



**City of Guadalupe
Finance Department
FY 2022-2023 Goal Setting Background Workshop**

Overview

The purpose of this report is to provide information on the financial status of the City of Guadalupe and concentrates on the General Fund and other major funds to aide the City Council in their goal setting process for the fiscal year 2022-2023.

Prior Fiscal Year 2020-2021 – General Fund

The FY2021 audit showed the General Fund’s expenditures exceeded revenues in the amount of \$115,266 for fiscal year 2020-21, resulting in a positive fund balance of \$370,356 compared to \$485,621 from fiscal year 2019-20. This represents an absorption of reserves from the General Fund instead of an increase to reserves.

As compared to the budget for the General Fund, revenues exceeded expectations by about \$3,500. Please see visual graphic below.

Gen. Fund Revenue by Category			
Category	Budget	Actual	%
Property Tax	1,438,600	1,474,172	102.5%
Transfers from other funds	822,212	852,292	103.7%
Sales Tax	597,000	811,141	135.9%
Utility Users Tax	441,000	480,619	109.0%
Building Permit & Planning	606,699	290,619	47.9%
Business License	305,000	268,160	87.9%
Revenue from other agencies	192,500	261,138	135.7%
Franchise Fees	248,000	276,551	111.5%
COPS Grant	166,000	156,764	94.4%
Rental of Property	113,000	97,083	85.9%
Administrative Overhead	113,000	69,105	61.2%
Other	455,593	464,515	102.0%
Total Revenue	5,498,604	5,502,160	100.1%

In regard to expenditures in comparison to the budget for the fiscal year 2020-21, the General Fund was over budget overall by \$363,979. Please see visual graphic below for comparison by department expenditures.

2020-21 GENERAL FUND EXPENDITURES				
DEPARTMENT NAME	Adopted Budget	Actual Spent as of 6/30/2021	Variance	100%
City Council	15,628	15,153	(475)	97%
Administration	477,809	465,434	(12,375)	97%
City Attorney	90,000	92,065	2,065	102%
Finance	497,148	470,199	(26,949)	95%
Non Departmental	555,803	474,378	(81,425)	85%
Building Maintenance	166,445	185,766	19,321	112%
Police	2,203,718	2,381,508	177,790	108%
Fire	972,480	1,199,673	227,193	123%
Parks & Rec	180,672	202,124	21,452	112%
Building and Safety	201,077	238,460	37,383	119%
TOTAL ALL DEPARTMENTS:	5,360,780	5,724,759	363,979	107%

In conclusion to the audit, the auditor's finding showed the City as a going concern for another year because the General Fund did not maintain a sufficient fund balance level to ensure the continuity of the operations. Although the General Fund finished the year with a positive fund balance of \$370,356, the fund decreased approximately \$115,000 from prior fiscal year. This balance only represents 28 days of operating revenues and expenditures and is still far from the target of 15% reserves. This can put the City in a vulnerable position in times of economic stress.

Current Fiscal Year 2021-2022 – General Fund

Cash:

Total cash as of April 30th, 2022, was \$654,739.88. For comparison, the cash balance for April 2021 was \$380,887.30.

Revenue:

Actual revenue received through April 30th, 2022, compared to the amended budgeted revenue shows the General Fund below target 71.1 percent of expected revenues as compared to 83% for 10 months expended through the year.

The visual below show General Fund revenue by category year to date. Highlighted in yellow are specific revenue categories that have fallen short as compared to the budget through April 2022. In regard to sales tax revenue, Staff has engaged HDL to provide a more updated projections for this fiscal year. An analysis was provided by HDL on April 22nd that shows that the total expected sales tax revenue for the City is projected to be \$538,850 plus \$686,697 for Measure N for a total of \$1,225,547 for the current fiscal year. This represents \$85,798 shortfall from the originally budgeted amount of \$1,311,345. HDL explained a key issue that they were including in their analysis relating to their anticipated loss of some of the Amazon countywide pools revenue

related to Amazon Fulfillment Centers and its change to their business structure that would cause approximately \$12,700 being lost annually in sales tax revenue for the City.

Staff has also engaged HDL to provide projections related to projected property tax revenue. HDL provided an analysis dated May 4th and based on this analysis we may receive more than we originally budgeted in property tax revenue. It is estimated that the City would receive approximately \$1,639,322, which is approximately \$64,000 more than what was originally budgeted for. Property tax revenue in the amount of \$141,906 was received at the end of April and we are expecting the remainder in June 2022.

In regards to franchise fees, currently these appear with budget. The City received funds from SoCal and PGE in April. In March, Staff was informed from Waste Management that they had made a mistake in their franchise fees to the City, in which the City was getting overpaid from September 2019 to October 2021, totaling \$88,274. The impact of this error would most likely be reflected for next several fiscal years as Waste Management will be proposing options to recoup the overpayment without immediate impact to the City or customers.

In regards to building permitting fees, currently these appear within budget. Pasadera has permitted out 65 lots instead of the 53 lots expected. Escalante Meadows has not permitted out and does not plan to before the end of June 2022, per correspondence in April. At the end of June 2022, it is estimated that total building revenue would be approximately \$461,000 and would come under budget approximately \$76,000.

In regards to revenue from transfers, the General Fund has received \$113,568 from ARPA to fund various costs that are summarized in Exhibit A. ARPA will be discussed in better detail below. Transfer revenue from the Successor Agency for administrative costs was originally budgeted at \$165,000. However, the Department of Finance only approved \$140,557 with the ROPS as the remediation project is close to being finalized.

The Other Revenue category includes cannabis application fees received in the amount of \$63,000, and airport and SRO revenue, among other miscellaneous revenue, as shown in the graphic below. The City received the Chevron grant of \$90,000 in early May and a reimbursement from the LEAP grant in the amount of \$74,138 is in process for the general plan update, which has cost a total of \$211,591 so far. Total LEAP Grant for the General Plan update is \$160,000 plus \$65,000 for the environmental portion; total REAP Grant for offsetting planning expenses is \$104,000.

Gen. Fund Revenue by Category			
Category	Budget	Actual	%
Property Tax	1,575,000	1,057,692	67.2%
Transfers from other funds	1,216,106	803,523	66.1%
Sales Tax	1,311,345	835,995	63.8%
Utility Users Tax	450,000	369,045	82.0%
Building Permit & Planning	537,930	443,381	82.4%
Business License	272,000	259,849	95.5%
Franchise Fees	260,000	213,531	82.1%
COPS Grant	166,000	159,577	96.1%
Rental of Property	100,000	98,789	98.8%
Administrative Overhead	82,471	71,260	86.4%
Other	1,095,357	710,054	64.8%
Total Revenue	7,066,209	5,022,695	71.1%

Other Revenue	Budget	Actual	%
Dividends	1,600	1,383	86.4%
Other Lic/Permits	28,230	29,494	104.5%
Over counter plan chk	14,682	16,834	114.7%
Cannabis App Fee	63,000	63,000	100.0%
Criminal Fines	300	126	42.1%
Other Fines	5,000	4,102	82.0%
Other Gov Grants	5,100	9,642	189.1%
Vehicle Anti Theft	3,978	3,016	75.8%
LEAP/REAP Grants	290,509	70,702	24.3%
Grading Permit	900	250	27.8%
Public Impr Plan Chk	500	-	0.0%
Plans & Specs	21,300	27,618	129.7%
AMR Fire	238,678	242,199	101.5%
Other Permit	3,200	1,982	61.9%
Other Service Chages	500	75	15.0%
Chevron	90,000	-	0.0%
Interest Inc	5,000	712	14.2%
Investment Inc	(12,000)	-	0.0%
Misc Inc	1,500	784	52.3%
Cash Over/Short	-	3	#DIV/0!
SRO	53,915	30,164	55.9%
rev from other agencies	264,465	200,968	76.0%
Misc Rev Police	15,000	7,001	46.7%
	1,095,357	710,054	64.8%

The visual below summarizes where the revenue for the General Fund is expected to be at the end the current fiscal year. Overall, revenue may come under budget approximately \$133,000.

Gen. Fund Revenue by Category			
Category	Budget	Projected June 2022	Variance
Property Tax	1,575,000	1,639,322	64,321.50
Transfers from other funds	1,216,106	1,191,663	(24,443.00)
Sales Tax	1,311,345	1,225,547	(85,798.00)
Utility Users Tax	450,000	450,000	-
Building Permit & Planning	537,930	461,000	(76,930.00)
Business License	272,000	272,000	-
Franchise Fees	260,000	260,000	-
COPS Grant	166,000	185,093	19,092.85
Rental of Property	100,000	100,000	-
Administrative Overhead	82,471	82,471	-
Other	1,095,357	1,065,318	(30,038.80)
Total Revenue	7,066,209	6,932,414	(133,795.45)

Other Revenue	Budget	Projected	Variance
Dividends	1,600	1,600	-
Other Lic/Permits	28,230	32,000	3,770.00
Over counter plan chk	14,682	16,834	2,152.00
Cannabis App Fee	63,000	63,000	-
Criminal Fines	300	300	-
Other Fines	5,000	5,000	-
Other Gov Grants	5,100	9,642	4,541.84
Vehicle Anti Theft	3,978	3,978	-
LEAP/REAP Grants	290,509	222,825	(67,684.18)
Grading Permit	900	900	-
Public Impr Plan Chk	500	500	-
Plans & Specs	21,300	27,618	6,318.00
AMR Fire	238,678	242,199	3,520.94
Other Permit	3,200	3,200	-
Other Service Chages	500	500	-
Chevron	90,000	90,000	-
Interest Inc	5,000	1,424	(3,575.74)
Investment Inc	(12,000)	-	12,000.00
Misc Inc	1,500	1,500	-
Cash Over/Short	-	3	2.67
SRO	53,915	60,328	6,412.70
rev from other agencies	264,465	266,968	2,502.97
Misc Rev Police	15,000	15,000	-
	1,095,357	1,065,318	(30,038.80)

Expenditures:

Expenditures are currently under budget at 75 percent expended as compared to the amended budget. The Table and Chart below shows all General Fund Departments and spending trends as of April 30th, 2022. All departments are within budget through April 2022.

During the budget review presented to the City Council in February 2022, projected expenses were calculated based on financial information through December 2021 and other assumptions, including certain personnel changes. The budget was amended to reflect the projected expenses that were presented. So far through April 2022, staffing changes have not taken place and it is expected that the departments stay within the amended budget.

Overall, expenditures for the General Fund are higher than revenues by \$87,697 through April 2022. At the end of June 2022, expenditures for the General Fund, based on the assumption that departments will stay within budget, would total approximately \$6,795,477. Expenditures will be lower than the estimated revenues of \$6,932,414 by \$136,937.

2021-22 GENERAL FUND EXPENDITURES			
DEPARTMENT NAME	Amended Budget	Actual Spent as of 4/30/2022	83%
City Council	15,070	10,471	69%
Administration	487,530	388,649	80%
City Attorney	120,000	89,620	75%
Finance	548,475	402,225	73%
Non Departmental	548,587	333,774	61%
Building Maintenance	325,723	173,272	53%
Police	2,744,346	2,206,168	80%
Fire	1,338,000	1,068,643	80%
Parks & Rec	326,099	184,596	57%
Building and Safety	284,060	192,259	68%
Cannabis	57,587	60,717	105%
TOTAL ALL DEPARTMENTS:	6,795,477	5,110,392	75%

Fund Balance/Reserves:

The fund balance in the General Fund as of April 30th, 2022 is a positive \$282,738.03. The fund balance at the end of April 2021 was negative (\$173,254.65) for comparison. A priority for City is to continue to increase the fund balance enough to establish a reserve of a minimum of 15% of the General Fund operating budget, which is \$1,037,171. As mentioned above, the net result between the expected revenue and the expected expenditures at the end of the current fiscal year is approximately \$136,937, resulting in an approximate fund balance of \$507,292 at the end of June 2022. However, this is dependant upon the City receiving the projected revenue and staying within the amended budget.

Next Fiscal Year 2022-2023 – General Fund

The draft budget is in preparation and will be prepared as a reflection of the goals established by the City Council. Expected revenue for major categories for the General Fund is summarized below in the graphic. These are preliminary figures as the budget is in preparation.

Gen. Fund Revenue by Category		
Category	Budget FY2022	Prelim Budget FY2023
Property Tax	1,575,000	1,687,002
Transfers from other funds	1,216,106	1,474,272
Sales Tax	1,311,345	1,241,166
Utility Users Tax	450,000	450,000
Building Permit & Planning	537,930	166,699
Business License	272,000	272,000
Franchise Fees	260,000	260,000
COPS Grant	166,000	185,093
Rental of Property	100,000	100,000
Administrative Overhead	82,471	82,471
Cannabis	-	347,000
Other	1,095,357	537,294
Total Revenue	7,066,209	6,802,997

HDL provided the projections for Sales and Property Tax revenue for fiscal year 2022-2023. Transfers from other funds are expected to be similar to prior year and this line item would include transfers ARPA, which would need to be expended by the end of 2024, and from the Successor Agency for the approved ROPs. In regards to building revenue, per Craig from Pasadera, no lots are expected to be permitted out in the next fiscal year. Escalante Meadows will be expected to be permitted out. A rough calculation of cannabis revenue for the first year was prepared, which is estimated at \$347,000 (6% of \$10 million revenue at half the year, plus \$35,000 for the processing plant). All other revenue categories are listed as conservative figures. Finalized budgeted revenue amounts will be provided during the Budget Workshop special meeting.

In regards to expenditures, major constraints include the following:

- Increase of liability and workers compensation insurance of approximately \$35,816 and \$27,854, respectively.
- Increase to the animal services contract of \$22,700.
- Potential increases to personnel costs resulting from union negotiations that are underway and for additional bandwidth during the Tyler Software implementation which will be taking place during the summer and fall, for an approximate go-live date of end of November 2022.
- Increase of fuel expense and utilities.
- Increase of maintenance costs for facilities and parks.

In regards to cash, it is a concern with CDBG grants relating to big projects like Central Park and the Royal Theatre to front costs while the City receives reimbursement.

It is recommended that the City create a plan over several years (i.e., 5 years) in which reserves are slowly increasing in specific increments. The increment amount would be prioritized during the budget process and be earmarked for this purpose every year. The City needs to continue to look for cost cutting measures and additional revenue sources in order to continue to provide the services the residents expect and for these to be sustainable long-term. Sustainability is a concern when reserves are not at the target amount.

Enterprise Funds – Water and Wastewater

The Statement of Revenues and Expenditures through April of fiscal year 2021-22 is shown in the Table below.

Actuals Through Apr 30, 2022	Water	Wastewater
REVENUES		
Charges for Services	1,967,694	1,516,093
Interest	4,255	5,003
Other	85,650	148,931
Connection Fees	14,250	-
Developer Fees	67,830	213,750
Total	2,139,680	1,883,777
EXPENSES		
Operating	955,609	1,013,725
Capital	6,613	1,500,923
Depreciation	-	-
State Water	676,630	-
Debt Service	146,819	-
Total	1,785,670	2,514,648

The Enterprise funds experienced revenue at 76% of budget for Water and 68% for Wastewater for the period. Operating expenses for Water and Wastewater are below budget at 52% and 47%, respectively. Based on calculations presented during the Budget Review process, the estimated fund balances, or reserves for the enterprise funds at the end of June 2022 are summarized below:

Enterprise Funds	Fund Balance
Water	\$ 3,013,808.00
Wastewater	\$ 3,310,795.00
Solid Waste	\$ 1,135.00
Transit	\$ 1,939,324.00
Sum	\$ 8,265,062.00

ARPA

City Council has allocated \$1,710,434 of the total award of \$1,860,000. During the budget review process, City Council approved the use of funds from ARPA in the amount of \$846,743 for the current fiscal year. So far through April 2022, \$186,485.36 has been expended. The remaining of the funds would have to be expended by the end of December 2024. Please see Exhibit A for further details.

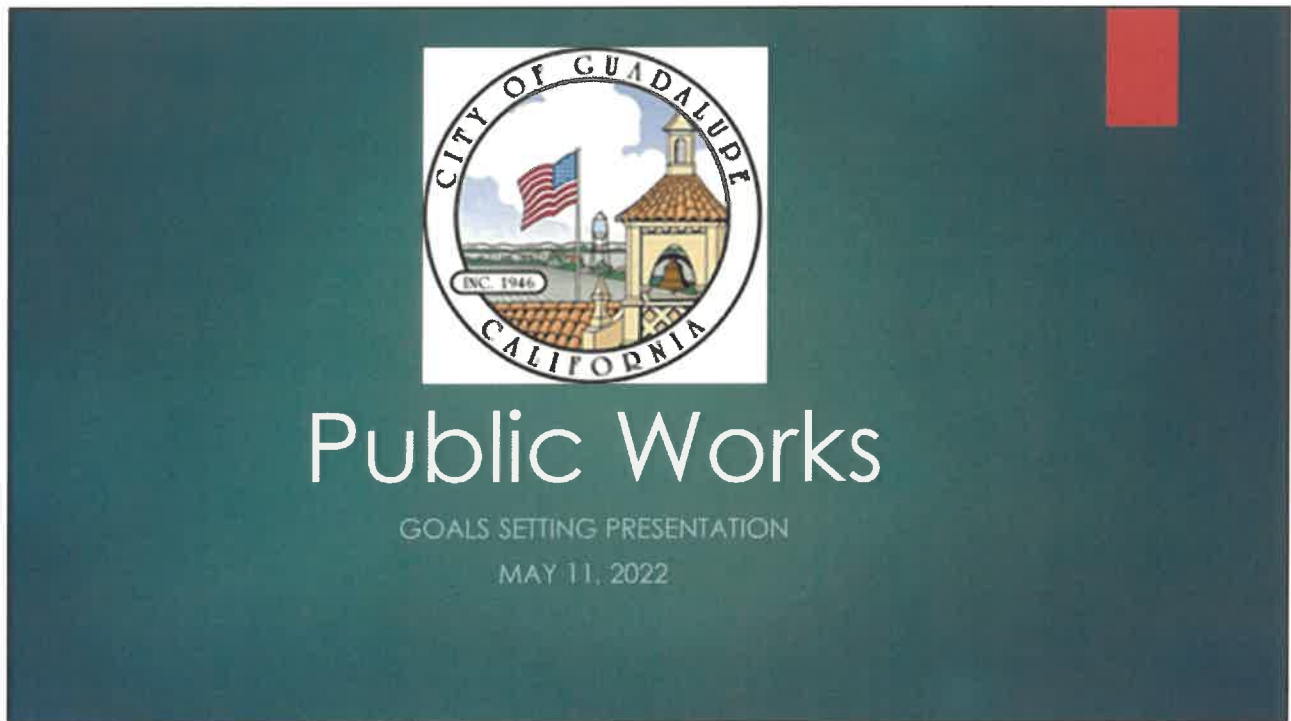
End of Report

Exhibit A

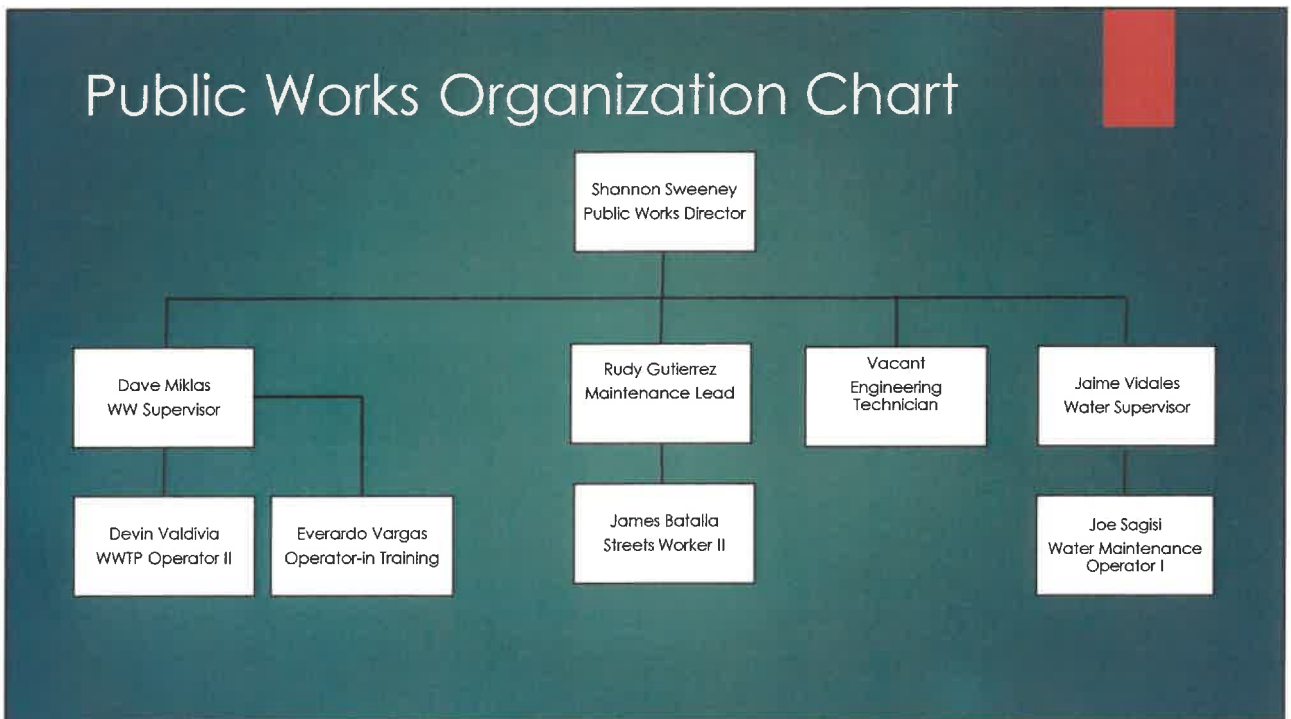
ARPA Summary - Draft

Description	Council Approved	BUDGETED	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	REMAINING
	FY21-22	FY21-22	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	FY21-22		
General Fund loss of revenue	\$ 200,456	\$ 30,000										\$ 30,000.00
General Plan Environmental Impact review	\$ 46,074											
Water Utility debt forgiveness	\$ 35,000	\$ 35,000				\$ 35,000.00						
Los Amigos de Guadalupe	\$ 40,000	\$ 20,000				\$ 2,707.54						\$ 17,292.46
Cyber Sec Upgrades IT	\$ 75,000	\$ 26,220										\$ 26,220.00
Rec Manager	\$ 168,865	\$ 50,957		\$ 6,148.79	\$ 6,721.04	\$ 6,721.04						\$ 24,645.11
Jack O'Connell Park	\$ 25,000	\$ 25,000										\$ 25,000.00
Concession Stand	\$ 1,000											
Recreational Programs	\$ 20,000											
Tables and C Storage	\$ 8,900											
PPE Supplies	\$ 4,800	\$ 2,098		\$ 169.64								\$ 1,928.36
Public Safety Paid Volunteers	\$ 10,000	\$ 10,000			\$ 8,901.16	\$ 2,179.91	\$ 1,598.60					\$ (2,679.67)
Planning Software	\$ 62,933	\$ 73,000										\$ 73,000.00
Adobe	\$ 18,208	\$ 3,166		\$ 3,165.91			\$ 7,423.30					\$ (7,423.30)
WiFi for LeRoy Park - Change Orders	\$ 39,000						\$ 30,370.00					\$ (30,370.00)
Live Streaming Equipment	\$ 5,000						\$ 1,008.96					\$ (5,099.76)
Building Attendend - Live Streaming Administrator	\$ 4,320											
Web Camera	\$ 1,450											
Televisions	\$ 1,800											
Television Cart	\$ 250											
Spanish/Mixteco Interpreting Services	\$ 7,500											
Website Update	\$ 15,000	\$ 3,500		\$ 3,500.00	\$ 1,050.00	\$ 1,100.00	\$ 125.00					\$ (2,275.00)
Website Content	\$ 4,800											
Website Event Management Plugin	\$ 5,000											
Website PW Request - Workflow Management	\$ 1,200											
Surface Pro 7 w/Keyboard	\$ 19,682											
Council Chambers - ADA/Window Ventilation Update	\$ 300,000	\$ 300,000										\$ 300,000.00
Architectural Drawings	\$ 100,000	\$ 100,000										\$ 100,000.00
City Hall Restroom(s) Redesign	\$ 154,000											
Generator (1)	\$ 50,000											
Auditorium Upgrades	\$ 75,000	\$ 75,000										
PW Conference Room Upgrades	\$ 18,000	\$ 18,000					\$ 71.68					\$ 72,181.84
Finance Office Upgrades	\$ 5,000	\$ 5,000			\$ 69.13							\$ 15,638.57
Vegetation Maintenance	\$ 50,000	\$ 30,000										\$ 5,000.00
Maintenance Lead	\$ 85,500	\$ 23,328					\$ 6,041.00					\$ 15,916.00
Library Relocation	\$ 30,000											\$ 23,328.11
Admin and Finance Heating	\$ 5,460	\$ 5,460										\$ (19,780.16)
SBCAG Broadband Contribution	\$ 5,223											\$ (5,422.63)
Differential for Emergency Services Manager	\$ 3,298	\$ 3,298					\$ 5,422.63					\$ 3,298.00
Temp. Permit/Planning appointment for scanning	\$ 1,210	\$ 1,210										\$ 1,210.00
Drinking Fountain and refrigerator	\$ 6,506	\$ 6,506										\$ (0.25)
Emergency declaration - electrical issues	\$ -	\$ -					\$ 1,350.00					\$ -
Total ARPA awarded	\$ 1,710,434	\$ 846,743	\$ 200.62	\$ 34,080.59	\$ 17,921.49	\$ 47,906.54	\$ 86,376.12	\$ -	\$ -	\$ -	\$ -	\$ 661,607.68
Remaining to allocate	\$ 1,49,566											

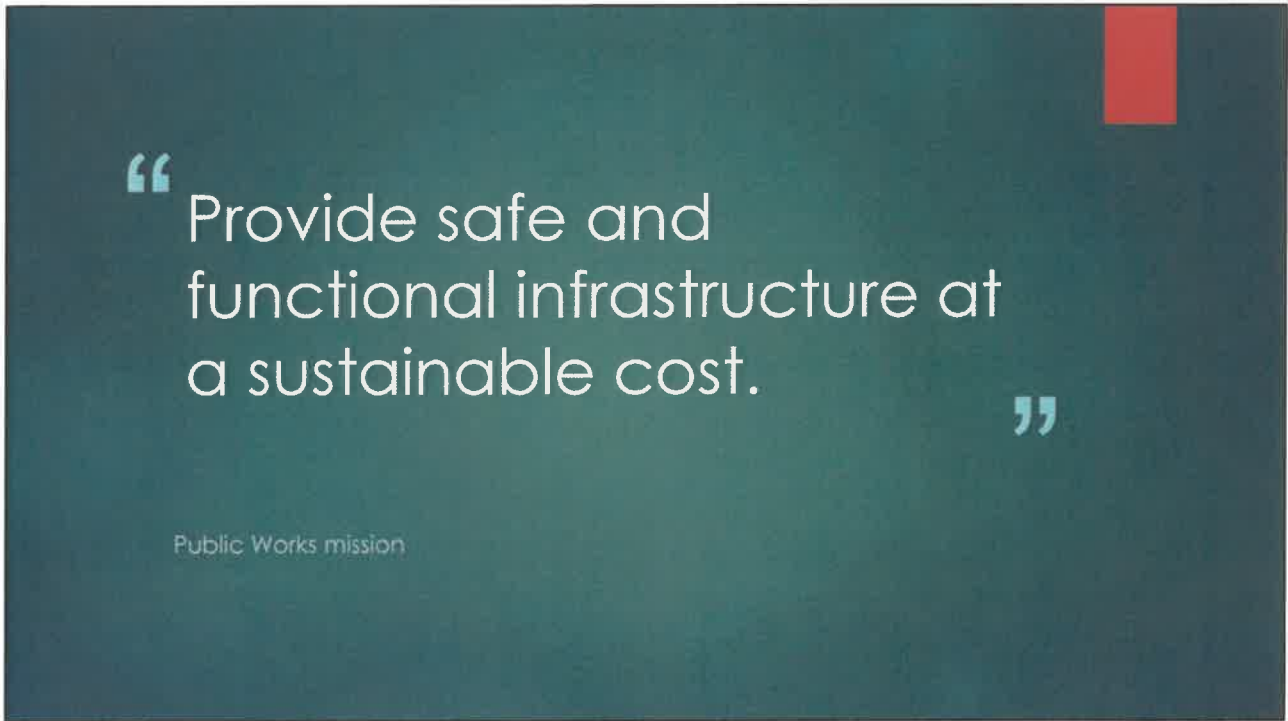
	BUDGETED	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	TOTAL ACTUAL	
	FY21-22	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022	JUN 2022	FY21-22		
Received	\$ 365,706	\$ 201	\$ 31,294	\$ 17,921	\$ 45,454	\$ 18,699	\$ 113,568	\$ -	\$ -	\$ 333,521	
	\$ 20,000	\$ -	\$ -	\$ -	\$ 2,453	\$ -	\$ -	\$ -	\$ -	\$ 2,453	related to General Fund
	\$ 2,787	\$ -	\$ 2,787	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,078	related to transit
	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,078	related to cdbg
	\$ 33,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,787	related to fund 60
	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,950	related to CIP
	\$ 846,743	\$ 201	\$ 34,081	\$ 17,921	\$ 47,907	\$ 86,376	\$ 186,485	\$ -	\$ -	\$ 33,250	related to water
										\$ -	related to fund 38



1



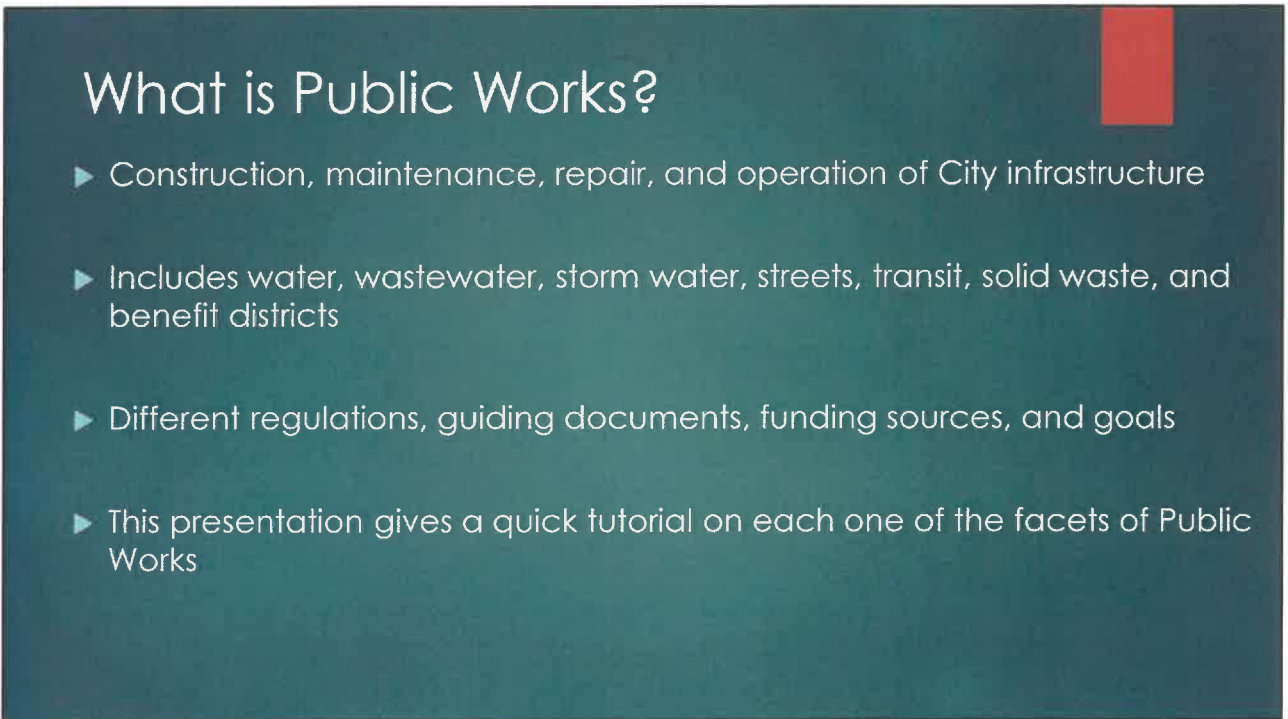
2

A dark teal slide with a red vertical bar on the right side. The text is white and centered. It features a quote about providing safe and functional infrastructure at a sustainable cost, followed by the text 'Public Works mission'.

“ Provide safe and functional infrastructure at a sustainable cost. ”

Public Works mission

3

A dark teal slide with a red vertical bar on the right side. The title 'What is Public Works?' is at the top left. Below it is a bulleted list of four items describing the scope and purpose of public works.

What is Public Works?

- ▶ Construction, maintenance, repair, and operation of City infrastructure
- ▶ Includes water, wastewater, storm water, streets, transit, solid waste, and benefit districts
- ▶ Different regulations, guiding documents, funding sources, and goals
- ▶ This presentation gives a quick tutorial on each one of the facets of Public Works

4

Recent Successes

- ▶ Completed 2021 Trunk Main Improvement Project (\$1.7 million).
- ▶ Completed 2021 Pavement Rehabilitation Project (\$1.0 million)
- ▶ Completed Leroy Park and Community Center Rehabilitation with \$5 million grant.
- ▶ Updated Water Master Plan (2021), Local Road Safety Plan (2022) and Utility Rate Study (2021).
- ▶ Implemented Short Range Transit Plan recommendations, including new routes, bus shelters, and upcoming electric bus procurement.
- ▶ Secured Affordable Housing and Sustainable Communities Grant of \$4.0 million for Amtrak Station upgrades, new multimodal path on 11th Street and bus charging station.
- ▶ Projects currently under construction: WWTP Effluent Pump Station Rehabilitation (\$0.5 million), West Main Street Waterline Replacement (\$0.45 million).
- ▶ Projects currently under design: City Hall Roof Replacement (\$0.4 million), 2022 Pavement Rehabilitation Project (\$1.6 million).
- ▶ Numerous ARPA projects including tree trimming, new play structure, auditorium upgrades, office upgrades, etc.

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Water

- ▶ Fund: water rates; Cash balance as of March 31, 2022: \$2,061,063.
- ▶ Guiding documents: Water supply permit (issued by regulator), Master Plan (2021), utility rate study (2021)
- ▶ Strengths: skilled staff, relatively new system.
- ▶ Weaknesses: limited staff, low imported water reliability.
- ▶ Opportunities: transition to advanced metering infrastructure (AMI), work with local water suppliers on a more reliable regional water supply.
- ▶ Threats: long-term drought due to climate change.
- ▶ Goal: transition to AMI, finish West Main Street Waterline Replacement.

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Wastewater

- ▶ Fund: wastewater rates; Cash balance as of March 31, 2022: \$2,525,133.
- ▶ Guiding documents: Waste Discharge Permit (issued by regulator), Master Plan (2014), utility rate study (2021)
- ▶ Strengths: skilled staff, positive cash balance.
- ▶ Weaknesses: limited staff, significant capital improvements needed, risk of flooding, new permit requirements.
- ▶ Opportunities: funding available to pursue capital improvements.
- ▶ Threats: flooding due to climate change.
- ▶ Goal: update permit, update Master Plan, complete wastewater treatment plant effluent pump station upgrade, Highway 1 and Pioneer Lift Station Replacement.

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Stormwater

- ▶ Fund: General Fund
- ▶ Guiding documents: MS4 Permit (issued by regulator)
- ▶ Strengths: None.
- ▶ Weaknesses: limited staff, complicated permit, no dedicated funds, upcoming requirements.
- ▶ Opportunities: new Engineering Technician position to help meet compliance.
- ▶ Threats: fines for noncompliance.
- ▶ Goal: develop a path towards consistent compliance, identify funding needs

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Streets

- ▶ Fund: County Measure A gas tax, state SB1 funding; Cash balance as of March 31, 2021: \$1,459,637
- ▶ Guiding document: Pavement Maintenance Plan (2019) Bicycle and Pedestrian Master Plan (2014), Mobility and Revitalization Plan (2020)
- ▶ Strengths: High pavement condition index (PCI).
- ▶ Weaknesses: outside funding inadequate to address \$800,000 backlog of street rehabilitation.
- ▶ Opportunities: Maximize the efficient use of existing funding.
- ▶ Threats: less outside funding due to transition to electric vehicles, possible risks to gas tax.
- ▶ Goal: continue implementing Pavement Maintenance Plan.

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Transit

- ▶ Fund: State, federal funds; cash balance as of March 31, 2022: \$758,782.
- ▶ Guiding document: Short Range Transit Plan (2021).
- ▶ Strengths: Healthy cash balance, funding available to initiate transition to electric fleet.
- ▶ Weaknesses: New routes not yet tested.
- ▶ Opportunities: Improved schedule and better alignment with other modes of transportation can increase ridership; congested 166, higher gas prices may encourage more ridership.
- ▶ Threats: Lack of interest in/use of public transportation.
- ▶ Goal: Implement transition to one electric bus, implement new routes July 1, 2022.

10

Other

- ▶ Local wi-fi
- ▶ Development
- ▶ Benefit Districts
- ▶ Solid Waste

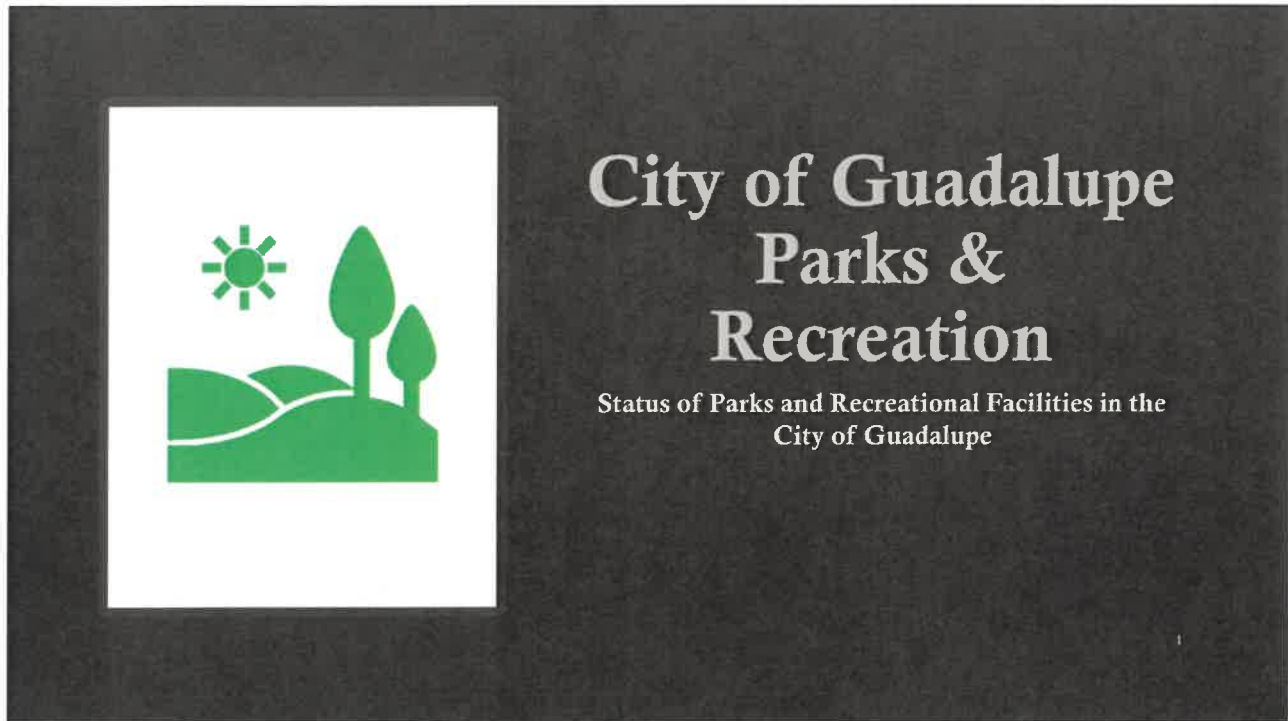
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Potential PW Goals, Summarized

- ▶ Construct existing funded projects
 - ▶ Central Park, Leroy Park Phase II
 - ▶ West Main Street Waterline Replacement
 - ▶ Effluent Pump, Highway 1 Lift and Pioneer Street Lift Stations replacement
 - ▶ New electric bus procurement and charging station
 - ▶ 2022 Pavement rehabilitation project
 - ▶ Design 11th St. multimodal path, Amtrak station upgrades, bus charging station, City Hall roof replacement
- ▶ Plan for the future
 - ▶ Update Wastewater Master Plan
 - ▶ Prepare Urban Forest Plan
 - ▶ Prepare Climate Action Plan
- ▶ Meet regulations
 - ▶ Implement new wastewater treatment plant permit
 - ▶ Develop compliance schedule for stormwater

12

PARKS AND RECREATION PRESENTATION



1

**Parks and Recreation Department Budget
American Recovery Plan funding Plus T-Mobile**

POSITION	% time	21-22	22-23
Recreation Services Mgr.	100%	44,021	81,637
Maintenance Worker I	100%	23,611	57,000
Facility Rental Coordinator	20%	4,950	19,804
TOTALS		72,582	231,023
* Excludes Fringe benefits – See PR Budget, Page 40			

Department	Item	Amount	Notes
O'Connell Park	Play Structure Review Concession Stand	75,000	25K ARP 50K T-Mobile
Auditorium	Renovations	75,000	
Auditorium	Equipment Tables/Chairs, Storage	8,900	
Recreational Department	Programs	20,000	
		128,900	Includes T-Mobile

2

Parks and Recreation Budget – FY 2021-22

PERSONNEL	BUDGET
Salaries and Benefits	116,131
Supplies and Services	139,530
Total FY Budget	255,661

3



4

Recreation

- ◆ Planned Programs
 - ◆ Co-ed Adult Softball League (June start)
 - ◆ Drop-In Volleyball & Basketball (Mid-May start)
 - ◆ Family Open Gym (June start)
- ◆ Planned Events
 - ◆ O'Connell Ribbon Cutting Ceremony
 - ◆ 4th of July Event
- ◆ Future Opportunities
 - ◆ Community Events
 - ◆ Programming for children (sports, art, music camps supplementing existing programming)
 - ◆ Passport Acceptance Facility
 - ◆ Monthly Farmer's Market (In coordination w/GBA)

5

5



Parks & Facilities

6

6

LeRoy Park Community Center



7

View from West – Location of 2,200 SF Multipurpose Addition Children Play Areas 5-12 Years of Age



8



Amphitheater Area / 100 Capacity Picnic Area

9

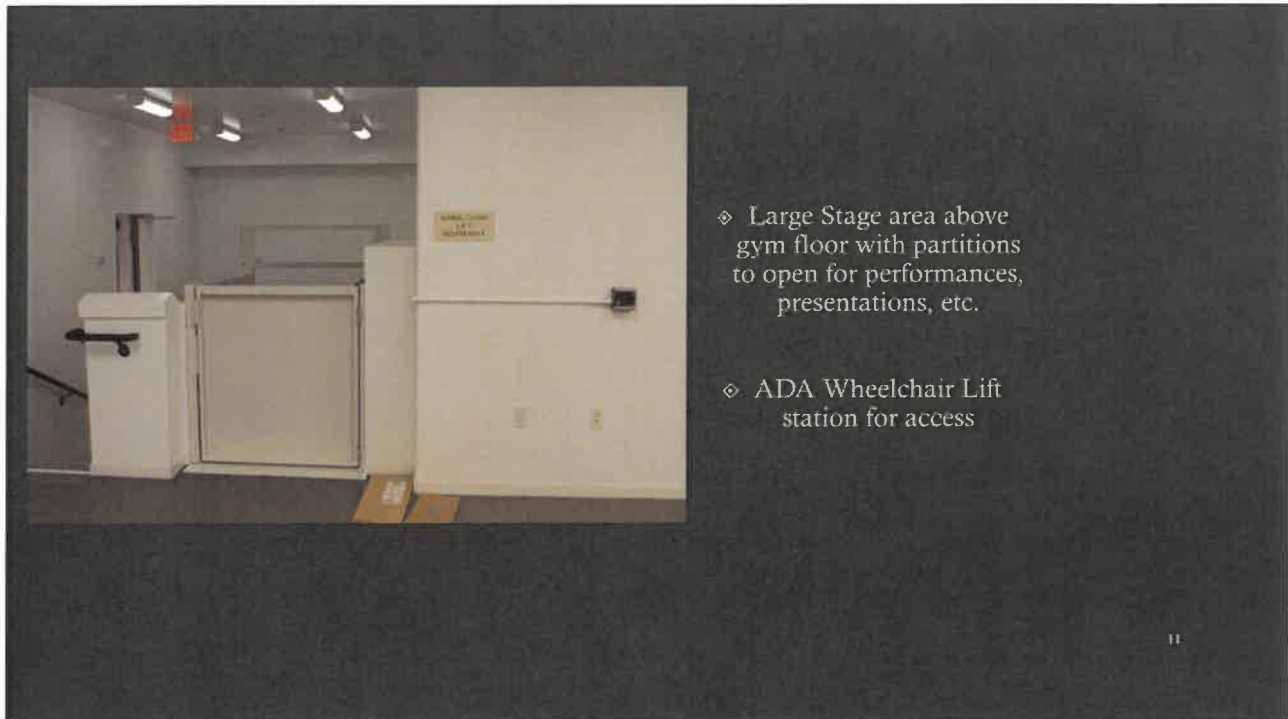
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11th Street Parking/ Asphalt to replace DG

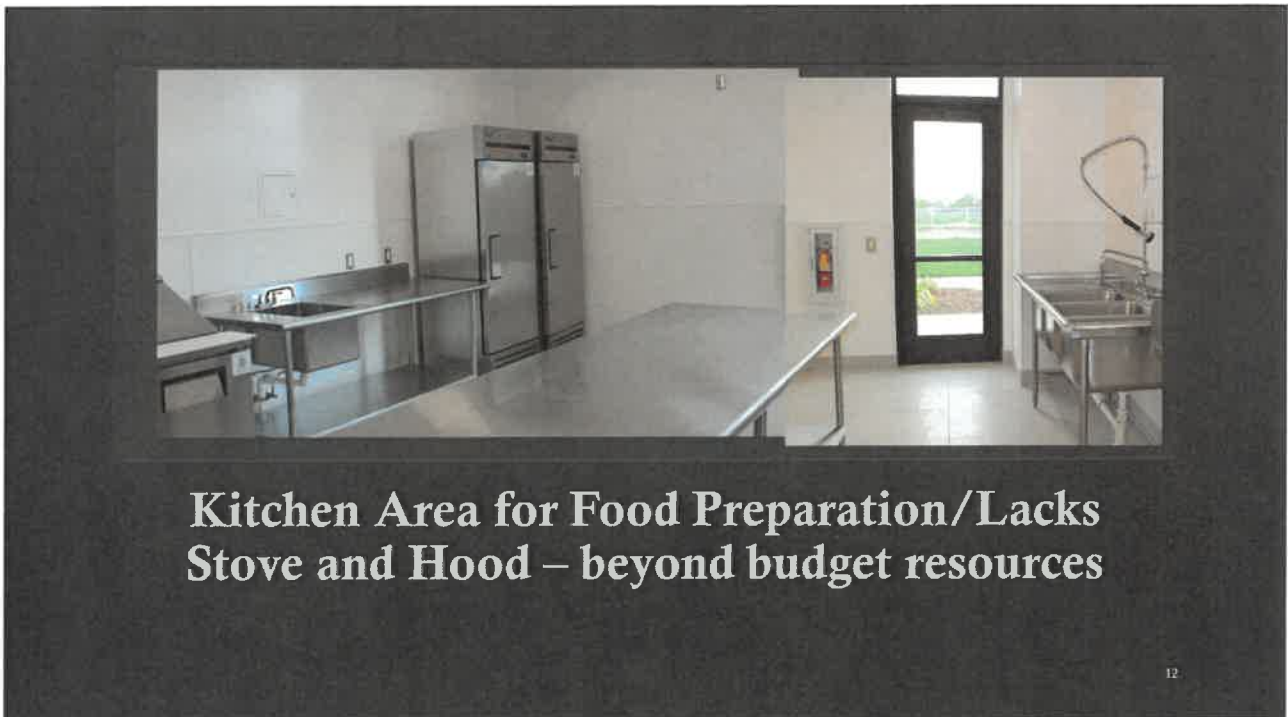
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- ❖ Large Stage area above gym floor with partitions to open for performances, presentations, etc.
- ❖ ADA Wheelchair Lift station for access

11



Kitchen Area for Food Preparation/Lacks Stove and Hood – beyond budget resources

12

South facing main gym doors. Old permanent seating was removed during construction. Portable bleachers needed for both sides of the play area.



13

13

O'CONNELL PARK – 3/10/2001



14

14

15 Acre Community Park



West Main Street To Guadalupe Dunes Preserve

15

15

O'CONNELL PARK BBQ

- ◊ Existing BBQ Pit.
- ◊ Pit in need of sanding and repainting.
- ◊ Picnic tables need repair, replacement.

16

16



Proposed Softball/Baseball Field
Lacking irrigation, sod and fencing
\$87,000 spent to date for grading, hardscape & drainage

17

17

Existing BB Court & Softball Field – Field renovations
include new sod, fencing repair, lawn area leveling



18

18

**People's Self-Help Housing Complex – 28 Trees and area
require Pruning/trimming and weed clearing**



19

19



Central Park – 4.9 Million Parks and Rec Grant

20

20



21

Central Park

- Secured California State Parks funding for \$4,900,000.
- Project concept was created with community input.
- Construction should start the first part of 2023 with a ten month construction schedule once job starts.
 - Site includes children's play equipment, adult exercise equipment, a dog park, half-court basketball, picnic tables, toilets, a skate park, game tables, a climbing wall, and murals.
- The Guadalupe Senior and Community Center is located within 50 feet of park.



22

22



City Hall

American Rescue Plan Resources are allocated to begin repairs on the most critical city hall renovation needs.

23

23



CITY HALL AUDITORIUM



24

24



SCHOOL BUILT IN 1929 AND SOLD TO CITY OF GUADALUPE

❖ **ACTIVITIES INCLUDE: BASKETBALL, PLAYS, QUINCENARAS, WEDDING RECEPTIONS, WRESTLING, VOLLEYBALL, MEETINGS, ETC. CURRENTLY UNDERGOING RENOVATIONS UTILIZING AMERICAN RECOVERA ACT FUNDS.**

25

25



Auditorium was converted to current use with state money. Completed in 1981

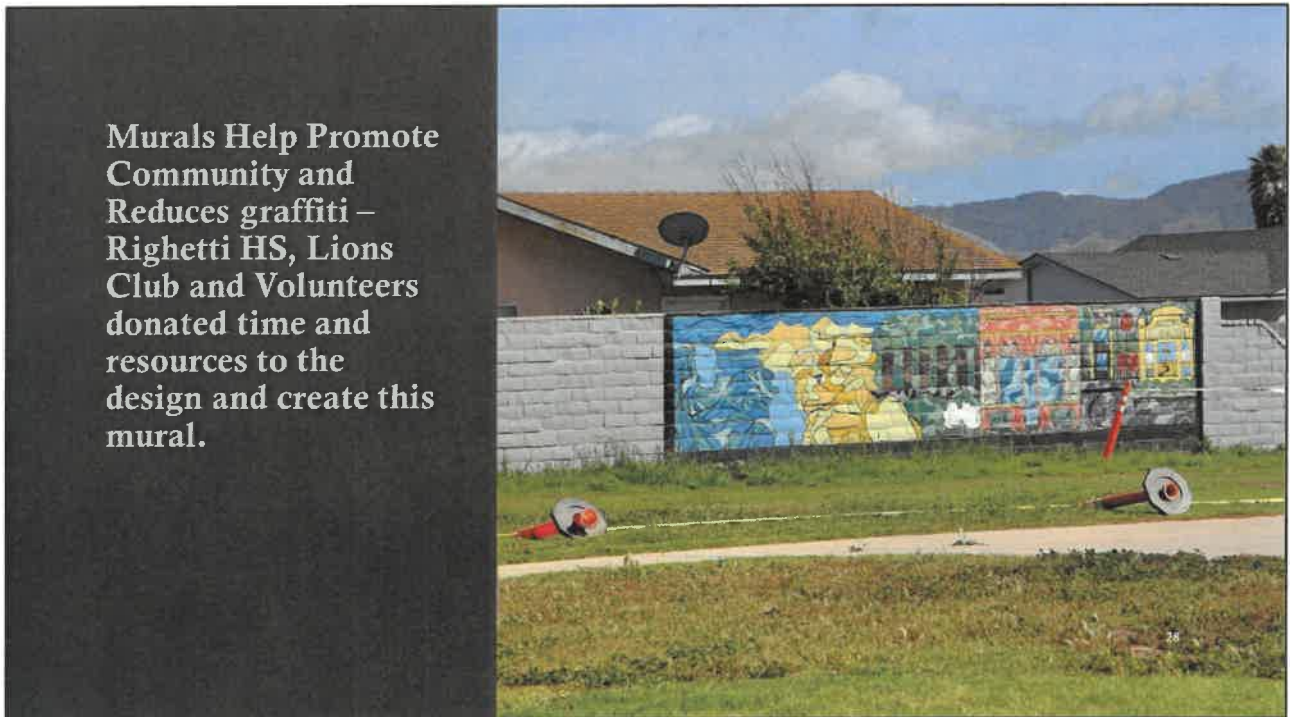
Auditorium and Le Roy Park are the only in-door facilities available to residents.

26

26



27



Murals Help Promote Community and Reduces graffiti – Righetti HS, Lions Club and Volunteers donated time and resources to the design and create this mural.

28

Maintenance and repair of amenities required at Paco Park



29

29

Bonita Pacifica Pocket Park lacks maintenance, seating area for resident, ample trees, and landscaping plus other amenities desired by local residents.



30

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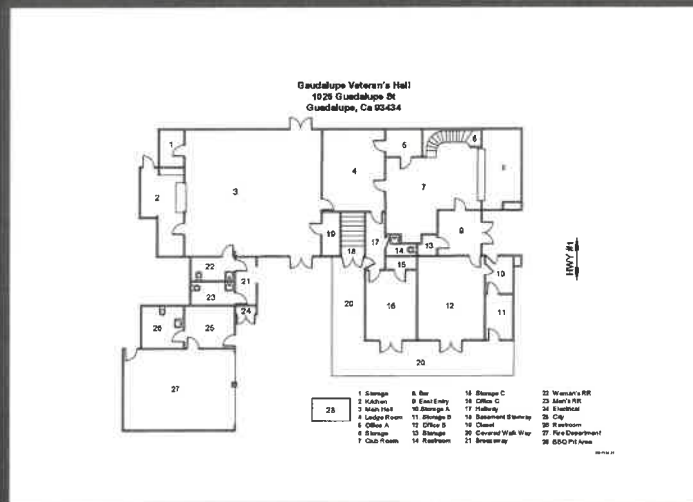
Corner of Degasparis and Garret Streets lacks irrigation. Perfect Pocket Park for local residents.

31

31

Veterans Memorial Building

◆ The City of Guadalupe Recreation Department is responsible for the scheduling of events at this location as well as maintenance and repairs. The primary use of the building is for the benefit of veterans.



32

32

DJ Farms/Pasadera Development

- ◆ 800 homes to be build on 200 acres of land.
- ◆ Approximately 347 homes are to be built south of the Santa Maria Valley Railroad spur line.
- ◆ There will be approximately 14 small parks total when site is built out.



33



Pasadera Pocket Parks

34

34

Inventory of Parks & Recreational Facilities

LeRoy Park

O'Connell Park

City Hall/Auditorium

Central Park

Bonita Park

Tognazzini Park

Paco Pererya Memorial Park

Vacant Lot - People's Self-Help Housing

Veteran's Memorial Building

Senior Center

Pasadena Pocket Parks

35

35

Facility	Estimated Total Utility Costs
American Legion	\$5,458.20
Senior Center	\$6,437.52
LeRoy Park	\$19,920.00
City Hall	\$22,259.60
Jack O'Connell Park	\$17,153.63
Central Park	\$9,480.00

Not included

- Annual fumigation fee
- HVAC
- Plumbing
- Fire Suppression
- Tree trimming
- Landscaping

36

36

Maintenance Worker I - Current Responsibilities

<ul style="list-style-type: none"> • City Hall/Auditorium <ul style="list-style-type: none"> • Landscaping <ul style="list-style-type: none"> - Bed management & hedges • Janitorial <ul style="list-style-type: none"> - Council Chambers <ul style="list-style-type: none"> - Council Meeting Set Up: broadcast channel, microphones, chairs, vacuuming, disinfecting - Hallways (indoor/outdoor) - Public restrooms - Department Offices <ul style="list-style-type: none"> - Admin: sweep, mop, disinfect, trash - Finance: sweep, vacuum, disinfect, restroom, breakroom, restock - Fire: sweep, mop, disinfect, restroom, trash, restock - Rec & Parks: sweep, trash - Buildings, Public Works, Water: vacuum, trash • Senior Center <ul style="list-style-type: none"> • Landscaping <ul style="list-style-type: none"> - Mow (as needed), hedges/bushes, blowing/leaves, weed abatement • Janitorial <ul style="list-style-type: none"> - Kitchen, Hallway, Bathrooms <ul style="list-style-type: none"> - Sweep, mop, disinfect, trash, restock 	<ul style="list-style-type: none"> • Veteran's Hall <ul style="list-style-type: none"> • Landscaping <ul style="list-style-type: none"> - Mow, hedges/bushes, blowing/leaves, weed abatement • Janitorial <ul style="list-style-type: none"> - Kitchen, Hallway, Bathroom <ul style="list-style-type: none"> - Sweep, mop, disinfect, trash, restock • Jack O'Connell Park <ul style="list-style-type: none"> • Landscaping <ul style="list-style-type: none"> - Mow, weed abatement, trash • Janitorial <ul style="list-style-type: none"> - Bathrooms <ul style="list-style-type: none"> - Power wash, disinfect, trash, restock • Pocket Parks (Tognazinni, Paco, Bonita, Central, Vacant Lot) <ul style="list-style-type: none"> • Landscaping <ul style="list-style-type: none"> - Mow, weed abatement, trash 	<div style="border: 1px solid black; padding: 5px;"> <p>On Call Responsibilities</p> <ul style="list-style-type: none"> • Light fixture replacement • Plumbing • Sprinklers/Irrigation • Painting • Marquee • General repairs • Consultation for upgrades </div>
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Parks & Recreation Maintenance Lead Benefits

- 
Free up Public Works/Streets
- 
Knowledge of maintenance to assist with facility upgrade decisions/upcoming construction
- 
Splits the work for the Parks & Recreation Maintenance team
- 
Allows for more programming, events, grant/funding procurement

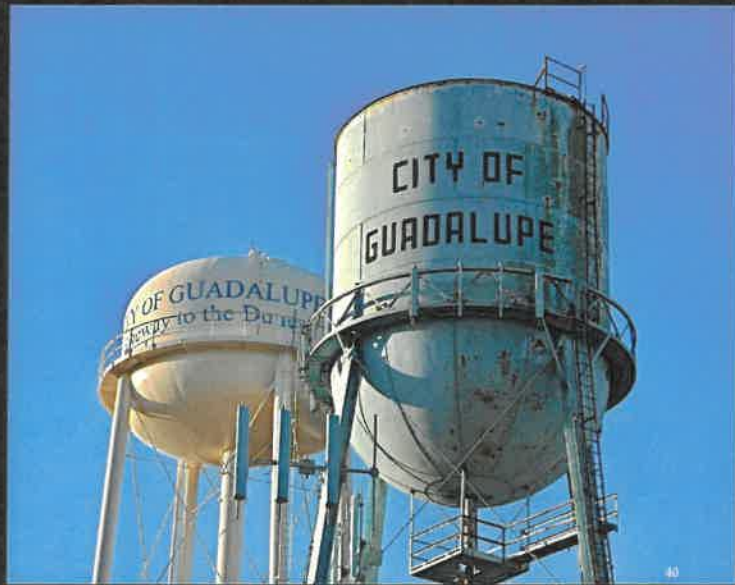
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Hard working community members and their families need and deserve recreational services, activities and facilities to promote a healthy lifestyle and community pride.




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**Thank
You**



40



**GUADALUPE DEPARTMENT
OF PUBLIC SAFETY**

Budget & Goal Setting Workshop

1



2

GUADALUPE DEPARTMENT of PUBLIC SAFETY

The mission of the Guadalupe Department of Public Safety is to “Protect and Serve” the community of Guadalupe through Community Engagement and enforcement of Quality-of-Life issues.

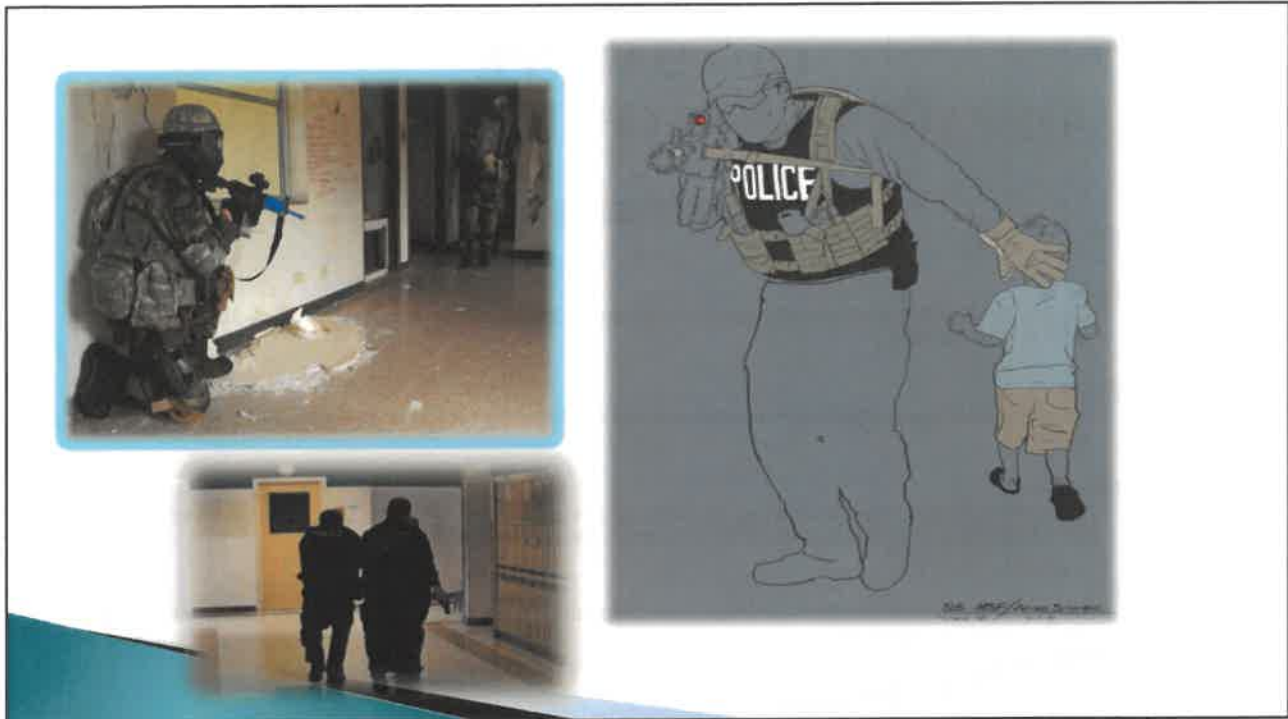
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GUADALUPE DEPARTMENT of PUBLIC SAFETY

SWOT Analysis

Use SWOT (Strength, Weakness, Opportunities, Threats) to identify internal and external factors influencing and affecting performance. SWOT may be used as an analysis tool to help explore areas for change and growth, which can help with goal setting and / or strategic planning.

4



5

GUADALUPE POLICE DEPARTMENT

The (3) three most important things we do as a police department:

Crime Detection and Suppression
Patrol, Special Enforcement Units, and Juvenile Intervention

Traffic Enforcement & Public Safety
Code Compliance and Traffic Enforcement

Public Service Programs
Explorers Program, Crime Prevention, Community and Public Relations

6

GUADALUPE DEPARTMENT of PUBLIC SAFETY

POLICE SWOT SUMMARY

Key Points

Strengths

* We are close with the community and the community supports us. We are a small department and work in a small town.

Weakness

* We are a small department with internal communication, organizational and command structure problems.

Opportunities

* Accepting criticism, open to change. Promote what we have and promote the safety of Guadalupe. Work together and support youth programs and seniors. Have specialized units.

Threats

* Budget, lack of internal communication, lack of training, lack of knowledge, lack of pay increases and improvement in supervision

7



8

GUADALUPE FIRE DEPARTMENT

The (3) three most important things we do as a fire department:

Fire Response and Suppression

Fire Fighting / Suppression, Medical Response, and Fire Safety Equipment Inspections

Fire Mitigation and Prevention

Home / Business Fire Inspections, and Weed and Rubbish Abatement

Public Service Programs

Fire Prevention / School Safety Training, Community and Public Education and Relations

GUADALUPE DEPARTMENT of PUBLIC SAFETY

FIRE SWOT SUMMARY

Key Points

Strengths

- ▶ * Customer service, optimal skills, we are close with the community and the community supports us. We are a small department and work in a small town.

Weakness

- * We are a small department with internal communication, organizational and command structure problems.

Opportunities

- * Accepting criticism, open to change. Promote what we have and promote the safety of Guadalupe. Work together and support youth programs and seniors. Have specialized units.

Threats

- * Budget, lack of internal communication, lack of training, lack of knowledge, lack of pay increases and improvement in supervision

**GUADALUPE
DEPARTMENT of PUBLIC SAFETY**

EMERGENCY PREPAREDNESS COORDINATOR

The development of City of Guadalupe Emergency Preparedness Plan; provide guidance and consultation to department(s) coordinators in developing the Emergency Preparedness Plan and Procedures.

The design, coordinate and evaluate emergency management exercises; Assist in ensuring that the City is adequately prepared for, and successfully carries out yearly emergency preparedness disaster drills.

To develop, organize and conduct disaster preparedness response training, including facility evacuation and all required standardized Emergency Management System training for staff and volunteers.

To manage and coordinate the Emergency Operations Center (EOC).

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**GUADALUPE
DEPARTMENT of PUBLIC SAFETY**

Code Compliance Officer

Duties may include, but not limited to, the following:

Administers and coordinates the day-to-day operations of the City's code compliance program, which includes enforcement of City Ordinances including, but not limited to, sign violations, right-of-way obstructions, overgrown vegetation, and other general safety related codes.

Establishes and maintain positive and effective working relationships with the general public, community, property owners, City businesses, community groups, and other agencies.

Design and implement a community outreach/education program to encourage cooperation in achieving compliance with adopted codes.

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WHAT IS LEADERSHIP

▶ ITEMS

- ▶ Leadership is a choice, and it takes effort to do the right thing.
- ▶ Giving ownership to employees and empowering them is allowing them to succeed or fail
 - ▶ Lead people, manage things like budget, supplies, payroll
 - ▶ Leader's mentor, coach, and help employees to grow in their profession
- ▶ Leaders should never have a negative attitude. Positivity is infectious and will spread

▶ TO DO

- ▶ Do you present a positive attitude?
 - ▶ Do you create a vision for others to follow or buy into?
 - ▶ How many times do you pay a compliment versus criticize?
- ▶ Do you complain about conditions on your shift, your department?

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WHO WOULD YOU FOLLOW?

• ITEMS

- Leadership is not a position or title. It is an action and example.
- Two (2) important characteristics that will define a leader, competence and character.
 - An important role as a leader is to motivate, inspire, and train your employees.

• TO DO

- Who would you follow or not follow?
- Would you be confident that everyone has the skills to do the job?
 - What have you done to demonstrate leadership?
 - How competent are you?
 - In your character, would a Firefighter/Officer trust you?
 - Do you motivate or inspire others, if not why?

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HONOR COURAGE AND RESPONSIBILITY OF LEADERSHIP

▶ ITEMS

- ▶ Being a leader means having courage to make unpopular decisions
- ▶ Being a leader means being accountable for what occurs under your responsibility
 - ▶ To have honor means to be respectful, joyful, humble, thankful, and ethical

▶ TO DO

- ▶ Have you ever told someone that you outrank them?
 - ▶ Do you make unpopular but wise decisions?
 - ▶ Do you avoid conflict by making popular decisions?
- ▶ Do you allow someone else to make the unpopular decision?
 - ▶ Do you take responsibility when something goes wrong?

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BEING FULLY INVOLVED

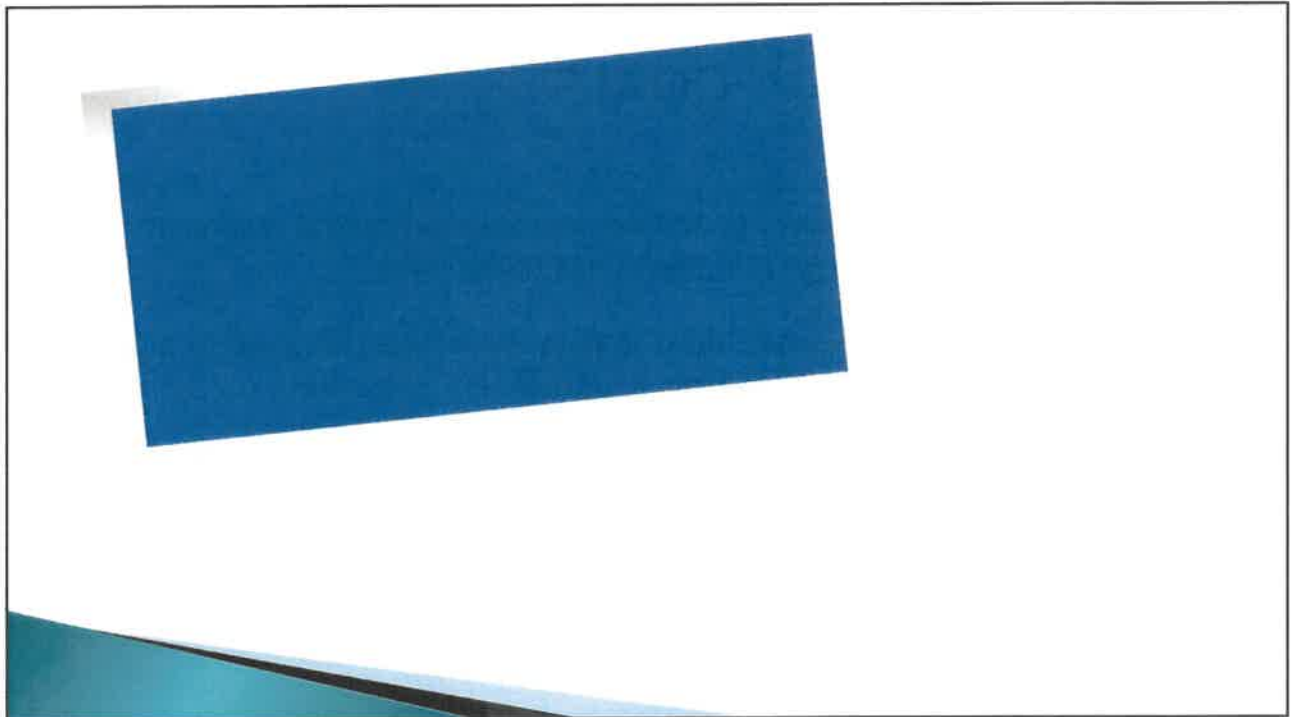
▶ ITEMS

- ▶ Don't look at issues that come up as problems.
- ▶ Communicate with each other. Listening and sharing information.
 - ▶ You lose credibility if you are caught in lies and untruths.

▶ TO DO

- ▶ See issues that come up as opportunities
- ▶ Are you passive or aggressive in your leadership approach?
- ▶ Do you withhold information as if its on a need to know basis?

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GOALS

Police

- * Add two (2) police officers to address and monitor new cannabis industry and county wide narcotics task force
- * Add two (2) canine to department for “less-lethal force options”
- * Within 3 to 5 years add budgeted monies to staff Police Sergeant position
- * Add EMT training for Police Officers

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GOALS

Fire

- * Add two (2) Firefighters to address increase to medical response calls for service and narcotic related overdose issues
- * Increase training opportunities to improve service, respond to mutual aid calls, and increase firefighter expertise and knowledge
- * Within 3 to 5 years add budgeted monies to staff Fire Battalion Chief

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GOALS

Public Safety Department

- * Develop, budget, and implement a department-wide “Enhanced Personnel Improvement Training Regiment” and “Equipment Purchase and Rotation Schedule”
- * Institute department-wide, on-going, cross training to rebuild and retool personnel in personal conduct, understanding departmental roles and responsibilities, and teamwork
- * Invest in personal well-being, personal growth, integrity, and ethics programs

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GUADALUPE DEPARTMENT of PUBLIC SAFETY

Successes

- * Lowest crime rate in Santa Barbara County and in top 10 lowest crime rate in the State of California
- * Lowest First Responder “Response Time” in the County of Santa Barbara
- * Highest retention rate of First Responder employees in the County of Santa Barbara

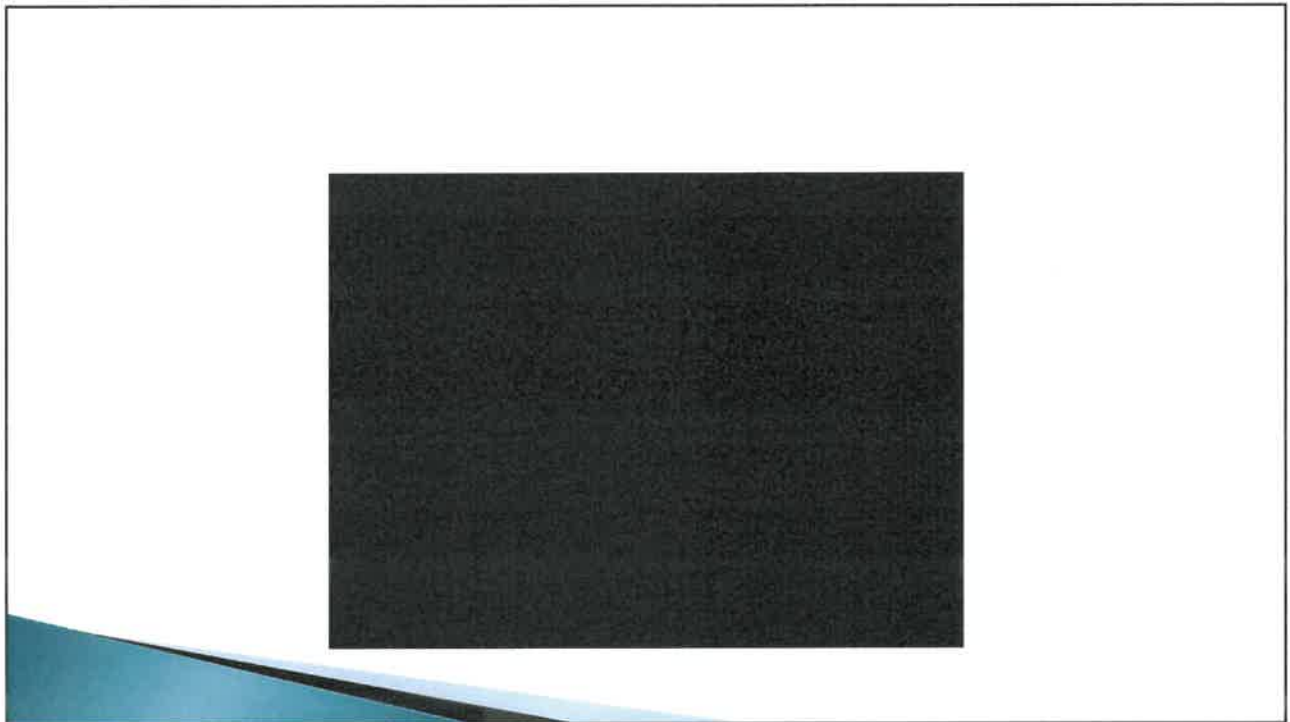
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GUADALUPE DEPARTMENT of PUBLIC SAFETY

Challenges

- * Major Equipment upgrades
- * Fire and Police Facilities needing replacement
- * Personnel growth, responsibility, and accountability

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**GUADALUPE
DEPARTMENT of PUBLIC SAFETY**

***INVESTING IN HUMAN CAPITAL
BEFORE PHYSICAL CAPITAL***

END

City Administrator Suggested Goals 5-11-2022

The City Administrator's Office is established by the City Council in this General Law City. Specifically, the City Administrator's Office executes Council direction; provides strategic leadership and implements policy; provides oversight to all City Departments (no direct oversight of Public Safety & City Attorney); develops and recommends alternatives to address current and future community needs; ensures the City financial integrity; provides information on City government to residents; ensures that City services are provided equitably and cost-effectively; and provides oversight for the development of the City budget.

The City Administrator's Office also ensures that information is effectively communicated to the public, City staff, elected officials, the media, and residents.

I was asked by Mr. Robert Perrault to list my suggested goals showing some issues and opportunities with an emphasis on Planning and Human Resources. I will include a few other suggestions, as well. There may be some crossover items expressed from the presentations of other departments.

I. Human Resources

I corresponded with Human Resources Manager, Emiko Gerber, before her last day of work on May 6, 2022. We talked about some ideas that I can detail a path forward with our new Human Resources Manager, once hired:

Goal: Enhancing Public Communications

With the receipt of ARPA funding, initiatives to enhance public communications are underway.

- Website Redesign to include functionality per department and easier navigation
- Monthly Newsletters may be an option to communicate updates to public works construction projects, public safety matters, or recreational offerings

Goal: Creating Pathways

There are two areas: Internal and External

Internal is focusing on professionally developing our existing employees. If an employee is ready to grow, can stretch goals be applied in order to accomplish a wider City or service goal?

- Safety/Risk Manager – This is an under-represented area. If there is an emergency, both arms of public safety will be responding to community needs. Who is going to assist City employees, mobilize, and address first aid? Workers Comp rates are at 10.91 versus 3.0, which is where agencies of comparable payroll should be. HR has identified an existing employee who has expressed interest in learning this arena.

- Building/Planning Dept – As the Tyler system goes live, more activity will be generated in this area. A new position for Associate Planner is in the works, as the consultant is planning retirement. An existing employee has expressed interest to grow in this department.
- Public Works – During debrief of a recent emergency, areas of ICS training need to be refreshed. The idea of cross-training with other agencies also came up, along with interdepartmental coordination for emergency drills and exercises.
- Public Safety – As a whole, mgmt recognizes that the greater need is to enhance medical services. EMS training is underway so that Police Officers can administer Narcan.

External applicants are the pipeline for on-the-job training opportunities:

- Public Safety Internship Pilot Program – Currently have 3 interns
- Wastewater Treatment Plant Operator-in-Training Program – Onboarding 1st OIT to begin May 31
- Water Department Operator-in-Training Program – Public Works would like to offer this program
- SB Department of Education/Job Readiness Program for Guadalupe residents – It offers job readiness and basic training for high school graduates and places them with employers that hold a specific interest to them
- Building Attendants/Recreation Leaders – As more activities and programs are offered, there will be on-the-job training opportunities for Guadalupe residents to work as on-call employees

Goal: Updating Internal Processes, Policies, and Procedures

- Personnel Rules – The Employee Handbook hasn't been updated since 1999. There is a draft of a handbook that the new HR manager can finish. We have a free service, called Mineral, which automatically updates any new employment law into the template. It has been in draft form for 2 years.
- Bilingual Testing – Council approved funding to use a vendor to standardize this testing and offer it to all employees. This is a bit expensive, so it was put on hold. The new HR manager should revisit how this is handled, but the program needs to move forward. There was talk of adding a workstation in the EOC for bilingual testing, and for workers comp rehabilitation purposes.
- Workers Comp Program – This needs to be revamped. There was 90+ claims for 40 employees. Prevention and ergonomics training is needed, along with accident reporting. We introduced a Company Nurse hotline to report all injuries/accidents, that feeds WC claims to our provider, but more training needs to occur. In the month of January alone, there was over 670 hours of loss work time (for 40 employees).

- WC Rehabilitation – For those returning to work or under physical therapy treatment, there could be opportunities to complete those exercises with a therapist remotely. The EOC was identified as a private office to conduct those sessions. This lowers loss of work time.
- CJPIA Training – There are many online modules, and classroom topics that can be taken advantage of. Anywhere from Excel to Confined Space training is offered.
- Random Drug Testing – CJPIA insists that the City includes this practice. HR found a local vendor and the upstart costs are approximately \$100 per month. This needs to be budgeted.
- Website Intranet – As we continue working on the website, there are self-service tools for employees. Whether we create an intranet or primarily use Tyler for internal links, many do not know how to navigate on the PublicShare server.

The objective is to create a better service model, overall.

II. Planning/Building/Community/Economic Development

Goal 1: Hire new Associate City Planner before Contract Planning Director retires. The amount of planning activities is not going away, an in-house planner will give the City an office presence and improved service delivery. Cost neutral from contract planning to in house planning. *There is also outside funding for planners i.e., CDBG Planning Grant in the amount of \$250,000.*

Goal 2: Develop an Economic Development Strategy that has an objective of business attraction and retention, and fosters and aligns with housing goals and objectives.

Ideas:

1. Issues/Opportunities

- Statewide Housing Crisis
- Downtown Revitalization

Retooled Land Use

- Support for Infill Housing w/ New Mixed-Use Designation
- Density Ranges Adjust for Zoning Consistency, Selected Re-Designations

Circulation

- Build on Previous Efforts (Shannon/PW)
- 2014 Bike and Ped Plan
- 2019 Mobility plus Revitalization Plan
- 2020 Multi-Use Trail Study
- Sidewalks and Safe Routes to School
- Example: Bike Path. May 17, County Board of Supervisors public meeting to approve Santa Maria to River Levy Trail

- Complete the General Plan Update and implement goals, policies, and plan.

2. Economic Development Issues/Opportunities

- Cross-Town Connectivity – Biking and camping opportunities. Bike Trail Tourism.
- Capitalizing on Tourism – AI's Union development of Motel/Hotel, Hancock College, parking, or other and completing Royal Theater
- Completion all other Former RDA properties
- Disconnected Growth
- Focus on Infill Housing that Supports Downtown Retail
- Cannabis Industry retail and processing
- Vandenberg
- Opportunity Sites
- Review possible Central Business District Revitalization Strategy (7 blocks). Help create a vibrant downtown as preconditions to attracting base industry and higher paying jobs (vibrancy planning).
- Encourage new types of commercial and industrial uses
- Encourage trees and beautification
- Capitalize on rail and Amtrak tourism destination and location
- Review all new development, which would increase the overall population and help support local businesses and reduce the "leakage of dollars spent outside the community"
- Procure day trippers, outside spending here i.e., Trilogy, etc.
- Pasadera Commercial development that benefits the community i.e., supermarket
- Community Design and Historic Preservation
 - a. Architectural Styles
 - b. Historically Relevant Properties i.e., Royal Theater, Far Western. Potentially consider and study ramifications of a historic designation for the whole downtown area.
- Streamline communication and project management with Los Amigos de Guadalupe's (LADG) pre grant decision making, grant and project management.
- Continue to engage in our community partners i.e., Guadalupe Business Association.
- Have public discussions of expected costs of operating the future City, and potential revenue sources likely to be available to cover those costs. Decide whether new development should be subject to different fees or exactions that are currently in place to better cover the costs of growth to the community.
- Explore Assessment Districts for City Projects and Programs
The City could establish assessment districts for the purposes of financing all or a portion of the cost of certain public improvements and services. Each property within an assessment district is assessed an amount sufficient to cover the proportional cost of the special benefit that it receives from the improvements or services that are paid for by the assessment.

We already have a lighting district, landscape district, water standby fee, etc.

For example, establish an assessment district to finance the maintenance of the park facilities. Or the City could establish a downtown assessment district for storefront improvements, cost to cover signs, etc.

End of Report

Homework Assignment

Example Goal: *Economic Development- Develop and implement economic development strategies for the City of Guadalupe that will promote the development and maintenance of a strong business sector including business retention and attraction, tourism marketing, and revenue generation.*

Implementation Steps:

- I. Develop and adopt a Vacant Building Ordinance that would encourage and incentivize building upgrading and reuse.***
- II. Work cooperatively with the Revitalization Committee and the Guadalupe Business Association to identify a strategy for business retention and attraction***
- III. Identify and apply for grant funding for the development and staffing of a business support program***

Sample Criteria for Proposing Major City Goals

The core question: Of all the many things that we would like to do for the City of Guadalupe, which are the most important things to advance or accomplish in the next 2-3 years.

1. Need is urgent- progress must be made in the next one to two fiscal years (okay to include goals that are already underway and continued support is necessary to accomplish).
2. In a workload or financial crisis, this goal would be among the few that must continue to move forward.
3. Cannot be achieved without strong City Council support and Commitment.
4. Consistent with the City's core duties and mission.
5. Consistent with long-standing community goals plans and policies.
6. Expressed as a major interest/ concern within the Community
7. A core Guadalupe responsibility (While other partners may be needed, no other entity can really initiate or assume responsibility).
8. Tied to other already approved major goals , programs, or projects
9. Clearly, stated and "doable" (can be translated into the objectives to be carried out by employees of the organization).
10. Has the potential to leverage outside resources and/ or increase community resources in the future.