigned to the previous update for the City, Stacey Bristow and Andrew Green, will perform this review and update. Coordination with other team members associated with the original project will be conducted on an as-needed basis.

Stacey Bristow, MAOL, Local Government Specialist



Ms. Bristow has more than 30 years of experience in high-level management, working with city councils, boards of directors, commissions, developers, unions, communities at large, special districts, and homeowner associations. She has experience in both the public and private sectors, having served Alameda County for 16 years and the City of Hayward for more than 10 years in a variety of capacities. As the Neighborhood Partnership Manager in Hayward, she developed and managed the Mural Arts Program, which won the 2011 Helen Putnam Award for Excellence in the area of Community Services and Development. She also facilitated and executed the settlement agreement between Caltrans and various third parties. Before working for the City of Hayward, Ms. Bristow served Alameda County in the roles of Deputy Planning Section Chief in the Office of Emergency Services and Redevelopment Specialist for the County's Community Development Agency.

Ms. Bristow is skilled in crisis management, advanced mediation, and comprehensive facilitation. For more than 35 years, she has served as Chief Executive Officer of Energy Company, which, in part, provides organizational and executive life coaching. She earned a bachelor's degree in Administrative/Criminal Justice from California State University East Bay (formerly Hayward) and, recently, her master's degree in Organizational Leadership and Innovation from Grand Canyon University.

Andrew Green, MBA, Local Government Fiscal Specialist



Mr. Green has over 35 years of experience in all aspects of municipal finance, including as a professional manager. He has had primary responsibility for the development and monitoring of citywide budgets for four municipalities, with total budgets ranging from \$70 million to \$680 million. He developed and fine-tuned long-range financial plans for multiple municipalities, including playing a lead role in taking the City of Pasadena from a \$10 million General Fund operating deficit to a \$5 million General Fund operating surplus. Mr. Green has extensive experience with all aspects of the operations of a municipal finance department including, but not limited to, financial reporting/accounting and analysis, accounts payable/receivable, debt issuance/management, payroll, investments, business licensing, risk management, purchasing, grant management, labor relations, and budgeting. Additionally, Mr. Green has developed and implemented finance department strategic plans in several jurisdictions. He has also served a variety of roles on many government finance organizations, including California Society of Municipal Finance Officers Chapter Co-chair, League of California Cities Employee Relations Department representative, and the State of Nevada Committee on Local Government Finance committee member.

Mr. Green worked with multi-jurisdictional and multi-functional entities to secure funding for completion of the Reno Transportation Rail Access Corridor (ReTRAC) project, the largest capital project in Northern Nevada at that time. He also served as representative for Nevada cities in the state's Committee on Local Government Finance, providing review and recommendations to the legislature regarding local government finance operations and legislation for the entire state. He carried out ERP implementation initiatives for four different cities and also led the fiscal impact analysis and debt issuance plan for the Pasadena Rose Bowl renovation project (\$195 million). Mr. Green has provided fiscal reviews for nearly 70 different agencies since joining Citygate.

PROJECT SCHEDULE

Citygate proposes to complete this project approximately **60 days** from the time of contract execution, contingent on the timely response of City staff to provide documents and other information, as well as staff availability for interviews. The engagement will begin in late August or early September 2025, depending on completion of a signed contract.

PROJECT COSTS

Citygate prefers to perform work related to engagements such as this on a time-and-materials, not-to-exceed-cost basis. For such engagements, we do not believe our clients' interests are well served with a preconceived solution or fixed-cost approach.

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. As such, we will undertake this engagement for a "not-to exceed" total cost based on our proposed scope of work. Our charges include mileage reimbursement for one on-site trip, as well as time for administrative support and oversight from Citygate's President, Report Project Administrator, and administrative support positions.

The **total not-to-exceed cost** for this project is shown in the following table.

Project Team Consulting Fees	Reimbursable Expenses	Administration (7.5% of Hourly Fees)	Total Citygate Project Amount
\$26,990	\$2,036	\$2,024	\$31,050

This price quote is **effective for 30 days** from the date of receipt of this proposal and reflects our best effort to be responsive to the City's needs for this engagement, as we understand them, at a reasonable cost. If our proposed scope and/or cost are not in alignment with the City's needs or expectations, we are open to discussing modifications to our proposed scope of work and associated costs.

Standard Hourly Billing Rates

Classification	Rate	Consultant
Citygate President	\$260 per hour	Chad Jackson
Senior Associate and Local Government Specialist	\$205 per hour	Stacey Bristow
Senior Associate and Local Government Fiscal Specialist	\$225 per hour	Andrew Green
Report Project Administrator	\$140 per hour	Various
Administrative Support	\$100 per hour	Various

Additional Project Options

Per the City’s request, Citygate has provided the following additional project options related to this proposal.

Option #1 – Full Strategic Planning and Facilitation Assistance Study

If desired by the City, Citygate will repeat the full process of the original Strategic Planning project’s scope and tasks. This option would require at least five (5) months to complete at an **approximate cost of \$53,150** (not including internal/external stakeholder surveys) If there is interest in pursuing this option, Citygate will develop a separate formal proposal based on further input from the City regarding the scope of work and deliverables.

Option #2 – Professional Performance Coaching

If desired by the City, Citygate can offer professional performance coaching for new city managers, elected officials, executive staff, and others tasked with implementation-related responsibilities. Coaching is typically offered in 60-minute or 90-minute sessions, and includes an initial assessment filled out by participants prior to the coaching session. After a foundational session where clear outcomes are determined, each coaching session would be built upon the City’s identified needs and Citygate’s recommendations.

Option #3 – AudMod™

If desired by the City, engage your community like never before with **AudMod™**, a first-of-its-kind service that transforms key insights from your Final Report into a dynamic, podcast-style audio summary. This is particularly helpful if elements of the project need to be communicated to multiple internal and/or external stakeholders.

What does AudMod™ deliver?

Unmatched Accessibility – Absorb essential content anytime, anywhere—on the go, at the gym, during commutes, etc.—offering your agency unprecedented convenience.

Impactful Storytelling – Condenses and narrates report highlights with added context, interviews, and expert insights.

Engagement That Drives Action – Simplifies complex findings and policy to maximize understanding, retention, and real-world implementation.

Tailored to Your Audience – Features curated voices from Citygate’s experts, agency leaders, and key stakeholders, customized for your stakeholder audience of your choosing.

Human-Produced Human Stories – Fully produced by a skilled and experienced producer—this is not a cheap AI gimmick or clunky robot read-through.

AudMod™ empowers agency personnel and residents to connect with your study’s findings in a way that traditional reports cannot, providing an excellent and innovative communication tool that proactively serves to expedite understanding for stakeholders with varied communication styles. Increase transparency, foster accountability, and bring the story to life—increasing your project’s potential for impact and success within your agency or community.

Ready to hear the difference?

For an example of this additional service option, please visit the following link:
<https://citygateassociates.com/audmod-sjb/>

Billing Schedule

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a seven-and-one-half percent (7.5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment through ACH Transfer, if available.

We request that ten percent (10%) of the project cost be advanced at the execution of the contract, to be used to offset our start-up costs. This advance would be credited to our last invoice. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically. If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment through ACH Transfer, if available.

Pricing Terms

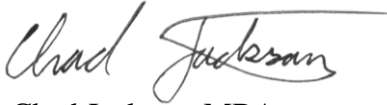
This price quote includes one (1) draft report review cycle as described in our Project Work Plan to be completed by Citygate and the City within 30 calendar days of delivery of the Draft Report. Additional draft cycles or processing delays requested by the City would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered final if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

* * *

If this proposal is acceptable, you can sign acceptance on the following page or forward a standard consultant contract for us to complete.

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate. Please feel free to contact me at our headquarters office, located in Folsom, California, at (916) 458-5100 or via email at cjackson@citygateassociates.com. Please also send emails to admin@citygateassociates.com to ensure a prompt response.

Sincerely,



Chad Jackson, MBA
President

cc: Project Team

Acceptance of Citygate's proposal and terms:

Name Signature

Title Date

I prefer Option #1 as opposed to the proposal outlined above

Name Signature

Title Date

I would like to add on the following other options:

Option #2 – Yes _____ No _____

Name Signature

Title Date

Option #3 – Yes _____ No _____

Name Signature

Title Date