

PROPOSAL TO PERFORM AN
ORGANIZATIONAL REVIEW AND
BUDGET STABILIZATION STUDY

CITY OF SONORA, CA

FEBRUARY 2, 2023





CITYGATE ASSOCIATES, LLC

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February 2, 2023

Melissa Eads, City Administrator
City of Sonora
94 N. Washington Street
Sonora, CA 95370

RE: PERFORM AN ORGANIZATIONAL REVIEW AND BUDGET STABILIZATION STUDY FOR THE CITY OF SONORA

Dear Ms. Eads:

Citygate Associates LLC, founded in 1990, is pleased to present this proposal to perform an organizational review and budget stabilization study for the City of Sonora. Citygate is dedicated to providing organizational and operational improvement services for public sector agencies. Citygate has conducted over 600 consulting reviews for over 400 government agencies primarily in the West across virtually every municipal function. Please visit our website at www.citygateassociates.com for further information.

“I really, really enjoyed reading your work product. I appreciate the fact that it was direct, it was constructive, and...it wasn't finger-pointing, it was just...the facts. And I think that the money was well spent.”

J.T. Martin
Council Member, Salt Lake City

We have read and understand all elements of the City's Request for Qualifications and Question and Answer Addendum. We look forward to working with you and your team to analyze key funding priorities, evaluate current efficiencies while protecting long-term viability and sustainability of the City's operations, as well as providing you with viable cost-cutting and revenue-increasing alternatives. We will identify growth strategies that can help address long- and short-term financial liabilities. A key product of our work with the City will be a model for future revenue and expenditures forecasting that the City can use in future budget years.

Citygate is willing to enter into an agreement under the terms and conditions prescribed in the City's Sample Agreement.

BRIEF SUMMARY OF QUALIFICATIONS

Citygate's qualifications to perform this organizational and budget review are exceptional.

Sonora will not find a team with more expertise in the key functions of local government. We are unique in that our proposal relies on a team of practitioners with nearly 300 years of combined experience in local government, most as high-level managers, including Citygate's President, a city manager, a finance director, a development services director, a homelessness services specialist, a public works director, two chiefs of police (including a chief with significant tribal relations expertise and another with rural city experience), an undersheriff, and two fire chiefs.

Citygate has extensive experience with small and rural agencies, as well as a nearly identical project scope. We have worked extensively with small and rural agencies, including currently for the City of Angels, after initially performing an organizational review and budget stabilization study with a scope of work nearly identical to Sonora's contemplated study.

Citygate has extensive experience with citywide operational efficiency and financial studies. We have completed numerous successful citywide operational, efficiency, financial, and staffing reviews throughout the western United States.

Citygate has deep experience reviewing every function in the City's scope, including with reviews focusing on strategic planning and goal-setting, finance, city administration, homelessness, community and economic development, public works, police and fire services, tribal fire service delivery, tax sharing, annexation, and LAFCOs.

We are committed to our clients' future success. When Citygate commits to a client, we commit to that client's long-term success, far beyond the scope of an initial project. Our goal is not to serve 1,000 clients once, but rather to serve a small number of clients many times over. We are proud to say that 70 percent of Citygate's revenue results from repeat business, referrals, and sole source procurements. Our clients are happy and we strongly encourage the City to contact our project references.

* * *

As President of the firm, I am the contact person for this proposal and 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, extension 101 or via email at ddeeroos@citygateassociates.com. Please also send emails to admin@citygateassociates.com to ensure a prompt response.

Sincerely,



David C. DeRoos, MPA, CMC, President

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SECTION B—STATEMENT OF UNDERSTANDING

Citygate Associates, LLC (Citygate) is a *Virtual City Hall*, with extensive expertise in almost every aspect of local government and specialized expertise in operational efficiency and financial stabilization strategies. Our team is comprised of retired executive-level officials who remain committed to public service and supporting the mission of their colleagues. Our consultants possess the years of experience to have seen the best and the worst, and the insight to know how to manage the challenges within the unique political context of local government.

We understand the challenges faced by the City of Sonora (City). Local governments are facing increasing demands for services and rising costs, yet are restrained by limited sources of revenue. The need to be efficient and effective is paramount to future financial and political sustainability. To achieve these goals, the City needs an experienced team that can evaluate both the big picture and the small details, that can provide the context of standard benchmarks but the creativity of new solutions, and that has the ability to craft recommendations with an understanding of the specific cultural and contextual needs of Sonora. Further, a Citywide operational efficiency study is a significant investment in time and resources; Sonora needs a team it can trust to meet deadlines and provide responsive, achievable results. Citygate can confidently meet those needs!

B.1 PROJECT APPROACH AND STUDY BACKGROUND

The City is soliciting proposals to conduct an organizational review and budget stabilization assessment with the purpose of developing a strategic, goal-focused, sustainable budget strategy. The Work Plan needs to address the following areas: Steering Committee participation, strategic goal-setting, community and Council participation, organizational review, budget stabilization study, alternative analysis, and an implementation plan.

Essentially, the study to be produced should assess the City and its operations, examine both revenues and expenditures, and report to the City where it is now, both operationally and financially, and what options it has for future revenue growth and expenditure controls and/or reductions. That report and accompanying fiscal models can be used in strategic planning with the City Council, staff, and community members. The study needs to provide a disciplined spending approach over the next five years that increases operational efficiency, prioritizes critical needs, and pursues a long-term growth strategy that can grow the tax base.

B.1.1 Project Scope and Objectives

We understand that the scope of the study encompasses the following objectives. Each scope element is clearly covered within Citygate’s Work Plan, as described in italics.

- ◆ Work with a project Steering Committee to determine areas of focus for the planning process. *Covered in Task 2.1 (also see Task 5.3).*
- ◆ Facilitate an Organizational Review including a review and analysis of the organizational structure; department operations; identification of short- and long-term challenges; basic

service delivery; staffing and capital/facility infrastructure needs; and evaluation of best practices for small rural cities. *Covered in Tasks 3.1 and 3.2.*

- ◆ Complete a Budget Stabilization Study with presentation of sustainable budget scenarios including findings from the Organizational Review; a five-year financial forecast related to the General Fund and other applicable major funds; identification and analysis of expenditure reduction strategies; recommendations for alternative service delivery models which may include contracting opportunities, private partnerships, or consolidation; identification and analysis of revenue enhancements including but not limited to consideration of local funding alternatives, planning considerations, annexation strategies, and other financial recommendations necessary to maintain City service delivery and infrastructure needs. *Covered in Tasks 3.3, 3.5, and 3.6 (also see Tasks 5.2 and 5.4).*
- ◆ Facilitate strategic goal-setting workshops with Council Members and the Community necessary to guide strategic investments with limited resources and prepare for the upcoming annual budget. *Covered in Tasks 2.3 and 4.2.*
- ◆ Develop an implementation plan including recommendations for financial policies; growth strategies; exploration of local funding alternatives; and methods, timelines, and prioritization of short- and long-term implementation measures. *Covered in Task 4 and 5.*
- ◆ Review and provide recommendations related to annexation strategies and LAFCO processes, city and county finances, tax share negotiations, economic development, and public safety. Tribal relations and homelessness can be addressed in a second project phase at an additional cost. *Covered in Tasks 3.3, 3.4, 3.5, and 5.1.*

B.2 WORK PLAN

Citygate’s Work Plan to address the City’s scope of work is comprised of five tasks. Our Work Plan has been developed consistent with our experience in conducting hundreds of organizational assessments as well as our consultants’ experience managing cities through severe economic circumstances.

Task 1: Initiate and Manage the Project

1.1 Discuss Project with the City to Initiate Study

A key to a successful review is a mutual understanding of the project’s scope and objectives. Citygate will conduct a videoconference with the City Administrator to correlate our understanding of the study’s scope and ensure that our Work Plan and project schedule are mutually agreeable.

1.2 Obtain and Review Documentation

Our document review will include the City budget, audit reports, and departments’ mission statements, overall strategic work plans, goals and objectives, organization charts, staffing

guidelines, position descriptions, operating and capital budgets, ongoing management information reports, special reports, operating and workload statistics, user fees and charges, and pertinent City, state, and federal legislation and guidelines.

1.3 Monitor Engagement Progress and Completion of Tasks

We have combined the initial task of starting the project with the ongoing task of monitoring, directing, and administering the project. In addition to ongoing oral progress reports with assigned City staff, we will provide monthly status reports briefly describing work performed in the prior month, work planned for the current month, and any issues related to the study scope, budget, or timeframe.

Task 2: Communicate with Steering Committee and Involve Stakeholders

2.1 Meet On-Site with Steering Committee Members as Part of the On-Site Interviews

To determine the areas of focus, Citygate will meet on-site with Steering Committee members.

2.2 Interview Elected Officials, City Management, and Other Stakeholders

To enhance our understanding of the issues at stake in this review, we will meet on-site with and interview the Mayor, City Council members, the City Administrator, and department heads. The Project Team will also interview other key staff and/or public stakeholders, as identified in collaboration with the Steering Committee. Some interviews will be conducted in a hybrid format with a consultant on-site and another joining by videoconference. If additional interviews are needed throughout the study, they will be done by videoconference.

2.3 Community Workshop

Citygate will facilitate one on-site strategic goal-setting workshop with the public and gather community input on community priorities, service levels, and goals.

2.4 (Optional) Conduct Employee Survey

Citygate will optionally conduct a confidential, online employee survey, designed in coordination with City management, to allow all City employees the opportunity to participate in Citygate's evaluation in a constructive, confidential manner. The survey will provide opinions and perceptions about topics such as mission, goals, objectives, workload, staffing, organizational structure, customer service, training, reporting relationships, cost-cutting opportunities, etc.

2.5 (Optional) Conduct Community Survey

Citygate will optionally conduct a community survey to obtain community input on service priorities, revenue growth strategies, cost-cutting measures, and community and cultural values.¹

¹ Surveys will be internet-based. We would require the assistance of the City in promoting the survey(s) via available City and Department online and social media platforms. We assume that the survey will be in English only. If other languages are desired, modest additional fees will be incurred to create the additional survey(s).

Task 3: Conduct Organizational Review and Budget Stabilization Study

3.1 Analyze the Systems and Procedures Employed to Deliver Services

In this task, we will evaluate deployment, training, competing uses for resources, and the effective use in carrying out tasks assigned. Our analysis will give particular attention to unmet needs, trend analysis, and alternatives to existing current delivery mechanisms. Our objective in this task is to develop an understanding of how the City operates. This will include how each department (1) is designed to work; (2) actually works in practice; (3) positively or negatively interfaces with other systems; and (4) achieves effective and efficient delivery of services.

3.2 Complete Organizational Assessment and Agency Comparison

We will ensure our assessment addresses the following questions. We will also compare the City of Sonora to several similar small agencies using three to five agreed-upon metrics with the City Administrator.

- ◆ Is there an adequate mix of staff skill sets and capabilities to handle the work of each department?
- ◆ Are the roles of each department clearly established and accepted?
- ◆ Are there efficiencies or improvements that can be achieved through the consolidation of processes, job duties, the elimination of redundancies, etc.?
- ◆ Can training improvements add value, efficiency, and effectiveness?
- ◆ Are the functions of each department organized logically?
- ◆ Are management and supervisory spans of control efficient and effective?
- ◆ Is there a structured process for objective-setting, priority-setting, and service delivery planning? If so, is it effective?
- ◆ Does each department have the resources necessary to achieve their objectives and expected service levels?
- ◆ Are the facilities and equipment available to the departments adequate to effectively meet service demands? This analysis will be based primarily on interviews, employee survey data, and observations made during Citygate's on-site visit, not a comprehensive assessment of facilities and equipment.
- ◆ Are communications within and among the departments effective?
- ◆ Has each department taken advantage of available technology and modern management practices to improve organizational effectiveness?
- ◆ Are reporting and records systems adequate?
- ◆ Is long-term planning conducted?
- ◆ Is there an effective management system for controlling expenditures?

3.3 Analyze Revenues, Expenditures, and Options for Revenue Enhancement and Cost Cutting

Citygate’s assessment will address the following questions about revenues and expenditures:

- ◆ What revenue sources exist? What opportunities exist for revenue enhancements, including local funding alternatives, tax-sharing agreements, growing the local tax base, potential land uses within sphere of influence that align with community culture and expectations, and/or annexation of land, and pursuing economic development opportunities?
- ◆ What expenditures exist? Are there opportunities for contracting, private partnerships, or consolidation?
- ◆ What cost reduction strategies are available within both present and future scenarios to align service delivery goals with available resources?

3.4 Review of Public Safety

Specifically, regarding public safety, Citygate will perform the following:

- ◆ Issue a short questionnaire to the public safety leaders regarding staffing, line item budget, and age of facility and fleet.
- ◆ Issue a Strengths, Weaknesses, Opportunities, and Threats (SWOT) questionnaire to public safety personnel to obtain their input.
- ◆ Request the Police and Fire Departments to prepare a short memo to describe their envisioned needs/solutions triaged as:
 - Critical – have to meet regulatory operating and safety laws
 - Should have – to meet Sonora’s reoccurring workload needs from the public
 - Nice to have – to meet Sonora’s values for community services
- ◆ Conduct one follow-up interview to understand their answers and perspectives.
- ◆ Prepare a summary of opinions, findings, and recommendations for inclusion in the Draft Report.

3.5 Develop a Five-Year Forecasting Model

Citygate will create an instrument that can be readily updated, used, and maintained by the City for use in future budgeting processes and submit a draft to the City for review.

3.6 Complete Budget Stabilization Analysis

Citygate will provide financial and budgetary principals to build best practice policies and procedures necessary to assist with sustainable financial choices.

3.7 Meet with the City Administrator to Review Preliminary Findings via Teleconference

At the conclusion of Citygate’s primary analysis in Task 3, Citygate will meet with the City Administrator via videoconference to review and substantiate Citygate’s preliminary findings and

recommendations to date. In addition, Citygate will collaborate with the City Administrator to identify key strategic perspectives that will lay the groundwork for success in Task 4.

Task 4: Facilitate Strategic Goal-Setting and Workshops

4.1 Prepare PowerPoint Presentation for Strategic Goal-Setting Workshops

The Citygate team will prepare a PowerPoint presentation summarizing preliminary findings and recommendations and outlining the strategic goal-setting workshop process to be used with the Council Members.

4.2 Meet with City Council Members to Facilitate a Strategic Goal-Setting Workshop

Citygate will present preliminary findings and recommendations to the City Council and facilitate a strategic goal-setting workshop, first providing an update on employee and community input and financial projections, and then to focus on strategic goal-setting. This step will allow Citygate and the City to collaboratively guide strategic investments with limited resources based on community goals.

4.3 Summarize Recommendations Based on Goal-Setting Workshops

Citygate will prepare a summary of the goal-setting workshops, input received from Council and community members, and financial recommendations for inclusion in Citygate's Draft Report.

Task 5: Produce and Present the Draft and Final Reports

5.1 Prepare a Draft Report

Once we have integrated all Task 4 feedback, we will then prepare a Draft Report including findings, recommendations, and proposed implementation strategy. Our report will be high level and focus on solution implementation.

5.2 Deliver the Draft Report and Supporting Financial Models

Upon completion of the Draft Report, it will be sent to the City Administrator for comments using the track changes and insert comments tools in Microsoft Word.

5.3 Meet with Steering Committee to Review Report

To ensure that the Steering Committee areas of focus have been addressed for the planning process, Citygate will review the Draft Report with the Steering Committee by videoconference.

5.4 Revise the Draft Report; Produce and Present Final Report

Once we receive feedback on the Draft Report from the City, we will then make the necessary changes to finalize the report. Citygate will submit the Final Report and final financial models to the City and present the Final Report in a public meeting.

B.3 OPTIONAL REVIEW ELEMENTS

Citygate presents the following options for the City’s consideration. If desired by the City, these can be reviewed in a later project phase, to minimize costs for the core project.

B.3.1 Optional Review of Homelessness Options and Strategies

Citygate’s assessment will address the following questions:

- ◆ Do strategic plans and budgets exist to address and responding to chronic homelessness?
- ◆ What current organizational efforts are in place to respond to chronic homelessness, including police, public works, fire, and other services?
- ◆ What is the effectiveness of the existing homeless services ecosystem such as services provided by Amador Tuolumne Community Action Agency, Lambert Community Center, Give Someone a Chance, Nancy’s Hope, and other supportive services including the roles of the State of California, Tuolumne County, Central Sierra Continuum of Care, and local non-governmental organizations?
- ◆ What opportunities exist for additional funding sources and strengthening the budget structure for responding to homelessness?
- ◆ What organizational best practices exist to respond to homelessness?
- ◆ What additional opportunities exist for collaboration and coordination with various City departments, the Continuum of Care, businesses, and homeless service providers?
- ◆ Can the formal and informal organizational alignment, structure, and staffing related to homelessness be strengthened?

B.3.2 Optional Review of Tribal Partnership and Service Delivery

Citygate’s assessment will address the following questions:

- ◆ What services is the City providing to the Chicken Ranch Band of Mi-Wuk Indians?
- ◆ Is service provision sufficient and right sized or are enhanced service levels desired now or in the future?
- ◆ Are any current financial agreements in place with the tribe? If so, are they properly sized and funded?
- ◆ If not, what opportunities exist to strengthen funding for the desired service levels?
- ◆ How can the tribe and City best partner in the five-year planning horizon of this study?

B.4 TENTATIVE PROJECT SCHEDULE AND ON-SITE MEETINGS

Citygate is prepared to start this engagement in February. Citygate understands the City’s desire to have Council- and community-informed financial recommendations in time to prepare for the

City of Sonora, CA

Proposal to Perform an Organizational Review and Budget Stabilization Study

upcoming annual budget. Following is a table showing the duration of each task as well as the on-site meetings and deliverables.

| Task | Months | On-Site Meetings / Deliverables |
|---|---------------|---|
| 1: Initiate and Manage the Project | Month 1 | Submit document request list. Submit monthly status reports. |
| 2: Communicate with Steering Committee and Stakeholders | Month 1 | Meet on-site with Steering Committee members. Interview elected officials, City management, and other stakeholders. Conduct community workshop. |
| 3: Conduct Organizational/Budget Stabilization Study | Months 2–3 | Submit draft five-year forecasting model. Preliminary findings briefing PowerPoint presented by videoconference. |
| 4: Facilitate Strategic Goal-Setting Workshops | Month 3 | One strategic goal-setting workshop with the Council Members. Submit PowerPoint to present findings and recommendations and facilitate workshops. Provide financial recommendations based on goal-setting workshops. |
| 5: Produce and Present the Draft and Final Reports | Months 4–5 | Submit Draft Report. One videoconference to discuss the Draft Report with the City Administrator and the Steering Committee. Submit Final Report and final five-year forecasting model and present in public meeting. |

B.5 SUPPORT AND INFORMATION REQUIRED FROM THE CITY

We assume the City support staff will assist with obtaining documents, scheduling interviews, obtaining necessary contact addresses, providing space for on-site meetings and workshops, scheduling and promoting the public workshop, and electronically distributing survey announcements.

B.6 STAFFING REQUIRED FOR REQUESTED SERVICES

As further described in Sections C and D, Citygate has assembled a deep team of specialists possessing a range of skills required to properly conduct this organizational review and budget stabilization study. To demonstrate how our team of specialists is positioned to comprehensively address each of Sonora’s project scope elements, the following matrix outlines key project areas of specialty and the team members positioned to address each area.

City of Sonora, CA

Proposal to Perform an Organizational Review and Budget Stabilization Study

| Project Scope Areas | David DeRoos | Stacey Bristow | Andrew Green | Connie Jackson | Lyle SmithGraybeal | Steven Frazer | Gary Elliott | James Ortega | Stewart Gary | Samuel Mazza | Nicholas Pinney |
|--|--------------|----------------|--------------|----------------|--------------------|---------------|--------------|--------------|--------------|--------------|-----------------|
| Organizational Structure / Department Operations | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Basic Service Delivery | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Staffing Needs | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Capital/Facility Infrastructure Needs | | | ✓ | ✓ | | | | | ✓ | ✓ | ✓ |
| Best Practices for Small Rural Cities | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| City & County Finances / Budget Stabilization | ✓ | | ✓ | ✓ | | | ✓ | ✓ | ✓ | ✓ | ✓ |
| Alternative Service Delivery Models | ✓ | ✓ | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Facilitation / Strategic Goal Setting | | ✓ | ✓ | | | | | | ✓ | | |
| Tribal Relations | ✓ | | | | | ✓ | ✓ | ✓ | ✓ | | ✓ |
| Homelessness | ✓ | | ✓ | | ✓ | | | | | | |
| Annexation Strategies & LAFCO Processes | ✓ | | | ✓ | | | | | ✓ | ✓ | |
| Tax Share Negotiations | ✓ | | ✓ | ✓ | | | | | ✓ | ✓ | |
| Economic Development | ✓ | ✓ | ✓ | ✓ | | | | | | | ✓ |
| Public Safety | ✓ | | ✓ | ✓ | | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Project Management | ✓ | ✓ | ✓ | | | | | | ✓ | | |

B.7 HOURS PER TASK

As required by the RFQ, the following table identifies the estimated hours required per task.

| Task | Hours* |
|---|--------|
| 1: Initiate and Manage the Project | 42 |
| 2: Communicate with Steering Committee and Stakeholders | 55 |
| 3: Conduct Organizational/Budget Stabilization Study | 79 |
| 4: Facilitate Strategic Goal-Setting Workshops | 28 |
| 5: Produce and Present the Draft and Final Reports | 91 |

*Not included in this amount are the hours for the optional employee and community surveys and optional homelessness and tribal partnerships reviews.

SECTION C—COMPANY INFORMATION

C.1 CONTACT INFORMATION

Citygate’s headquarters office is located at 600 Coolidge Road, Suite 100, Folsom, CA 96530. Citygate’s office staff can be reached by phone at (916) 458-5100. While we have consultants located throughout the United States, Citygate has no other branch offices.

Our headquarters support team provides oversight and project support to all consultants, including a rigorous quality control and production team to assure all documents provided to clients exceed Citygate’s and clients’ standards.

C.2 CONSULTANT CONTACT INFORMATION

Citygate’s President, David DeRoos, can be reached by phone at (916) 458-5100 extension 101, and by email at ddeeroos@citygateassociates.com. Citygate’s Project Manager, Stacey Bristow, can be reached by phone at (916) 458-5100 and by email at sbristow@citygateassociates.com.

Citygate’s complete Project Team is introduced in Section D.

Citygate is not utilizing any subcontractors for this project.

C.3 HOURLY RATES

| Classification | Rate | Consultant |
|--|----------------|-----------------------------|
| Citygate President / Project Oversight | \$260 per hour | David DeRoos |
| Local Government Specialist / Project Manager / Facilitator | \$195 per hour | Stacey Bristow |
| Local Government Fiscal Specialist / Assistant Project Manager | \$215 per hour | Andrew Green |
| Local Government Specialist | \$195 per hour | Connie Jackson |
| Homelessness Services Specialist | \$195 per hour | Lyle SmithGraybeal |
| Police Services / Tribal Specialist | \$195 per hour | Steven Frazer |
| Police Services Specialist | \$215 per hour | Gary Elliott |
| Police Services Specialist | \$195 per hour | Jim Ortega |
| Public Safety Principal | \$260 per hour | Stewart Gary |
| Senior Fire Services Specialist | \$250 per hour | Samuel Mazza |
| Public Works Specialist | \$225 per hour | Nicholas Pinhey |
| Report Project / Survey Administrator | \$140 per hour | Citygate Production Team |
| Administrative Support | \$100 per hour | Citygate Finance/Admin Team |

SECTION D—QUALIFICATIONS AND EXPERIENCE

D.1 FIRM INTRODUCTION

Citygate Associates, LLC has conducted well over 600 consulting reviews for nearly 400 government agencies throughout the United States. Please visit our website at www.citygateassociates.com for further information. Citygate’s qualifications to perform organizational review and budget stabilization study are exceptional, based on the following:

- ◆ **Citygate has extensive experience with small and rural agencies, as well as a nearly identical project scope.** We have worked extensively with the City of Angels, including on an organizational review and budget stabilization study with a scope of work nearly identical to Sonora’s contemplated study. We also recently served the City of San Juan Bautista by performing an organizational and financial review, including providing financial forecast and budgetary models, and facilitating a goal-setting workshop with the Council. Citygate also recently completed Citygate completed a Fire Master Plan update for the Groveland Community Service District. Several other small and/or rural agencies we have served include the California Cities of Calistoga, Colusa, Copperopolis, Dorris, Emeryville, Sonoma, and Winters.
- ◆ **Citygate has extensive experience with citywide operational efficiency and financial studies.** We have completed numerous successful citywide operational, efficiency, financial, and staffing reviews throughout the western United States, including recently for the Cities of San Juan Bautista and West Hollywood, as well as for the Cities of Albany, Colton, Corona, Covina, Delano, Glendale, and Pinole to name several.
- ◆ **Citygate has deep experience reviewing every function in the City’s scope,** with reviews focusing on strategic planning and goal-setting, finance, city administration, homelessness, community and economic development, public works, police and fire services, tribal fire service delivery, tax sharing, annexation, and LAFCOs.

D.2 PROJECT TEAM QUALIFICATIONS

Primary members of our Project Team include the following experienced consultants. Full resumes of each consultant are provided in **Appendix B** of this proposal. Citygate has a number of experienced consultants available as part of our “Virtual City Hall” model and depending on what specific study issues arise throughout the engagement, we can call upon other Citygate consultants as required for specific expertise. All Citygate consultants adhere to the Code of Ethics presented in **Appendix A**.

“I very much appreciated your insight and your intuitive natures gained from your experiences in government services.”

Dennis C.W. Smith
Commissioner, Jackson County

D.3 PROJECT TEAM MEMBERS



David DeRoos, MPA, CMC, Citygate President / Project Oversight

Specific Areas of Focus: Project Management and Oversight

Mr. DeRoos is the President of Citygate Associates, LLC. He earned his MPA degree from USC. He has over five years of operational experience as a local government administrator in economic development, redevelopment, land use planning, budgeting, and personnel, and over 30 years of consulting experience performing operations and management reviews of local government functions. Before joining Citygate in 1991, he was a Senior Manager in the State and Local government consulting division of Ernst & Young. He has directed every Citygate consulting engagement including many Citywide reviews.



Stacey Bristow, Local Government Specialist / Project Manager / Facilitator

Specific Areas of Focus: Project Management, Organizational Review, Community and Economic Development, Council and Public Strategic Workshop Facilitation

Ms. Bristow has more than 25 years of experience in high-level local government management. She has experience in both the public- and private-sector, having served Alameda County for 16 years and the City of Hayward for more than 10 years in a variety of capacities, and has extensive experience with city councils, boards of directors, commissions, developers, unions, communities at large, special districts, and homeowner associations. Ms. Bristow most recently served in the roles of Interim Director and Deputy Director of Development Services for the City of Hayward, and was responsible for full operational oversight, serving as chair of the Citywide Complete Communities Strategic Initiatives and First Destination Park. She also served as executive team member for City Council Strategic Priorities and two city master plans, and was responsible for 20-year General Plan development and implementation of more than 100 development projects and a downtown-specific plan and two master plans.



Andrew Green, MBA, Local Government Finance Specialist / Assistant Project Manager

Specific Areas of Focus: Budget Sustainability, Annexation, Tax-Sharing, Economic Development

Mr. Green has over 35 years of experience in all aspects of municipal finance, including as a professional manager. During his career, Mr. Green 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. He has also served 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.



Connie Jackson, Local Government Specialist

Specific Areas of Focus: Organizational Review of Human Resources and Information Technology, Rural City Best Practices

Ms. Jackson has over 32 years of local government management experience. She served as City Manager of the Mendocino County coastal community of Fort Bragg, California, for four years and more recently as City Manager of San Bruno, California, for 15 years, where she led the City's work on establishment of the YouTube and Walmart world headquarter campuses. She previously served for over 13 years in the Office of the City Manager in the City of Hercules, California, as Assistant City Manager, as Budget, Redevelopment, and Economic Development Manager, and as Parks and Recreation Director. Ms. Jackson has extensive experience developing and implementing successful fiscal, organizational, and operational strategies to improve operational effectiveness and resolve serious financial deficit situations, developing and implementing long-term community development strategic plans, addressing complex development-related issues, and developing public engagement strategies.



Lyle SmithGraybeal, MS, Homelessness Services Specialist

Specific Area of Focus: Homelessness Services

Mr. SmithGraybeal has over 25 years of experience working with nonprofits and specializes in community development and homelessness reduction strategies. He serves as the Vice President of Community Development with United Way of Weld County, where he has been part of the regional leadership team that received permission from the US Department of Housing and Urban Development (HUD) to found a new continuum of care (CoC) for homelessness services, named the Northern Colorado Continuum of Care (NoCO CoC). Since the beginning of shared regional efforts in February 2016, the NoCO CoC and its partners have assessed over 2,000 individuals and families as experiencing homelessness and helped two-thirds of these regain housing. It is likely there will be an end to veteran homelessness in 2022.



Chief Steven Frazer, MPA, Police Services / Tribal Specialist

Specific Areas of Focus: Police Services and Tribal Service Delivery

Chief Frazer has worked in law enforcement for 34 years. He is currently the Chief of Police for the City of Prior Lake, which provides police services for the city and the Shakopee Mdewakanton Sioux Community and has served in this role for the past three years. The majority of Chief Frazer's career has been spent with the Saint Paul Police Department, where he rose to the rank of Senior Commander. He has also served as the Chief Deputy for the Ramsey County Sheriff Office. In his current role, he has worked with tribal leadership to bring relationships and day-to-day operations to new levels of trust and efficiency. Chief Frazer has extensive operational, investigative, and labor relations experience and developed the training and tactics for crowd management utilized regionally.



Undersheriff Gary Elliott, MS, Police Services Specialist

Specific Area of Focus: Police Services

Undersheriff Elliott has over 35 years of public service, including 30 years of law enforcement experience and 35 years in the United States Army Reserve. As the Second in Command of a medium sized Sheriff's Office in Northern California, Undersheriff Elliott was responsible for the day-to-day operations of the organization, which included over 560 full-time employees and a budget in excess of \$110 million. His Sheriff's Office experience includes 18 years on the SWAT Team as a tactical operator, team leader, and commander. Undersheriff Elliott also served in the Investigations Bureau for many years. Undersheriff Elliott also has extensive leadership experience as a commissioned officer in the United States Army Reserve. He retired at the full rank of Colonel in September of 2018 after 35 years of service.



Chief James Ortega, MS, Police Services Specialist

Specific Area of Focus: Police Services

Chief Ortega has over 33 years of law enforcement experience. From 2017 through 2020, he served as the Chief of Police for the Placerville Police Department. During his tenure, the Department had a staff of 30 full-time employees (19 sworn and 11 support staff members) and an annual budget of \$3.2 million. Prior to his retirement, Chief Ortega initiated a collaborative effort between El Dorado County and the City of Placerville, California, to better address the homeless / mentally ill community. The first six months of this collaboration resulted in a 37 percent decrease in calls for service related to the homeless population.



Chief Stewart Gary, MPA, Public Safety Principal

Specific Area of Focus: Fire Services

Chief Stewart Gary is the Public Safety Principal for Citygate Associates. Chief Gary is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. He has consulted for many small fire departments, including many relying partially or fully on volunteers, and knows well the services options available. Chief Gary also led Citygate’s brief fire services assessment for Angels Camp as part of Citygate’s Organization Review and Budget Stabilization Study and a regional fire services study in San Diego County that evaluated fire services provision for all tribes in the County.



Chief Samuel Mazza, CFC, CFO, EFO, Senior Fire Services Specialist

Specific Area of Focus: Fire Services

Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander on a statewide Incident Management Team, and he continues to serve as a member of the Monterey County Emergency Operations Center staff.



Dr. Nicholas Pinhey, DPA, Public Works Specialist

Specific Areas of Focus: Public Works, Water, and Wastewater

Dr. Pinhey has over 33 years experience in the management of municipal utility and public works departments and has served as a Director of Public Works or Assistant Public Works Director for the majority of his career. He recently served as Interim General Manager for the Stanislaus Regional Water Authority. Dr. Pinhey has managed full-service public works departments in cities serving populations of 45,000 to 215,000. Dr. Pinhey has experience in water and wastewater utility operation and management, direct experience in all aspects of Public Works maintenance activities and has directed engineering functions and major capital projects.

D.4 SIMILAR PROJECTS PERFORMED WITHIN PAST FIVE YEARS

Following is a small selection of citywide and departmental reviews covering a variety of disciplines, including public safety, finance, economic development, homelessness, tax sharing, annexation, LAFCOs, and goal-setting workshops with City Councils.

City of Angels, CA – Strategic Planning and Facilitation Assistance

Citygate is currently providing strategic planning and facilitation assistance for the City of Angels, California, as a follow-up to Citygate’s previous two studies for the City. Citygate will review the City’s current fiscal condition at a high level to identify opportunities and challenges. Citygate is facilitating an on-site strategic planning session with the City Council.

Organizational Review and Budget Stabilization Study – Citygate conducted an organizational review and budget stabilization assessment for the City of Angels, California, with the purpose of developing a strategic, goal-focused, sustainable budget strategy. The Work Plan addressed the following areas: steering committee participation, strategic goal-setting, community and council participation, an organizational review including an online employee survey, a budget stabilization study, an alternative service delivery model analysis, and an implementation plan.

City of San Juan Bautista, CA – Observational Organizational and Financial Review with Goal-Setting Workshop

Citygate completed a high-level observational organizational and financial review for the City of San Juan Bautista, California. This review included analyzing revenues and expenditures for the General Fund and reviewing the City’s Annual Audit to inform Citygate’s budget sustainability recommendations. Citygate’s study included a facilitated goal-setting Council workshop.

City of West Hollywood, CA – Citywide Staffing Analysis and Optimization Plan

Citygate completed a staffing analysis and optimization plan for the City of West Hollywood, California. The scope of the study included an in-depth analysis of the City’s current staffing and operations, including the creation of a detailed organizational staffing optimization plan, with the strategic objective of assisting City officials when making important decisions related to services and programs provided to citizens.

Monterey County, CA – Homeless Programs, Funding, and Coordination Review – CURRENT

Citygate is currently performing an organizational review and analysis of Monterey County’s current homeless programs, funding, and coordination services. For this review, Citygate will identify, evaluate, and recommend funding sources and budget structure for the Homeless Services function; identify and recommend organizational best practices, including comparisons with like cities and counties; evaluate and recommend best practices for collaboration and coordination with various County departments, the Continuum of Care, local cities, school districts, businesses, and homeless service providers; and evaluate and recommend formal and informal organizational alignment, structure, and staffing for the Homeless Services function.

Review of the Resource Management Agency – Citygate conducted a review of the Resource Management Agency (RMA) of Monterey County, California. The objective of the study was to review current conditions, analyze opportunities for organizational changes and process improvements that can further enhance customer service, evaluate future service demands, and develop a Strategic Action Plan with a prioritized implementation schedule.

Contra Costa County, CA – Review of Proposed Tax Sharing Agreement

Citygate reviewed the proposed tax sharing agreement between Contra Costa County and one incorporated city within the County. This review compared the current tax sharing agreement and the proposed amendment to the current agreement in regard to the County’s allocation pertaining to the development recently approved by the city.

City of Brawley, CA – Operational and Staffing Review of the Public Works Department

Citygate is currently performing an operational and staffing review of the Public Works Department for the City of Brawley, California. This review will provide the City with a roadmap of recommendations to improve the public works processes and assure the highest level of timeliness and customer service, particularly for the processing, conditioning, and approval of development projects and anticipated increases in workload due to future economic development opportunities.

City of Hercules, CA – Organizational and Operations Review of the Human Resources Function

Citygate is currently performing an organizational and operations review of the Human Resources function in the City of Hercules, California. This comprehensive review will assess the effectiveness of the current Human Resources functions, policies, procedures, and operations and, based on the study findings, identify areas of operational success, and provide a set of recommendations to enhance operations and effectiveness.

Groveland Community Services District, CA – Update of the Fire Master Plan

Citygate completed a Fire Master Plan update for the Groveland Community Service District, to include potential development outside the District. This update included an evaluation of impacts of planned new developments outside the current District boundaries.

Solano County LAFCO, CA – Fire Districts Deployment and Fiscal/Governance Options

Citygate performed a deployment analysis, with fiscal/governance options analysis, for the County of Solano Local Agency Formation Commission, which includes the Cordelia Fire Protection District, the Vacaville Fire Protection District, the Suisun Fire Protection District, and the Montezuma Fire Protection District.

City of West Sacramento, CA – Comprehensive Police Operations and Staffing Assessment

Citygate is currently performing a comprehensive operations and staffing assessment for the Police Department in the City of West Sacramento, California.

City of Jurupa Valley, CA – Comprehensive City-Provided Police Department Feasibility Study

Citygate conducted a feasibility analysis for the City of Jurupa Valley to determine the viability of separating from the Riverside County Sheriff’s Department and directly providing police services.

Yuba County, CA – Comprehensive Sheriff Services Delivery and Staffing Review

Citygate completed a comprehensive services delivery and staffing review of the Yuba County Sheriff’s Department to examine the current delivery of services and provide recommendations of alternatives needed to meet current best practices concerning appropriate staffing levels.

SECTION E—REFERENCES

The following references are described in detail in the preceding section.

City of Angels, CA – *Strategic Planning and Facilitation Assistance; Financial Action Plan in Response to COVID-19; Organizational Review and Budget Stabilization Study*

Contact: Rebecca Callen, City Administrator

Email: RebeccaCallen@angelscamp.gov

Phone: (209) 736-2181 ext 103

Address: 200 Monte Verda Ste B, City of Angels, CA 95222

City of West Hollywood, CA – *Citywide Staffing Analysis and Optimization Plan*

Contact: David Wilson, City Manager

Email: dwilson@weho.org

Phone: (323) 848-6524

Address: 8300 Santa Monica Blvd, West Hollywood, CA 90069

Monterey County, CA – *Review of the Resource Management Agency; Organizational Review of Monterey County's Current Homeless Programs, Funding, and Coordination Services*

Contact: Nick Chiulos, County of Monterey Assistant County Administrative Officer

Email: chiulosn@co.monterey.ca.us

Phone: (831) 682-5772

Address: 168 West Alisal Street, 3rd Floor, Salinas, CA 93901

City of Hercules, CA – *Organizational and Operations Review of the Human Resources Function*

Contact: Dante Hall, City Manager

Email: dhall@ci.hercules.ca.us

Phone: (510) 799-8200

Address: 111 Civic Drive, Hercules, CA 94547

SECTION F—PROPOSAL FEES

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. We will undertake this study for a “not-to-exceed” total cost based on our *core* Work Plan and Scope of Work, outlined here.

F.1 CORE WORK PLAN COST

| Consulting Fees of Project Team | Administration (7.5% of Hourly Fees) | Reimbursable Expenses | Total Citygate Core Fees |
|---------------------------------|--------------------------------------|-----------------------|--------------------------|
| \$56,620 (295 hours) | \$4,247 | \$4,100 | <u>\$64,967</u> |

F.2 OPTIONAL WORK PLAN ITEMS AND ASSOCIATED FEES

Below, Citygate presents the fees for *optional* Work Plan items, giving the City flexibility to customize the project based on its needs and available budget.

| Option | Fees |
|---|-----------------|
| Employee Survey (Subtask 2.4) | \$3,964 |
| Community Survey (Subtask 2.5) | \$4,386 |
| Cost of Both Surveys | \$8,350 |
| Project Cost if Both Surveys Added | \$73,317 |
| Review of Homelessness Options and Strategies (see Section B.3.1) | \$3,843 |
| Review of Tribal Partnership and Service Delivery (see Section B.3.2) | \$3,843 |
| Cost of Both Optional Reviews | \$7,686 |
| Project Cost if All Options Added | \$81,003 |

Citygate’s hourly rates are presented in Section C.3 per RFQ requirements.

F.3 PRICING APPROACH

The City may find our proposed scope or Work Plan consists of elements that are not desired. Citygate always wants to meet or exceed our client’s expectations. Therefore, if we have “missed the mark” on our pricing or scoping of this project, we will remain flexible to make reductions to tasks, levels of service, and the budget as needed to achieve the City’s desired outcomes.

This price quote is effective for 30 days and includes one Draft Report review cycle as described in Task 5 of our Work Plan to be completed by Citygate and the City within 14 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 30 days of the delivery of the Draft Report.

We will invoice monthly for time, reimbursable expenses incurred at actual costs (travel), plus a seven-and-a-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 by direct deposit, 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.