

**Fiscal Years (FYs)  
2019-2021**



**C U D A H Y**

**TWO-YEAR  
STRATEGIC PLAN**



**MULHOLLAND  
CONSULTING GROUP**

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# CITY OF CUDAHY

**1.18 SQ-MI**

## LAND AREA

It is located in Southern California approximately 10 miles away from downtown LA with a population of 23,805 residents. [1]

**96%**

## LATINO/HISPANIC

The median age of residents in Cudahy is 27.

**\$39,804**

## MEDIAN HOUSEHOLD INCOME (2017)

The City has a median home sales price of \$594,200. [2]

**1,226**

## TOTAL NUMBER OF BUSINESSES (2012)

1,097 of these firms are minority-owned. [3]

# EXECUTIVE SUMMARY

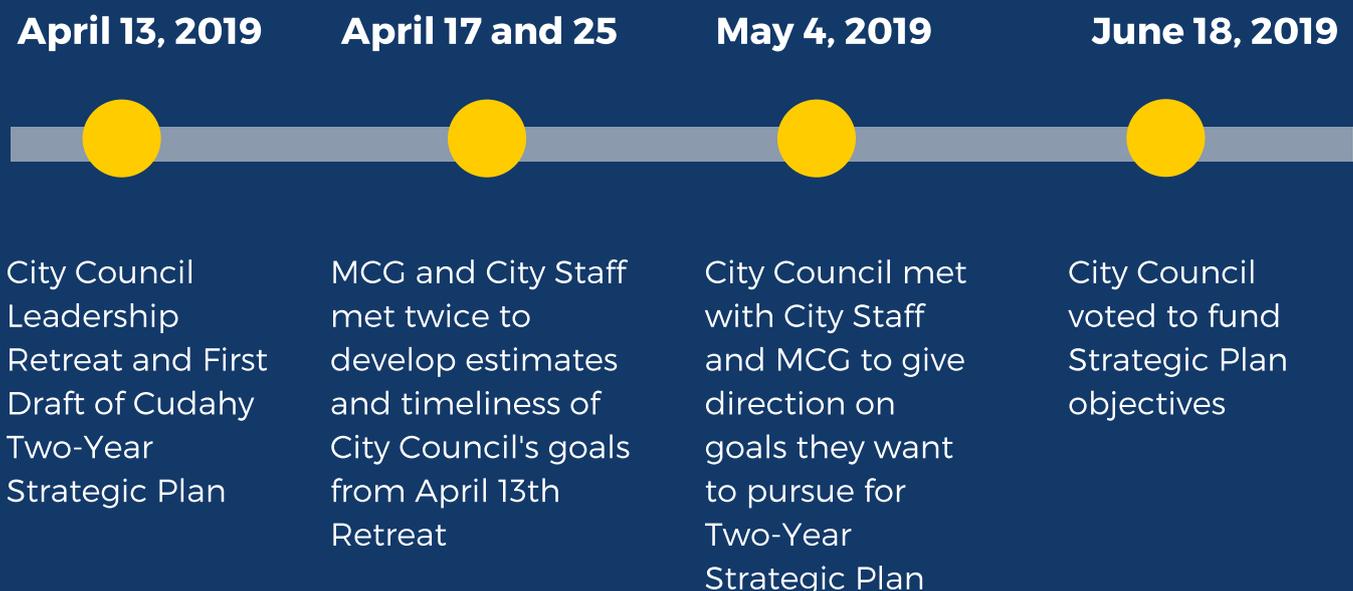
In April 2019, the City of Cudahy retained the Mulholland Consulting Group (MCG) to help the City Council develop a Two-Year Strategic Plan (FYs 2019-2021). In addition to the Strategic Plan, MCG facilitated a leadership and team-building retreat with the City Manager and City Council to help them focus on each person's strengths, as well as generate goals and objectives for the Draft Two-Year Strategic Plan.

The City Council adopted a longer version of this document on June 18, 2019 (with the exception of the Economic Development Section, pending City Council Economic Development Ad-Hoc Committee working sessions), which can be found in the Appendix.

The Cudahy Strategic Planning Team:

- Jose R. Gonzalez, Mayor
- Elizabeth Alcantar, Vice Mayor
- Blanca Lozoya, Councilwoman
- Chris Garcia, Councilman
- Jack M. Guerrero, Councilman
- Jose Pulido, City Manager & City Staff
- Dr. Santor Nishizaki, CEO, Mullholand Consulting Group

## TIMELINE OF EVENTS



# MAJOR MILESTONES

The following are estimated milestones and can depend on City Staff workflow.





## AREAS OF FOCUS

The Two-Year Strategic Plan is comprised of **five sections**:

- **Outreach**
- **Community Services**
- **Infrastructure**
- **Budgeting**
- **Economic Development**

These categories were developed by a prior consulting company for a previous strategic plan that was not finalized by the previous City Council and included survey results from residents and City Councilmembers of the types of changes they would like to see in the community.

The City Council thought the unfinalized former strategic plan would serve as a blueprint to develop a new Two-Year Strategic Plan.



# OUTREACH

# OUTREACH OBJECTIVES

The City determined that hiring a Marketing/Communications Consultant would help ensure that the community's voice was heard and bring new business ventures and investments to the City.

10

## Social Media Advertisements

Allocate a budget and implement.

60

## Video Streaming Services

Record Council Meetings and upload on YouTube.

20

## Secure a Volunteer

Conduct public education on *One Magazine*.

70

## TV Updates

*(like gas stations)*

Add to the responsibilities of Marketing/Comm. Consultant.

30

## Text Message Promotions

Add to the responsibilities of Marketing/Comm. Consultant.

80

## Communication Strategy

Hire someone experienced to create one that is cost-feasible.

40

## Email List

Provide sign-in sheets at public events to send *One Magazine* electronically.

90

## Hire Consultant

Have the Marketing/Communications Consultant provide an analysis and implement strategic plan objectives.

50

## Promotion

Engage commissioners to promote *One Magazine* in-person and online.

100

## Hire Coordinator

Have the Marketing/Communications Coordinator execute day-to-day tasks in Year Two.

# THE BOTTOM LINE

**\$120K**

**Funded in  
FYs 2019-2020  
City Budget**

**\$210K**

**Potential Total Cost  
for Two Fiscal Years  
(FYs 2019-2021)**

**3-4 mos.**

**Hire Marketing/  
Communications  
Consultant**



# COMMUNITY SERVICES



# COMMUNITY SERVICES OBJECTIVES

The City Council prioritized the following eight objectives to be implemented within this Two-Year Strategic Plan and would be carried out by the Marketing/Communications Consultant funded in the Outreach Section:

1CS

## Taxes

Launch free income taxes preparation initiative.

6CS

## Neighborhood Watch

Promote the schedule meeting times.

2CS

## Financial Workshops

Promote one financial literacy workshop per Quarter.

7CS

## Education Support

Promote adult ESL classes and identify additional education supports for single-headed households.

3CS

## Support Students

Promote financial aid and financing workshops.

8CS

## Resources

Promote resources that can help the community develop personally.

4CS

## Tech Academy

Promote within the next calendar year.

9CS

## Cudahy Residents

Create literacy promotion events relevant to the community.

5CS

## STEAM

Promote Science, Technology, Engineering, Art, Math after-school programs.

10CS

## Youth Programs

Sponsorship by local businesses.

# COMMUNITY SERVICES OBJECTIVES (CONT.)

**11CS**

## Engagement

Increase constituent participation.

**16CS**

## Youth Excursions

Add additional youth excursions (NBA, etc.) in time for summer based on resident survey results.

**12CS**

## Survey Residents

Discover what services the community wishes to obtain.

**17CS**

## Art Expansion

Establish Public Art Commission, expand art exhibits in public spaces, and support local talent to create public murals.

**13CS**

## Satisfaction

Survey citizens and publish on the Cudahy website.

**19CS**

## 2020 Census

Create and implement Census Awareness Campaign (approved budget of \$15,000).

**14CS**

## Council Meetings

Upload previous two years of meetings on YouTube.

**20CS**

## Adult Sports Programs

Have third-party companies continue to operate adult leagues.

**15CS**

## YMCA Master Youth Sports

Promote and share YMCA's plan with Cudahy residents.

# THE BOTTOM LINE

**\$0**

**Costs covered in the  
“Outreach” Section of  
the Strategic Plan**

**No financial  
impact for  
FYs 2019-2020  
City Budget**

**6-12 mos.**

**Hire Marketing/  
Communications  
Coordinator  
(If approved in mid-year  
budget review)**



# INFRASTRUCTURE



# INFRASTRUCTURE OBJECTIVES

Infrastructure is a key component of the City's operations. Therefore, the City Council prioritized the the following eight objectives to be implemented within this Two-Year Strategic Plan:

11

## Civic Center Master Plan

Complete the plan with City Staff's recommendation of hiring a project manager/consultant.

21

## Public Safety

Explore subsidizing public safety with the City of Maywood for cost savings.

31

## Restroom Renovation

Enhance existing public infrastructure by renovating parks (i.e., Bathroom roof repair and new gym floor).

41

## Economic Development

City Council Economic Development Ad Hoc Committee launched in September 2019 to examine potential partnerships for City revenue.

51

## Lighting Technology

Explore revenue-generating opportunities to have telecommunication companies install equipment on lighting poles for 5G.

61

## Road Safety

Provide a people-centric bicycle and pedestrian safety analysis/report (Master Plan).

71

## Cudahy Live!

Increase civic engagement by live-streaming City Council and Commission Meetings.

81

## Virtual City Hall

Increase transparency and streamline website service capabilities through an EdgeSoft contract.

# THE BOTTOM LINE

**\$354,650**

**Potential Total Cost  
for Two Fiscal Years  
(FYs 2019-2021)**

**\$151,950**

**Virtual City Hall +  
Livestream  
(included in  
FYs 2019-2020  
City Budget)**

**6-8 mos.**

**Virtual City Hall  
Live with trained  
City Staff**

# BUDGETING



# BUDGETING OBJECTIVES

Having a balanced budget is a critical responsibility for a city and Cudahy's City Council prioritized the following six objectives to be implemented within this Two-Year Strategic Plan:

**1B**

## Balanced Budget

Pass a balanced budget on time.

**2B**

## Investments

Get a higher return on investments. (City Staff will review annually)

**3B**

## Contracts

Provide copy of the top 10 current contracts highest dollar amounts.

**4B**

## Business License

Cut business license fees to align with market.

**5B**

## Parcel Tax

Produce a renter's protection legal and financial analysis to show the citizens how much a parcel tax raise would increase their rent.

**6B**

## Procurement/RFP Support

Hire two part-time administrative assistants to create and manage RFPs and purchasing as needed.

# THE BOTTOM LINE

**\$23.4K**

Fund one purchasing  
administrative assistant  
(included in  
FYs 2019-2020 Budget)

**\$120K**

Potential Total Cost  
for Two Fiscal Years  
(FYs 2019-2021)

**6-12 mos.**

Hire one purchasing  
administrative  
assistant

# TOTAL POTENTIAL FINANCIAL IMPACT

APPROVED BUDGET

# \$295,350.00

Total Budget Impact for FYs 2019-2020

COST

# \$481,950.00

Total Potential Cost for FYs 2019-2020

COST

# \$684,650.00

Total Potential Two-Year Plan Cost (FYs 2019-2021)

EXPENSES

# APPENDIX

## References

- Images obtained by the City of Cudahy website and official Facebook photo albums.
- [Page 3, #1] <https://www.census.gov/quickfacts/cudahycitycalifornia>
- [Page 3, #2] <http://www.cityofcudahy.com/community-profile.html>
- [Page 3, #3] <https://www.census.gov/quickfacts/cudahycitycalifornia>

## Exhibits

- A. Agenda for City Council Meeting on June 18, 2019.
- B. Minutes for City Council Meeting on June 18, 2019.
- C. Draft Document of the Strategic Plan Summary Report with City Council Direction.

Jose R. Gonzalez, Mayor  
Elizabeth Alcantar, Vice Mayor  
Chris Garcia, Council Member  
Jack M. Guerrero, Council Member  
Blanca Lozoya, Council Member



CUDAHY CITY  
COUNCIL CHAMBERS  
5240 Santa Ana Street  
Cudahy, CA 90201  
Phone: (323) 773-5143  
Fax: (323) 771-2072

**REMOTE TELECONFERENCE**

**LOCATION:**  
Bedwell Hall  
5240 Santa Ana Street  
Cudahy, CA 90201

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## AGENDA

**A REGULAR MEETING  
OF THE CUDAHY CITY COUNCIL  
and JOINT MEETING of the  
CITY OF CUDAHY AS SUCCESSOR AGENCY and HOUSING SUCCESSOR AGENCY  
TO THE CUDAHY DEVELOPMENT COMMISSION  
Tuesday, June 18, 2019 – 6:30 P.M.**

Written materials distributed to the City Council within 72 hours of the City Council meeting shall be available for public inspection in the City Clerk's Office at City Hall located at 5220 Santa Ana Street, Cudahy, CA 90201.

*In compliance with the Americans with Disabilities Act (ADA) if you need special assistance to participate in this meeting, you should contact the City Clerk's Office at (323) 773-5143 at least 72 hours in advance of the meeting.*

### Rules of Decorum

*"Members of the Public are advised that all **PAGERS, CELLULAR TELEPHONES** and any **OTHER COMMUNICATION DEVICES** are to be **turned off** upon entering the City Council Chambers." If you need to have a discussion with someone in the audience, kindly step out into the lobby.*

Under the Government Code, the City Council may regulate disruptive behavior that impedes the City Council Meeting.

Disruptive conduct may include, but is not limited to:

- Screaming or yelling during another audience member's public comments period;
- Profane language directed at individuals in the meeting room;
- Throwing objects at other individuals in the meeting room;
- Physical or verbal altercations with other individuals in the meeting room; and
- Going beyond the allotted two-minute public comment period granted.

When a person's or group's conduct disrupts the meeting, the Mayor or presiding officer will request that the person or group stop the disruptive behavior, and WARN the person or group that they will be asked to leave the meeting room if the behavior continues.

If the person or group refuses to stop the disruptive behavior, the Mayor or presiding officer may order the person or group to leave the meeting room, and may request that those persons be escorted from the meeting room. Any person who, without authority of law, willfully disturbs or breaks up a City Council meeting is guilty of a misdemeanor. (Pen. Code, § 403.)

It should also be noted that any person who WILLFULLY disturbs or breaks up the City Council meeting may be arrested for a misdemeanor offense. (Penal Code, § 403.)

**1. CALL TO ORDER**

**2. ROLL CALL**

Council / Agency Member Garcia  
Council / Agency Member Guerrero  
Council / Agency Member Lozoya  
Vice Mayor / Vice Chair Alcantar  
Mayor / Chair Gonzalez

**3. PLEDGE OF ALLEGIANCE**

**4. PRESENTATIONS**

- A. County of Los Angeles Fire Department (LACOFD)
- B. Contract Cities Executive Director Marcel Rodarte

**5. PUBLIC COMMENTS**

(Each member of the public may submit one comment card if he or she wishes to address the City Council. Only speakers that submit a comment card within the first 20 minutes of the meeting will be permitted to speak for two (2) minutes concerning items under the City Council's jurisdiction, including items on the agenda and closed session items.)

(Any person who, without authority of law, willfully disturbs or breaks up a City Council meeting is guilty of a misdemeanor. (Pen. Code, § 403).)

**6. CITY COUNCIL COMMENTS / REQUESTS FOR AGENDA ITEMS** (Each Council Member is limited to three minutes.)

(This is the time for the City Council / Agency to comment on any topics related to "City Business," including announcements, reflections on city / regional events, response to public comments, suggested discussion topics for future council meetings, general concerns about particular city matters, questions to the staff, and directives to the staff (subject to approval / consent of the City Council majority members present, regarding staff directives). Each Council / Agency Member will be allowed to speak for a period not to exceed three (3) minutes. Notwithstanding the foregoing, the City Council Members shall not use this comment period for serial discussions or debate between

members on City business matters not properly agendized. The City Attorney shall be responsible for regulating this aspect of the proceeding.)

7. CITY MANAGER REPORT (information only)

8. REPORTS REGARDING AD HOC, ADVISORY, STANDING, OR OTHER COMMITTEE MEETINGS

9. WAIVER OF FULL READING OF RESOLUTIONS AND ORDINANCES

(Consideration to waive full text reading of all Resolutions and Ordinances by single motion made at the start of each meeting, subject to the ability of the City Council / Agency to read the full text of selected resolutions and ordinances when the item is addressed by subsequent motion.)

(COUNCIL / AGENCY)

**Recommendation:** Approve the Waiver of Full Reading of Resolutions and Ordinances.

10. CONSENT CALENDAR

(Items under the Consent Calendar are considered routine and will be enacted by one motion. There will be no separate discussion of these items unless a Council / Agency Member so requests, in which event the item will be removed from the Consent Calendar and considered separately.)

A. Approval of the Local Agency Investment Fund (LAIF) for the Month of April 2019 *(page 9)*

*Presented by Finance Director*

**Recommendation:** The City Council is requested to approve the Local Agency Investment Fund (LAIF) Report for the month of April 2019 in the amount of \$3,984,107.03.

B. Approval of the City Demands and Payroll Including Cash and Investment Report for the Month of April 2019 *(page 13)*

*Presented by Finance Director*

**Recommendation:** The City Council is requested to approve the Demands and Payroll in the amount of \$901,401.72 including Cash and Investment Report by Fund for the month of April 2019.

C. Consideration to Review and Approve the Draft Minutes of June 4, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission *(page 31)*

Presented by Assistant City Clerk

**Recommendation:** The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for June 4, 2019.

- D. Adoption of a Proposed Resolution No. 19-15, Extending the Continuation of a Citywide Program to Allow Permitted Overnight On-Street Parking in Designated Parking Areas between July 1, 2019 to June 30, 2020 (Fiscal Year (FY) 2019-20) *(page 39)*

Presented by City Manager

**Recommendation:** The City Council is requested to review and approve proposed Resolution No. 19-15, extending the continuation of a Citywide overnight parking program (the "Parking Program") that allows permitted overnight on-street parking in designated parking areas for the period between July 1, 2019 to June 30, 2020 (Fiscal Year (FY) 2019-20).

- E. Adoption of Resolution No. 19-16 Approving the Street Lighting Assessment Report for Fiscal Year (FY) 2019-20 and Declaring the Intention of the City Council to Hold a Public Hearing and Levy the Annual Assessment to Maintain the City of Cudahy Street Lighting District *(page 47)*

Presented by Assistant City Engineer

**Recommendation:** The City Council is requested to:

1. Adopt Resolution No. 19-16, approving the Street Lighting Assessment Report for Fiscal Year (FY) 2019-20; and
  2. Declare the intention of the City Council to hold a Public Hearing and levy the annual assessment to maintain the City of Cudahy Street Lighting District and direct staff to publish the Resolution and Notice of Public Hearing for the July 16, 2019 City Council meeting.
- F. Request to Approve the Second Amendment to the CDBG Program Subrecipient Agreement with Human Services Association (HSA) for A Case Manager for Senior Services for Fiscal Year (FY) 2019-20 *(page 99)*

Presented by Parks and Recreation Coordinator

**Recommendation:** The City Council is requested to approve the Second Amendment to the CDBG Program Subrecipient (Agreement) between the City of Cudahy

(City) and Human Services Association (HSA) for a Care Manager for senior services during Fiscal Year (FY) 2019-20.

## 11. PUBLIC HEARING

- A. Public Hearing Regarding Increased Fees for the Handling of Solid Waste and Recyclable Materials for Residential and Commercial Properties within the City and Adoption of proposed Resolution No. 19-17 levying fees for the handling of solid waste and recyclable materials (*page 121*)

Presented by Finance Director

**Recommendation:** The City Council is requested to:

1. Receive and file request from Republic Services to increase fees for the handling of solid waste and recyclable materials against residential properties by 2.69% or \$0.55 per dwelling unit per month to \$21.03 per month and commercial/industrial customers within the City by 2.98% to be applied to commercial and roll-off service rates; and
2. Adopt proposed Resolution No. 19-17 levying fees for the handling of solid waste and recyclable materials, also known as rubbish collection charge, against residential properties within the City.

## 12. BUSINESS SESSION

- A. Adoption of Resolution No. 19-18 Approving Proposed Fiscal Year (FY) 2019-20 City of Cudahy Budget (City Budget) and Receive and Review the Summary Report for the Draft Two-Year Strategic Plan (FYs 2019-20 and FY 2020-21) (*page 147*)

Presented by Finance Director

**Recommendation:** The City Council is requested to:

1. Adopt Resolution No. 19-18 (Attachment "A"), a Resolution adopting the Proposed FY 2019-20 City Budget; and
2. Review the Summary Report for the Draft Two-Year Strategic Plan (FYs 2019-20 and FY 2020-21). [Two-Year Strategic Plan], and receive a presentation by Mulholland Consulting Group highlighting the Draft Two-Year Strategic Plan's progress report.

- B. Adoption of Resolution Nos. 19-19, 19-20, and HSA 19-01, Approving the Transfer of City Property to the Cudahy Housing Successor Agency and Approving the Authority of the City Manager/Executive Director to Execute Related Agreements (*page 279*)

Presented by City Attorney's Office

**Recommendation:** The City Council is requested to:

1. Adopt Proposed Resolution No. 19-19 approving the requested amendment to the FY 2018-19 City Budget increasing expenditures by \$180,000 for the Housing Successor Agency Fund; and
2. Adopt Proposed Resolution No. 19-20 approving the transfer of certain City properties described and set forth in the body of this staff report and authorizing the City Manager to execute related agreements and to take related actions; and

**City Council acting as Housing Successor Agency Board:**

3. Adopt Proposed Resolution No. HSA 19-01 approving the transfer and acceptance of certain City properties described and set forth in the body of this staff report and authorizing the Executive Director of the Housing Successor Agency to execute related agreements and to take related actions.

**13. COUNCIL DISCUSSION**

A. Council Member Guerrero

- i. Relationship Status between the City of Cudahy and California Contract Cities
- ii. Residential Red Designated Curb Demarcation

B. Mayor Gonzalez

- i. Creation of an Ad Hoc Contract Review Committee

**RECESS TO CLOSED SESSION**

This is the time at which the City Council will meet in closed session to go over items of business on the closed session agenda. It should be noted that Councilman Guerrero will be participating from Bedwell Hall via teleconference. At this time, all persons other than Councilman Guerrero and City

personnel authorized by either the City Manager or the City Attorney will not be allowed to remain in Bedwell Hall. Once closed session is completed and the City Council returns from closed session into open session, members of the public may then reenter the Council Chamber to rejoin the proceedings.

**14. CLOSED SESSION**

- A. Closed Session Pursuant to Government Code Section 54957 – Public Employee Performance Evaluation  
Title of Employee: City Manager
- B. Closed Session Pursuant to Government Code Section 54956.9(d)(4) – Conference with Legal Counsel to Discuss a Matter Involving Possible Initiation of Litigation – [One (1) Matter]

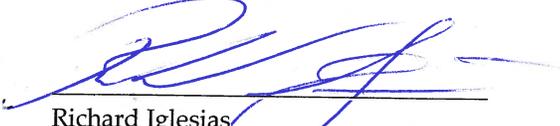
**RECONVENE TO OPEN SESSION**

**15. CLOSED SESSION ANNOUNCEMENT**

**16. ADJOURNMENT**

I, Richard Iglesias, hereby certify under penalty of perjury under the laws of the State of California that the foregoing agenda was posted at Cudahy City Hall, Bedwell Hall, Clara Park, Lugo Park, and the City's Website not less than 72 hours prior to the meeting. A copy of said Agenda is on file in the City Clerk's Office.

Dated this 14<sup>th</sup> day of June 2019

  
Richard Iglesias  
Assistant City Clerk

## MINUTES

### CUDAHY CITY COUNCIL REGUAR MEETING and CITY OF CUDAHY AS SUCCESSOR AGENCY and HOUSING SUCCESSOR AGENCY TO THE CUDAHY DEVELOPMENT COMMISSION JOINT MEETING

JUNE 18, 2019 6:30 P.M.

#### 1. CALL TO ORDER

Mayor / Chair Gonzalez called the meeting to order at 6:35 p.m.

#### 2. ROLL CALL

PRESENT: Council / Agency Member Garcia (arrived at 7:36 p.m.)  
Council / Agency Member Guerrero  
Council / Agency Member Lozoya  
Vice Mayor / Vice Chair Alcantar  
Mayor / Chair Gonzalez

ABSENT: None

ALSO PRESENT: City Manager Jose E. Pulido, Deputy Attorney Martin De Los Angeles, Assistant City Engineer, Aaron Hernandez-Torres, Finance Director Steven Dobrenen, and Junior Deputy City Clerk, Andres Rangel.

#### 3. PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Vice Mayor Alcantar.

#### 4. PRESENTATIONS

##### A. County of Los Angeles Fire Department (LACOFD)

A presentation made by a representative of LACOFD asking for a partnership with the City to co-host CERT educational workshops.

##### B. Contract Cities Executive Director Marcel Rodarte

A presentation made by the Executive Director highlighting the achievements Contract Cities have made as an organization.

#### 5. PUBLIC COMMENTS

Miranda Munguia, asked Council to mandate staff to send public hearing notices to renters as well, not just the landlords, as renters should be made aware of things that highly affect them.

Pamela Munguia, asked Council to bring back public comment time to three minutes. She spoke against the Overnight Parking Program, arguing the City is much dirtier because of the excess vehicles parked outside City streets. She further spoke against the City's agreement with Republic Services, as well as spoke against the City Manager's Contract. She asked Council to

pay crossing guards a livable wage, and concluded her comments by speaking against item 12B as well as the City Manager.

Jack Guerrero, asked Council to bring back public comment time back to three minutes. He asked Council to stay away from revisiting tax measures, arguing the state of California already heavily taxes Cudahy residents. He concluded his comments by reminding Council government is here to serve the people, not the other way around.

Patricia Covarrubias, spoke against rate increases Republic Services is proposing. She went on to ask Council to allocate crossing guards on the upcoming fiscal year budget. She went on to speak against the City Manager for making too much money and allegedly having too much power.

Gustavo Mendez, announced the prior Neighborhood Watch Meeting, highlighting the high turnout and resident interest with the CERT program. He summarized the events from the prior Planning Commission, suggesting there should be more educational workshops regarding the City's upcoming development projects.

## **6. CITY COUNCIL COMMENTS**

Council Member Guerrero, asked Council to bring back public comment time back to three minutes. He asked Council to stay away from revisiting tax measures, asking Council to consider Cudahy is a working class community, as well as reminding residents the state of California already heavily taxes Cudahy residents. He concluded his comments by asking Council to consider City residents' quality of life when enacting future policy.

Vice Mayor Alcantar, highlighted her numerous recent meetings with City residents as well as City staff, particularly in regards to the City's homeless count. She noted the spike in the number of people experiencing homelessness in the City, highlighting it is a bigger issue that is not unique to Cudahy. She noted there was a pedestrian casualty on Clara Street, reminding residents to drive safely and respect speed limits. She also asked the City to develop responsibly, and promote projects that ensure rent protections.

Mayor Gonzalez, announced to residents about the recent budget meetings with City staff. He noted there needs to be a steady source of revenue in order to maintain and develop projects that residents want. He explained the importance of R3 Consulting, highlighting the auditing firm is important ensuring the City is compliant with mandatory recycling policies. He concluded his comments by announcing the City's commitment to developing a "gas up" campaign, which will bring in more revenue for the City.

## **7. CITY MANAGER REPORT (information only)**

## **8. REPORTS REGARDING AD HOC, ADVISORY, STANDING OR OTHER COMMITTEE MEETINGS – NONE**

## **9. WAIVER OF FULL READING OF RESOLUTIONS AND ORDINANCES**

**Recommendation:** Approve the Waiver of Full Reading of Resolutions and Ordinances.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Mayor Gonzalez to waive full text reading of all Resolutions and Ordinances by single motion. The motion carried (2-2-0) by the following roll call vote.

AYES: Alcantar, Gonzalez  
NOES: Guerrero, Lozoya  
ABSENT: None  
ABSTAIN: Garcia

**COUNCIL MEMBER GARCIA ARRIVED 7:36 P.M.**

**10. CONSENT CALENDAR** (Items 10A, 10B, 10D, and 10F were pulled by Council Member Guerrero.)

**A.** Approval of the Local Agency Investment Fund (LAIF) for the Month of April 2019

Presented by the Finance Director

The City Council is requested to approve the Local Agency Investment Fund (LAIF) Report for the month of April 2019 in the amount of \$3,984,107.03.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Council Member Lozoya to approve the Local Agency Investment Fund (LAIF) Report for the month of April 2019 in the amount of \$3,984,107.03. The motion carried (4-1-0) by the following roll call vote.

AYES: Garcia, Lozoya, Alcantar, and Gonzalez  
NOES: Guerrero  
ABSENT: None  
ABSTAIN: None

**B.** Approval of the City Demands and Payroll Including Cash and Investment Report for the Month of April 2019

Presented by the Finance Director

The City Council is requested to approve the Demands and Payroll in the amount of \$901,401.72 including Cash and Investment Report by Fund for the month of April 2019.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Council Member Lozoya to approve the Demands and Payroll in the amount of \$901,401.72 including Cash and Investment Report by Fund for the month of April 2019. The motion carried (4-1-0) by the following roll call vote.

AYES: Garcia, Lozoya, Alcantar, and Gonzalez  
NOES: Guerrero  
ABSENT: None  
ABSTAIN: None

**C.** Consideration to Review and Approve the Draft Minutes of June 4, 2019, for the Regular Meeting of the City Council and the Joint Meeting of the City of Cudahy as Successor Agency and Housing Successor Agency to the Cudahy Development Commission

Presented by the Assistant City Clerk

The City Council is requested to review and approve the City Council / Successor Agency Draft Minutes for June 4, 2019.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Mayor Gonzalez to approve the City Council / Successor Agency Draft Minutes for June 4, 2019. The motion carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez  
NOES: None  
ABSENT: None  
ABSTAIN: None

**D.** Adoption of a Proposed Resolution No. 19-15, Extending the Continuation of a Citywide Program to Allow Permitted Overnight On-Street Parking in Designated Parking Areas between July 1, 2019 to June 30, 2020 (Fiscal Year (FY) 2019-20)

Presented by the City Manager

The City Council is requested to review and approve proposed Resolution No. 19-15, extending the continuation of a Citywide overnight parking program (the "Parking Program") that allows permitted overnight on-street parking in designated parking areas for the period between July 1, 2019 to June 30, 2020 (Fiscal Year (FY) 2019-20).

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Council Member Guerrero to review and approve proposed Resolution No. 19-15, extending the continuation of a Citywide overnight parking program (the "Parking Program") that allows permitted overnight on-street parking in designated parking areas for the period between July 1, 2019 to June 30, 2020 (Fiscal Year (FY) 2019-20). The motion carried (3-1-0) by the following roll call vote.

AYES: Garcia, Alcantar, and Gonzalez  
NOES: None  
ABSENT: None  
ABSTAIN: Guerrero and Lozoya

**E.** Adoption of Resolution No. 19-16 Approving the Street Lighting Assessment Report for Fiscal Year (FY) 2019-20 and Declaring the Intention of the City Council to Hold a Public Hearing and Levy the Annual Assessment to Maintain the City of Cudahy Street Lighting District

Presented by the Assistant City Engineer

The City Council is requested to:

1. Adopt Resolution No. 19-16, approving the Street Lighting Assessment Report for Fiscal Year (FY) 2019-20; and
2. Declare the intention of the City Council to hold a Public Hearing and levy the annual assessment to maintain the City of Cudahy Street Lighting District and direct staff to publish the Resolution and Notice of Public Hearing for the July 16, 2019 City Council meeting.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Council Member Guerrero to adopt Resolution No. 19-16 Approving the Street Lighting Assessment Report for Fiscal Year (FY) 2019-20 and Declaring the Intention of the City Council to Hold a Public Hearing and Levy the Annual Assessment to Maintain the City of Cudahy Street Lighting District. The motion

carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez  
NOES: None  
ABSENT: None  
ABSTAIN: None

**F.** Request to Approve the Second Amendment to the CDBG Program Subrecipient Agreement with Human Services Association (HSA) for A Case Manager for Senior Services for Fiscal Year (FY) 2019-20

Presented by the Parks and Recreation Coordinator

The City Council is requested to approve the Second Amendment to the CDBG Program Subrecipient (Agreement) between the City of Cudahy (City) and Human Services Association (HSA) for a Care Manager for senior services during Fiscal Year (FY) 2019-20.

**Motion:** It was moved by Vice Mayor Alcantar, and seconded by Mayor Gonzalez to approve the Second Amendment to the CDBG Program Subrecipient (Agreement) between the City of Cudahy (City) and Human Services Association (HSA) for a Care Manager for senior services during Fiscal Year (FY) 2019-20. The motion carried (5-0-0) by the following roll call vote.

AYES: Garcia, Guerrero, Lozoya, Alcantar, and Gonzalez  
NOES: None  
ABSENT: None  
ABSTAIN: None

## **11. PUBLIC HEARING**

**A.** Public Hearing Regarding Increased Fees for the Handling of Solid Waste and Recyclable Materials for Residential and Commercial Properties within the City and Adoption of proposed Resolution No. 19-17 levying fees for the handling of solid waste and recyclable materials

Presented by the Finance Director

The City Council is requested to:

1. Receive and file request from Republic Services to increase fees for the handling of solid waste and recyclable materials against residential properties by 2.69% or \$0.55 per dwelling unit per month to \$21.03 per month and commercial/industrial customers within the City by 2.98% to be applied to commercial and roll-off service rates; and
2. Adopt proposed Resolution No. 19-17 levying fees for the handling of solid waste and recyclable materials, also known as rubbish collection charge, against residential properties within the City.

## **MAYOR GONZALEZ OPENED THE FLOOR FOR PUBLIC COMMENT AT 8:20 P.M.**

Pamela Munguia, spoke against item 11A, and urging Vice Mayor Alcantar to vote no on this issue.

Patricia Covarrubias, spoke against item 11A, reminding the Mayor the City Manager should reduce his salary before rates increase.

Miranda Munguia, spoke against item 11A reminding Council City residents overwhelmingly carry the burden with the passing of this item.

Stephany Beltran, spoke against item 11A asking the Council if there will be an increase in services with the rate increases.

## **MAYOR GONZALEZ CLOSED THE FLOOR FOR PUBLIC COMMENT AT 8:24 P.M.**

**Motion:** It was motioned by Mayor Gonzalez and seconded by Vice Mayor Alcantar to receive and file request from Republic Services to increase fees for the handling of solid waste and recyclable materials against residential properties by 2.69% or \$0.55 per dwelling unit per month to \$21.03 per month and commercial/industrial customers within the City by 2.98% to be applied to commercial and roll-off service rates and adopt proposed Resolution No. 19-17 levying fees for the handling of solid waste and recyclable materials, also known as rubbish collection charge, against residential properties within the City. The motion carried (3-2-0) by the following roll call vote.

AYES: Garcia, Alcantar, and Gonzalez  
NOES: Guerrero and Lozoya  
ABSENT: None  
ABSTAIN: None

## **12. BUSINESS SESSION**

- A.** Adoption of Resolution No. 19-18 Approving Proposed Fiscal Year (FY) 2019-20 City of Cudahy Budget (City Budget) and Receive and Review the Summary Report for the Draft Two-Year Strategic Plan (FYs 2019-20 and FY 2020-21)

Presented by the Finance Director

The City Council is requested to:

1. Adopt Resolution No. 19-18 (Attachment "A"), a Resolution adopting the Proposed FY 2019-20 City Budget: and
2. Review the Summary Report for the Draft Two-Year Strategic Plan (FYs 2019-20 and FY 2020-21).[Two-Year Strategic Plan], and receive a presentation by Mulholland Consulting Group highlighting the Draft Two-Year Strategic Plan's progress report.

**Motion:** It was motioned by Mayor Gonzalez and seconded by Vice Mayor Alcantar to adopt Resolution No. 19-18 (Attachment "A"), a Resolution adopting the Proposed FY 2019-20 City Budget and review the Summary Report for the Draft Two-Year Strategic Plan (FYs 2019-20 and FY 2020-21) [Two-Year Strategic Plan], and receive a presentation by Mulholland Consulting Group highlighting the Draft Two-Year Strategic Plan's progress report. The motion carried (3-2-0) by the following roll call vote.

AYES: Garcia, Alcantar, and Gonzalez  
NOES: Guerrero and Lozoya

ABSENT: None  
ABSTAIN: None

**B. Adoption of Resolution Nos. 19-19, 19-20, and HSA 19-01, Approving the Transfer of City Property to the Cudahy Housing Successor Agency and Approving the Authority of the City Manager/Executive Director to Execute Related Agreements**

Presented by the City Attorney's Office

The City Council is requested to:

1. Adopt Proposed Resolution No. 19-19 approving the requested amendment to the FY 2018-19 City Budget increasing expenditures by \$180,000 for the Housing Successor Agency Fund; and
2. Adopt Proposed Resolution No. 19-20 approving the transfer of certain City properties described and set forth in the body of this staff report and authorizing the City Manager to execute related agreements and to take related actions; and

City Council acting as Housing Successor Agency Board:

3. Adopt Proposed Resolution No. HSA 19-01 approving the transfer and acceptance of certain City properties described and set forth in the body of this staff report and authorizing the Executive Director of the Housing Successor Agency to execute related agreements and to take related actions.

**Motion:** It was motioned by Vice Mayor Alcantar and seconded by Mayor Gonzalez to adopt Proposed Resolution No. 19-19 approving the requested amendment to the FY 2018-19 City Budget increasing expenditures by \$180,000 for the Housing Successor Agency Fund and adopt Proposed Resolution No. 19-20 approving the transfer of certain City properties described and set forth in the body of this staff report and authorizing the City Manager to execute related agreements and to take related actions. The motion carried (3-2-0) by the following roll call vote.

AYES: Garcia, Alcantar, and Gonzalez  
NOES: Guerrero and Lozoya  
ABSENT: None  
ABSTAIN: None

**Motion:** It was motioned by Vice Chairperson Alcantar and seconded by Chair Gonzalez to adopt Proposed Resolution No. HSA 19-01 approving the transfer and acceptance of certain City properties described and set forth in the body of this staff report and authorizing the Executive Director of the Housing Successor Agency to execute related agreements and to take related actions. The motion carried (3-2-0) by the following roll call vote.

AYES: Garcia, Alcantar, and Gonzalez  
NOES: Guerrero and Lozoya  
ABSENT: None  
ABSTAIN: None

**13. COUNCIL DISCUSSION**

A. Council Member Guerrero

- i. Residential Red Designated Curb Demarcation
- B. Mayor Gonzalez
  - i. Creation of an Ad Hoc Contract Review Committee

**RECESS TO CLOSED SESSION AT 9:50 P.M.**

**14. CLOSED SESSION**

- A. Closed Session Pursuant to Government Code Section 54957 – Public Employee Performance Evaluation  
Title of Employee: City Manager
- B. Closed Session Pursuant to Government Code Section 54956.9(d)(4) – Conference with Legal Counsel to Discuss a Matter Involving Possible Initiation of Litigation – [One (1) Matter]

**RECONVENE TO CLOSED SESSION AT 10:02 P.M.**

**15. CLOSED SESSION ANNOUNCEMENT**

Deputy City Attorney, Martin de Los Angeles announced that an update was given to the Council but no final action was taken.

**16. ADJOURNMENT**

The City Council / Agency meeting was adjourned at 10:03 p.m.

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Jose Gonzalez  
Mayor

ATTEST:

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Richard Iglesias  
Assistant City Clerk



## Overview

The Mulholland Consulting Group (MCG) was asked by the City of Cudahy to help the current City Council with their new Two-Year Strategic Plan (2019-2021). The goal of this scope is to provide the City Council and City Manager with a strengths-based leadership retreat and re-examine the previous City Council's Draft Two-Year plan to see if they wanted to carry items forward, as well as create new goals and objectives, which took place on April 13, 2019.

Please note that highlighted segments are items that are already allocated in the Fiscal Year (FY) 2019-20 Budget. Any items that have not yet been funded will be considered during the mid-year budget, and allocation will be approved if Council still sees the need to pursue unfunded items.

## Outreach

At the City Council Special Session meeting on April 13, 2019, the City Council directed MCG and the City Manager to come back with a communication plan that addresses significant challenges that currently exist in the City. For example, the "One Cudahy Magazine," a local magazine produced by the City Manager's office is informative and delivers abstract information in a visually aesthetically pleasing manner, but costs \$50,000-100,000 a year to lease and maintain the printer, with an additional annual cost of \$50,000 in magazine design and writing services for a total cost of up to \$150,000 per year.

The City Council agreed that these costs are expensive and recommended that City Staff come back with more affordable options.

After speaking with City Staff on April 17, 2019, City Staff and MCG came to the conclusion to hire a communication consultant who will create a communication analysis and help implement a new communication strategy, with an estimated cost of \$120,000. In addition, City Staff recommends to hire a communications/marketing coordinator to execute the day-to-day communication/marketing strategy, who will help solve the following objectives from the City Council 4-13-19 Special Session.

In regards to implementing a timeframe, hiring a consultant would require going to RFP, and having Council approve the lowest responsible bidder's contract with an estimated timeframe of 3-6 months upon Council direction. Hiring a communications/marketing coordinator would require City Staff to internally update its organizational chart as well as personnel classification plan to create a communications/marketing coordinator position. Given the City currently does

not have a full time Human Resources Manager, the estimated timeline to update and create the position may take 3-6 months contingent on Council prioritization of this item. Estimated timeline for posting the position and going through the hiring process may take an additional 3-6 months after the creation of the position, contingent on Council prioritization, for an estimated timeline of 12 months to recruit a communications coordinator.

Taking these steps will address the following items on the excel matrix discussed during the April 13th meeting:

- *3OP: Allocate a budget for paid advertising on social media to promote One Magazine -* Reliant on the communication consultant's analysis.
- *4OP: Secure a volunteer to conduct public education on One Magazine –* this can be part of the comm. coordinator's role.
- *5OP: Add text messaging promotions –* The communication coordinator can manage these campaigns.
- *7OP: Provide sign-in sheets at all public events –* The communication coordinator can use these sign-in sheets (with each resident's permission) to create and build an email list and send out what used to be "One Magazine" electronically and provide them with other important Cudahy updates.
- *8OP: Engage commissioners to promote One Magazine initially in-person and ultimately online –* The communication coordinator can send reminders and tag them on social media on a normal basis.
- *9OP: Bring in video streaming services for Council Meetings.* Have company archive and upload past and new videos on YouTube - The communication coordinator can oversee this process. (Streaming cost covered in 11I)
- *10OP: Put updates in TVs all over Cudahy (like gas stations) -* The communication coordinator can oversee this process.
- *11OP: Create a cost-feasible communication strategy –* By hiring a communications/marketing coordinator, Council will simply be shifting the cost of the printer (and most likely a large portion of the City Manager's time) to bringing in an experienced person to ensure that the community of Cudahy is engaged and is brought into the 21<sup>st</sup> century.
- *12OP: Hire Communication Consultant and implementation –* By hiring a communication consultant to analyze the City of Cudahy and help implement their strategy, it will alleviate time spent by other City Staff to allow them to do their normal job descriptions, as well as keep the community engaged.

· *13OP: Hire a communications/marketing coordinator* – As stated earlier, this will take a considerable load off of the other City Staff employees (City Manager, Parks & Recreation, Public Works, Assistant City Clerk, Junior Deputy City Clerk) so they can focus on doing their day-to-day jobs. This would be a cost of approximately \$90,000/year.

### **Bottom Line:**

Approximate total cost to implement a new communications/outreach plan: \$210,000 (Consultant: \$120,000+mark/comm. Coordinator: \$90,000), with an ongoing annual salary of \$90,000 (including benefits) for a marketing/communications coordinator who will be implemented in year two of the strategic plan. This does not include any additional ideas that the communications consultant may recommend or the cost it would take to exit the lease agreement for the printer. This will solve 100% of tasks (10 total) created by the City Council on April 13, 2019.

- Recommendation from May 4, 2019 City Council Special Session: Add as a budget line item for a City Council vote in June 2019; Total Cost: \$210,000 for two years for consultant & marketing/communication coordinator; 3-4 months to bring on consultant and 12 months to bring on a marketing/communication coordinator.

*Note: Council further recommended pairing an internship program with this process with the local high school and colleges in an effort to making a net-zero cost from cutting One Magazine.*

*Note: City staff has already reallocated savings from cutting current expenses to produce the ONE Cudahy Magazine, to balance the 2019-20 budget.*

Potential Cost for FY 2019-2020: \$120,000.00 over one year.

**Fund in FY 2019-2020 Budget: \$120,000.00 (Marketing/Communication Consultant)**

- **(NOTE: Plan to hire in-house communication/marketing coordinator in FY 2020-2021 based upon mid-year budget review)**

Potential Total Cost: \$210,000.00 over two years.

## **Community Services**

Per the direction of the City Council on April 13, 2019, rather than establish all of the programs that were listed in the previous City Council's unapproved 2017-2018 Strategic Plan), the City Council directed City Staff to identify and promote community services that other cities provide in close proximity to Cudahy (such as Bell, South Gate, etc.) The following items would be included in the marketing/communications coordinator scope of work:

· *2CS: Launch a successful free income taxes preparation initiative.*

- *3CS: Promote one financial literacy workshop/quarter.*
- *4CS: Promote financial aid and financing workshops to support students.*
- *5CS: Promote a tech academy that takes place in the city within the next calendar year*
- *6CS: Promote at least one/quarter workshop on immigration policy, civil rights and school attendance in the City.*
- *8CS: Promote STEAM after-school programs – Elizabeth Learning Center provides these types of programs and the marketing/communication coordinator can promote this as part of their job.*
- *9CS: Promote Neighborhood Watch schedule.*

*Note: Neighborhood Watch Program has been active quarterly since the development of this Strategic Plan. City has since dropped out of the safest cities due to public safety budget cuts of nearly \$1 million to Sheriff's contracts, losing the dedicated deputy that was instrumental to the Neighborhood Watch Program.*

- *10CS: Promote adult ESL classes and identify additional education supports for single-headed households.*
- *11CS: Promote resources for personal development.* This can be completed by the communications consultant and marketing/communication coordinator.
- *13CS: Literacy promotion event around themes that are relevant to Cudahy residents.*
- *14CS: Sponsor youth programs –* The marketing/communications coordinator can disseminate youth programs information via social media and email marketing to get local businesses to sponsor youth programs.
- *16CS: Increase constituent participation -* This can be completed by the communications consultant and marketing/communication coordinator.
- *19CS: Survey residents to find out what they want for "Community Services" via social media –* this will be done with the communications consultant and marketing/communication coordinator.
- *20CS: Citizen satisfaction surveys (separate task) and publish-* This will be done with the communications consultant and marketing/communication coordinator.
- *22CS: Upload previous two years of City Council meetings on YouTube and start doing so moving forward.*

- *23CS: Create a youth sports master plan* – This is already happening through the YMCA and would need to be communicated to the community with the help of the new communications coordinator.
- *25CS: Add additional youth excursions (NBA, etc.) in time for summer* – The community does not attend the events that have been planned in the past, which caused them to be cancelled. After finding out what the residents want for excursions (19CS), the communications specialist will communicate the excursion opportunities to the community of Cudahy as quickly and efficiently as possible.

### **Tasks outside of the Communications/Marketing Coordinator:**

- *1CS: Expand art exhibits in public spaces - includes supplies and Staff to manage this project. Council recommends to support local talent in creating public art murals. Council further recommends to create a public arts commission at priority 2. Parks and Recreation Coordinator, Victor Santiago, is already talking to public artists for murals and painting utility boxes. City Staff recommends adding one full time employee (FTE) to manage this project at a cost of \$75,000-\$100,000 per year.*
- *14CS: Sponsor youth program - City Staff mailed letters to local businesses asking for financial donations, with limited success. City Council recommended to create new opportunities to sponsor youth programs. Council further recommended to meet with Woodcraft Ranger staff in schools to promote in City's annual calendar. Doing so, would minimize competition between both organizations' sports activities. Create a youth sports master plan. New and varied excursions to give residents more options and increase excursion interest. A marketing/communication coordinator would assist with outreach efforts and ensure City residents are familiar with the City's youth programs.*
- *17CS: 2020 Census Awareness campaign - City Staff currently has \$15,000 allocated for Census Outreach. Staff further recommends to partner with non-profit organizations and local high school, Elizabeth Learning Center in order to create a more effective canvassing operation. City Staff still seeks direction in regards to the depth Council is considering tackling this item. An in-depth analysis will require a substantial investment compared to an outreach campaign.*
- *24CS: Create self-sustaining adult sports program - Have a basketball league on Sundays; Adult leagues come from the outside, (Football, Soccer, Basketball), Cost recovery should be 80/20; 1 FTE, 5-6 PTs (~cost of \$300,000/year); External costs includes requiring more custodial efforts from the City and additional maintenance costs; City recommends it is more cost efficient to have outside companies run adult leagues. City Staff further recommends that proposed community coordinator communicate with seek and expand adult league opportunities.*
- *25CS: Add additional youth excursions (NBA, etc.) in time for summer – (Background): The City currently has excursions but not enough residents sign up. It is recommended*

*to conduct an analysis on what type of excursions the residents will want. Add to surveys.* City Staff recommends that this can be solved by the communications consultant, but would take 6-12 months to get on board.

### **Bottom Line:**

Approximate total cost to implement new communications plan: \$210,000 (Consultant: \$120,000+mark/comm. Coordinator: \$90,000), with an ongoing annual salary of \$90,000 (including benefits) for a marketing/communications coordinator and will take 6-12 months to implement. This does not include any additional ideas that the communications consultant may recommend. This will solve 76% of tasks (16/21 TOTAL) created by the City Council on April 13, 2019. In addition, if the City Council would like to start a public arts commission, they would need one (1) additional FTE to manage this task at \$75,000-100,000 per year annually. Lastly, City Council wanted to have more Cudahy sports, but City Staff estimates it would cost ~\$300,000/year and recommends to advertise existing outside vendors.

Total estimated bottom-line cost: \$715,000 over two years (does not include communication consultant and communications/marketing coordinator).

Recommendation from 5-4-19 City Council Special Session:

- Add as a budget line item for a City Council vote in June 2019; Total Cost: \$210,000 for one year for marketing/communication consultant & marketing/communication coordinator; 3-4 months to bring on consultant and 6-12 months to bring on a marketing/communication coordinator. Note: Pair an internship program with this process with young people in the Cudahy community.
- What are the cost savings from cutting the One Magazine? Money has already been reallocated to balance the 2019/2020 Budget.
- Do not add a budget line item FTE for the public arts commission (\$75-100K) but put these tasks on the marketing/communication coordinator and still establish the commission. (Net Zero impact)
- Do not allocate more funding to Census Awareness Campaign – recruit local volunteers to help with this effort.
- Do not subsidize or spend any money on adult leagues.

No cost in this section (covered in Outreach)

Potential total cost: \$0 duration of two-year plan.

## Infrastructure

- 1I: Complete the Civic Center Master Plan – City Staff recommends hiring a project manager/consultant to give presentations to different taxing entities during year one and then start developing the plan in year two, based on conversations with various taxing agencies from Year 1. Estimated total cost is \$200,000 for both years.
- 3I: *Subsidize public safety with Maywood - Station* (Maywood) is not operational yet. When ready (new sheriff got rid of most of Staff and needs to backfill Staff), Mr. Pulido will sit down with Maywood City Manager and look at cost reduction strategies in 2021. City Manager met LASD command Staff and this is not an option because both Maywood is slightly above their public safety minimum deployment level and Cudahy is at the are at the bare minimum public safety deployment.
- 4I: *Enhance existing public infrastructure by renovating parks (Roof repair and new gym floor)* – City Staff upgraded LED lighting at Cudahy and Lugo parks, 144 trees were trimmed at Cudahy parks. City Staff recommends to repair the restroom roofs in the parks and install a new gym floor for a cost of \$900,000. City Manager met with Go Green Consultants and signed a commitment letter for Go Green to conduct and energy audit that includes ac, solar, re-roof of City facilities. This will save the City approximately \$800,000 on roofing repairs. However, additional funding would be needed to proceed with gym floor replacement.
- 8I: *Economic Development Strategy/Study Work Session*: The City Staff (and consultant) recommend that City Council, City Staff, and a strategic planning consultant have a 4-6-hour workshop to look at how they can generate revenue to fund Cudahy's Strategic Plan activities.
- 9I: *Focus on lighting technology: Tanko is Pico's RI who's responsible for allowing telecommunication companies put equipment on lighting poles for 5G. Need consultant to generate report on revenue generation.* City Staff came back with estimated cost of \$50K-100K cost.
- 10I: *Provide a bicycles and pedestrian safety analysis/report (people-centric) (master plan)*- Berkley can do a report for free, but would take Aaron's time that he does not currently have to oversee (working on Atlantic Blvd. redevelopment). Apply for a grant but it would take 1-3 years and \$20,000-25,000 for grant consultant. Another concern is that if Cudahy wins the grant, they would not have enough up-front cash to implement any type of project (similar to the Metro grant).
- 11I: *Electronic Infrastructure Phase 1- (Cudahy Live!, Virtual City Hall): (Description) Create a module that increases civic engagement by live streaming City Council Meetings and Commission Meetings (unlimited meetings). Archive Council videos from last five years.* City Staff found a service that would cost \$5,000/year to mount a camera in Bedwell Hall and provide streaming services. This would take roughly five hours of City Staff's time to archive old City Council meetings.

- *12I: Virtual City Hall - Increase transparency and website services capabilities/ EdgeSoft – (Description): City of South Gate piggyback (RFP contract award at a third of the cost) Software includes business licenses, building permits, code enforcement, planning, parking permits, yard sale permits, Adhoc Reports and property portal. Records are fully integrated, searchable, and accessible to both the public and City Staff. City Staff did some research and found that it would be a \$99,250 one-time setup cost with a monthly expense of \$3,975, but would streamline a lot of processes that residents have found inconvenient about Cudahy (parking permits cannot be purchased when City Hall closes).*

**Bottom Line:**

Recommendation from 5-4-19 City Council Special Session:

- Parks and Recreation repairs – new gym floor and new roofs: \$900,000 City Manager has partnered with Go Green Energy to offset costs for roofing repairs.
  - Mr. Pulido saved \$800,000 for new roofs.
  - Allocate \$100,000 in budget for new gym floor but ask local representatives or nonprofits to fund. (2:26:00) Meet with local congressman/congresswomen once or twice a year and meet once the council approves the strategic plan.
- Hiring a project manager/consultant to manage the Civic Master Plan for a cost of \$200,000 over two years.
  - Not now, but revisit during midyear budget.
- Hire a consultant to look at revenue generation for leasing city light poles to telecommunication providers, for a cost of \$50,000-\$100,000
  - Fund? No - Wait for Pico Rivera to finish their analysis.
- Hire a grant proposal writer for \$20,000-\$25,000 to develop bicycle and pedestrian path, or have UC Berkeley do the analysis for free, but hire another engineer to oversee the work.
  - Do UC Berkeley analysis and fund a part-time engineer – what’s the cost for a part-time engineer? (local intern from ELAC or Cal Poly Pomona?) Put a line item in budget for an intern engineer of \$25,000.
  - Add a line item for grant writer \$25,000 and have them look for non-reimbursable grants.
- Livestream City Council meetings for a cost of \$5,000/year.
  - \$10,000 for two years.
- Create a virtual Cudahy City Hall to help streamline business licenses, building permits, code enforcement, planning, parking permits, yard sale permits, Ad Hoc Reports and property portal for an initial start-up cost of \$99,250 and an ongoing monthly cost of \$3,975.

- Two-year cost of \$194,650. Yes, but City Staff needs to estimate how much revenue it would generate to make it as cost neutral as possible. Piggyback on South Gate's RFP.

Potential Cost for FY 2019-2020: \$301,950 over one year.

Potential total cost: \$354,650 for duration of two-year plan.

Fund in FY 2019-2020 Budget: \$151,950 (Virtual City Hall + Livestream)

## Budgeting

- *2B: Pass a balanced budget on time* – Budget must be approved on June 19<sup>th</sup>, 2019 meeting to meet this deliverable.
- *3B/12B: Voters pass parcel tax/Resident focus group to find out what they think raising the parcel tax will do to their rents.* – (Background) Although the City placed a tax measure in 2016 and 2018 and established an educational campaign on the ballot measure, this measure requires 67% approval, which has not been met. Council recommended to tie in renter protection provisions as well as provide a legal analysis to legally protect renters from rent increases. City Staff recommends hiring consultants to help with this and will take 3-6 months and cost \$50,000-100,000.
- *7B: Get a higher return on investments* – City Staff will review annually.
- *11B: Produce a renter's protection legal and financial analysis to show to the citizens how much a parcel tax raise would increase their rent. \$2,000 - renters protection research. \$0 for analysis since it was in the August 2018 Staff report for putting the parcel tax on the ballot.* City Staff found the following: The unofficial answer before research is that language inserted into a Parcel Tax Ballot measure would not be legal protection against rent increases. Additionally, since the City does not have rent control ordinances in place, a provision in a Ballot Measure would not be enforceable. Financial analysis was included in Staff Report for putting ballot measure no November Ballot. The property owner of a multifamily residential unit would pay \$556 per year (\$46 a month).
- *13B: Provide copy of the top 10 current contracts highest dollar amount* – City Staff will bring to May 4<sup>th</sup>, 2019 meeting.
- *14B: Cut business license fee to align with the market* - City Staff currently undercharges for business licenses per finance manager and this will require a vote of the people to increase these amounts. Finance Manager recommends to increase City Fees in 2020 Election to align with the market.
- *16B: Hire two part-time admin. assistant to create and manage RFPs and purchasing as needed.* This item was added by City Staff due to procurement workload. There is

currently money allocated in the next year's budget for one part-time administrative assistant to help with purchasing, but will need more help with RFPs (especially if any initiatives in this Strategic Plan get approved). The cost will be 60,000/year for two part-time employees.

**Bottom Line:**

Approximate total cost to implement budgeting tasks: \$220,000 over a two-year period, with an ongoing annual salary of \$60,000 for two part-time administrative assistants to help with purchasing and RFP support, and will take 6-12 months to implement.

Recommendation from 5-4-19 City Council Special Session:

- Parcel tax analysis and consultant support to create an educational campaign for a ballot measure to get the 67% voter approval will have an estimated cost of \$50,000 - \$100,000 and will take 3-6 months to prepare RFP and award contract if City Council approves today. (3B, 11B\*, 12B)

Recommendation: Approve \$100,000 funding? No; see below:

- Would want to look at taxing larger corporations (Vice Mayor Alcantar/Mayor Gonzalez): excluding small businesses and residents for a parcel tax) – see 2:12:00 on video.
- Direction to City Staff: Look at other cities in the surrounding area to see if they are charging a parcel tax for businesses – City Staff to revisit after the budgeting process – ask MGO to provide this information and a quote. Review during revenue/economic development work session in July 2019.

Note: Parcel tax can be used only for public safety.

- Ongoing annual total salary of ` for (2) part-time administrative assistants to help with purchasing and RFP support, and will take 6-12 months to implement. (16B)

Recommendation: Approve \$120,000 funding? Yes. (Mr. Guerrero would prefer a Cudahy college student to be hired for these roles).

Potential Cost for FY 2019-2020: \$60,000 over one year.

Potential total cost: \$120,000 for duration of two-year plan.

**Fund in FY 2019-2020 Budget: \$23,400 (One purchasing administrative assistant)**

- (NOTE: Revisit remainder of items upon mid-year budget review: administrative assistant to help with RFP's.)

## Economic Development

- *3E: Continue investing in grant writing services - get an RFP for grant writers. (Background): Initiated but not completed due to City's General Fund balance being low at \$1.5M led to \$1M reduction to the Metro Call for Projects for Atlantic Avenue grant because METRO sent letter stating City didn't have cash flow in reserves to finance multi-million-dollar reimbursable grants. Council recommended to conduct a cost neutral grant study, reach out to L.A. County for support, have the next hired grant writer track metrics. Get an RFP together for grant writers. Need to increase GF Reserve Balance dollar for dollar if City pursues reimbursable grants next 3 to 4 yrs. Per City Staff, there is not enough money in reserve to take on additional reimbursable grants and they recommend to put on hold until additional revenue comes into the city.*
- *4E, 5E, 9E, 11E, 21E, 28E: Public Private Partnerships (P3)/ Community reinvestment by local businesses via Public private Partnerships (P3)/ Create criteria for new business to contribute community benefits/Implement AB2/ Secure a development agreement for a redevelopment project on or off Atlantic Blvd./Secure foreign investment.*
  - *4E: City Council approved a P3 project funding source for future P3 projects under the 2040 Cudahy General Plan and through the disposition of Successor Agency owned properties through a 90% complete RFP. Finalize Property Disposition RFP & release to developers/investors December 2019. Need to create 3 or 4 P3 projects as opportunity sites depending on Developer/Investor responses to RFP issuance.*
  - *5E: Development Agreements for cannabis operators require depositing \$67,000 annually towards a community benefits fund (CBF).*
  - *9E: City Council approved development with cannabis operators. City Staff is now working to develop and implement the program.*
  - *12E: Funding source established but no projects have been started. Need to prepare develop project scopes on a project by project basis. Now need to advertise program and pursue development projects consistent with Cudahy 2040 GP (This is another task for the marketing/communication coordinator recommended for hire).*
  - *20E: Secure a development agreement for a redevelopment project on or off Atlantic Blvd. Cudahy 2040 General Plan was completed & adopted now allows development agreements on Atlantic Avenue. City Staff meets with developers and prospective tenants for a Civic Center P3 project that could include a new City Hall, County Library and other interested educational or government entities thru feasibility studies or project scopes. Confirm if project managers already hired extend to General Fund (GF) projects. Currently have project managers for Prop A and Prop C projects and could take 3-6 months for a part-time role to implement.*
  - *21E: Secure foreign investment - Securing foreign investment is a necessity to proceed with any P3 projects and City Staff will continue to work on this.*

- *23E: Increase the number of businesses by 10% as measured by the number of business licenses approved. Business License issuances increased from 782 in 2017 to 875 in 2018.*
  - *24E: Decrease the percentage of vacancies in retail and commercial. City Staff: Short term, one major project filling in a vacancy is the Chuze Fitness gym, it will increase foot traffic on Atlantic and Santa Ana Shopping center as well as invest \$10 million on façade improvements, in hopes of incentivizing investment in the shopping center. For the long term, the City needs to prepare a business retention and attraction plan to revitalize the City's commercial corridors, in accordance with 2040 GP Economic Development Section.*
  - *29E: Provide P3 Training to City Council/Residents and invite L.A. County and other potential partners. Hilda Solis Civic Center thru P3 need to develop project scope w/community & partners, DPSS, Library, nonprofits etc.*
- *13E: LA River Revitalization - On February 2018, The City adopted its Long Range Water Conservation and Parks Plan that includes addressing problems with the River like the presence of trash, nitrogen, metals, and bacteria, as well as revitalizing LA River with projects such as River Road Greenway, that includes reducing paving areas, adding shade trees to enhance walking/bike riding during the summer heat, and building bio-retention areas. However, in order to revitalize LA River it needs to partner with the L.A. County as well as speak with owner of pipeline to discuss relocating it to advance the revitalization projects.*
  - *14E: Investing in public safety to increase property values – From City Staff: The City has placed public safety ballot measures on past two elections (2016 and 2018). It is up to City Council to move forward with consideration to replace a public safety measure for the 2020 elections.*
  - *18E: Establish a workforce training center – City Staff recommends promoting other workforce training initiatives in the region, with the help of a marketing/communication coordinator. The Economic Development Element section of the Cudahy 2040 General Plan allows for the creation of a workforce training center. City Staff recommends Council to have a work session in regards to implementing that element in the General Plan.*
  - *22E: Council will attend a set number of conferences/events intended to engage new businesses to Cudahy. City Staff recommends to 1.) invest in Commissioner trainings. 2.) research and fund trainings for Robert's Rules, Ethics, and trainings that pertain to respective commissions.*
  - *25E: Sell redevelopment parcel(s) - City Staff and City Attorney have completed a 90% Request For Proposals (RFP) for the disposition of the Successor Agency owned properties.*

- *26E: Improve commercial and retail facades - Major façade improvements include Chuze fitness project, McDonald's and commitment from the car wash on Atlantic Avenue to demolish old car wash and build a new one.*
- *27E: Generate revenue generating festivals, parades and carnivals to community (two per year) - City Staff reached out to local businesses in hopes of raising funds to offset cost for City special events with very little success from a fundraising perspective. Being that this is the case, City Staff estimates that it will cost \$300,000-400,000 and will take two years to implement.*
- *30E: Provide an analysis of fee/taxes of cannabis (manufacturing) – Consultant EJMA can have a presentation on the June 13th budget meeting and discuss numbers relating to this item.*
- **■** *1E: Provide an analysis of fee/taxes of cannabis for retail/recreational use and competitive rates. City staff contacted consultant group EJMA to estimate costs for such an analysis. City Staff is still waiting for response on said numbers.*

**Bottom Line:**

- Nine out of 20 tasks for economic development will require an economic development training/work session with City Staff and the City Council to develop a clear plan to move Cudahy into the future.
- Start revenue generating festivals will cost upwards of \$300,000-400,000.
  - No budget allocation but look at doing one event to generate revenue. Per Victor: Tree lighting and 5K added in the past two years. (7-8 events per year)
- 30E: Provide an analysis of fee/taxes of cannabis (manufacturing) – Consultant EJMA can have a presentation on the June 13th budget meeting and discuss numbers relating to this item.
- 31E: Provide an analysis of fee/taxes of cannabis for retail/recreational use and competitive rates. City staff contacted consultant group EJMA to estimate costs for such an analysis. City Staff is still waiting for response on said numbers.
  - Get a quote for a cost for the presentation/analysis to City Council – Mr. Pulido to check on this.
- City Staff does not recommend applying to any other grants until City of Cudahy has more cash reserves, as illustrated by the Metro project on Atlantic Blvd.

Potential total cost: Need more information from City Staff.

## Total Potential Financial Impact:

Total Budget Impact for FY 2019-2020: \$295,350.00

Total Potential Cost for FY 2019-2020: \$481,950.00

Total Potential Two-Year Plan Cost (FY 2019-2021):  
\$684,650.00