

Mayor
Tessa Rudnick
Mayor Pro Tem
Carolyn Wysinger



Councilmembers
Paul Fadelli
Lisa Motoyama
Gabriel Quinto

SATURDAY, JANUARY 13, 2024

SPECIAL CITY COUNCIL MEETING (9:00 AM)

El Cerrito Community Center, Garden Room 7007 Moeser Lane El Cerrito, CA 94530

This meeting will be held in-person only with no livestream or broadcast.

Accommodations: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk at 510-215-4305. Notification 48 hours prior to the meeting will enable the City to make reasonable accommodations.

Conduct: This meeting shall be conducted pursuant to the El Cerrito [City Council Rules of Order and Procedure](#), including adjourning by 11:00 PM unless extended to a specific time determined by a majority of the Council.

Public Comments:

1. *In-person* by submitting a request to speak to the City Clerk.
2. *By Email* to cityclerk@ci.el-cerrito.ca.us identified in the subject line as **Public Comments – Agenda Item #**.

Written comments received by **2:00 p.m. Friday, January 12, 2024** will be provided to the City Council and posted [online](#) in advance of the meeting. Comments received after the deadline will be provided to the City Council and will be posted **after the meeting**.

9:00 AM ROLL CALL - CONVENE SPECIAL CITY COUNCIL MEETING

1. ORAL COMMUNICATIONS FROM THE PUBLIC

All persons wishing to speak should sign up with the City Clerk. Remarks are typically limited to 3 minutes per person and to items on the special meeting agenda only.

2. CONSIDER AND TAKE ACTION ON ANY REQUEST FROM A COUNCILMEMBER TO PARTICIPATE IN THE MEETING REMOTELY DUE TO EMERGENCY CIRCUMSTANCES PURSUANT TO AB 2449

3. CITY COUNCIL WORKSHOP RETREAT

Action Proposed: Conduct a facilitated City Council retreat focused on the Fiscal Year (FY) 2024-25 and FY 2025-26 Budget Kickoff and 2024 Priority Setting.

Contact: Karen Pinkos, City Manager, City Management; Nancy Hetrick, Facilitator, Raftelis

Mayor

Tessa Rudnick

Mayor Pro Tem

Carolyn Wysinger



AGENDA

Councilmembers

Paul Fadelli

Lisa Motoyama

Gabriel Quinto

4. ADJOURN SPECIAL CITY COUNCIL MEETING

The City of El Cerrito serves our diverse community by providing exceptional services that create a safe and resilient future for all.



**SUPPLEMENTAL AGENDA MATERIALS
SPECIAL CITY COUNCIL MEETING
January 13, 2024**

- 1. Public Comments**
- 2. Agenda Item 3 - CITY COUNCIL WORKSHOP RETREAT**
 - a. Presentation

From: [Cordell Hindler](#)
To: [City Clerk](#)
Subject: public comments
Date: Thursday, January 11, 2024 12:43:51 PM

Caution! This message was sent from outside your organization.

Hello Mayor Rudnick, council members and staff,

I am Submitting the following Ideas into the Record:

1. Fill the Positions That Would Benefit the City of EL Cerrito
2. Conduct Audits for The Police Department to Retain Police Officers
3. Having Speed Bumps along Ashbury near the Business Corridor

Sincerely
Cordell

From: [ABC Pickleball](#)
To: [City Clerk](#)
Subject: Public Comments – Agenda Item #3 (1/13/2024)
Date: Friday, January 12, 2024 8:29:54 AM

Caution! This message was sent from outside your organization.

Greetings, El Cerrito Mayor, City Manager, and City Council members:

When the El Cerrito Pickleball community first proposed paying the full cost for the conversion of the two Castro Tennis Courts to six pickleball courts, the tennis courts were in decent condition and the conversion would have involved a typical resurfacing along with the cost of permanent pickleball nets and striping the courts for pickleball. At the time (March, 2021), the estimated cost given was between \$40,000-45,000.

During the 2+ year delay in this project caused by the prolonged contract negotiations between the City and the WCCUSD over the use of the Castro Park land, no maintenance has been done at the tennis courts and they have deteriorated to a deplorable and even hazardous state, as seen in the photos below. At the same time, the courts are used by well over 100 different players every week in organized Open Play sessions, tournaments, city-sponsored pickleball classes, and informal play.

If the courts were NOT being converted to pickleball, the City would still be faced with paying to restore them to a condition comparable to all of the other tennis courts in El Cerrito. Therefore, we ask that the city anticipate the cost to cover this deferred maintenance and include funding for it in your current budget discussions.

Over the past three years, knowing that the construction costs were going up as the delays dragged on, the pickleball community has continued to raise funds for the pickleball courts. We now have over \$65,000 to donate to the city for the courts. We are eager to partner with the city and do everything we can to make permanent pickleball courts a reality in El Cerrito.

Thank you,
Cathy Taruskin
USA Pickleball Ambassador, El Cerrito

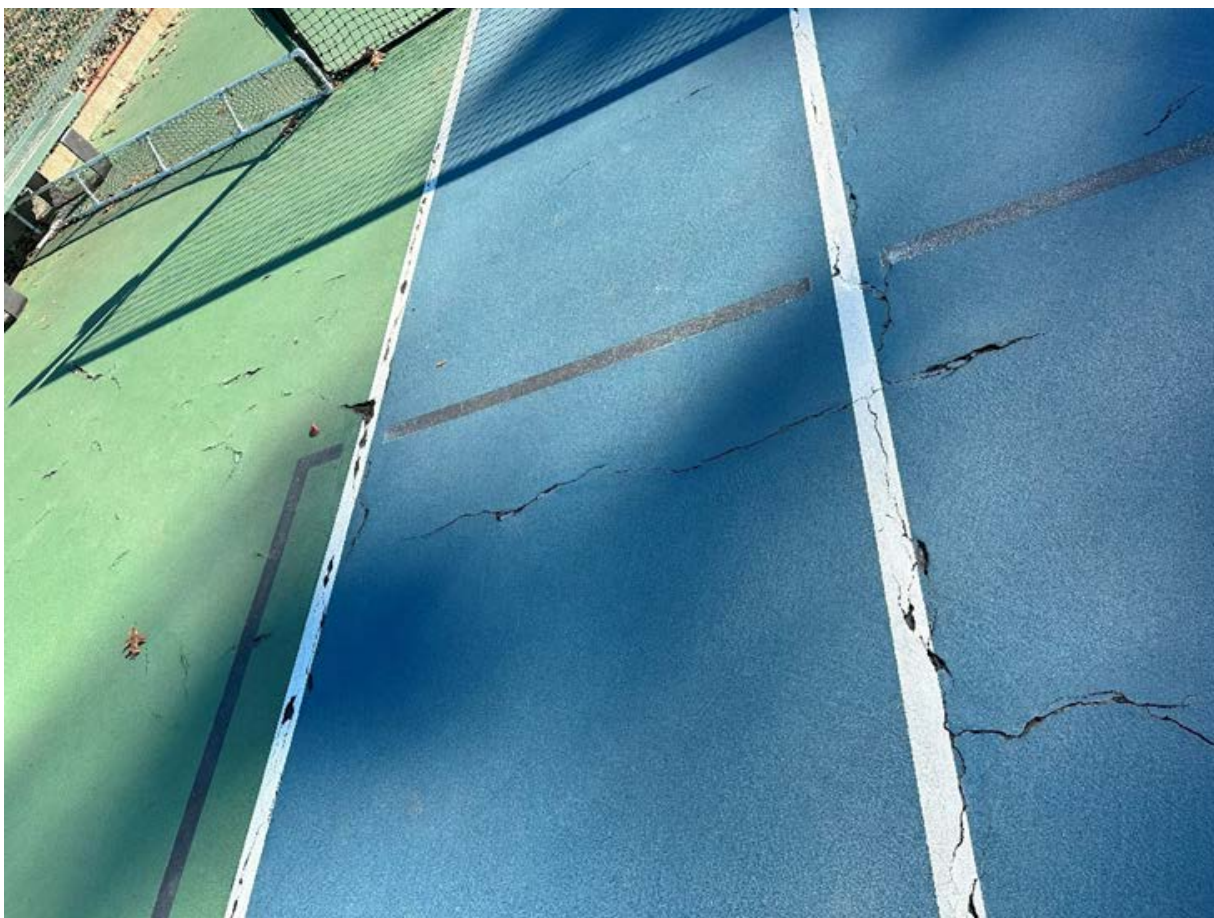


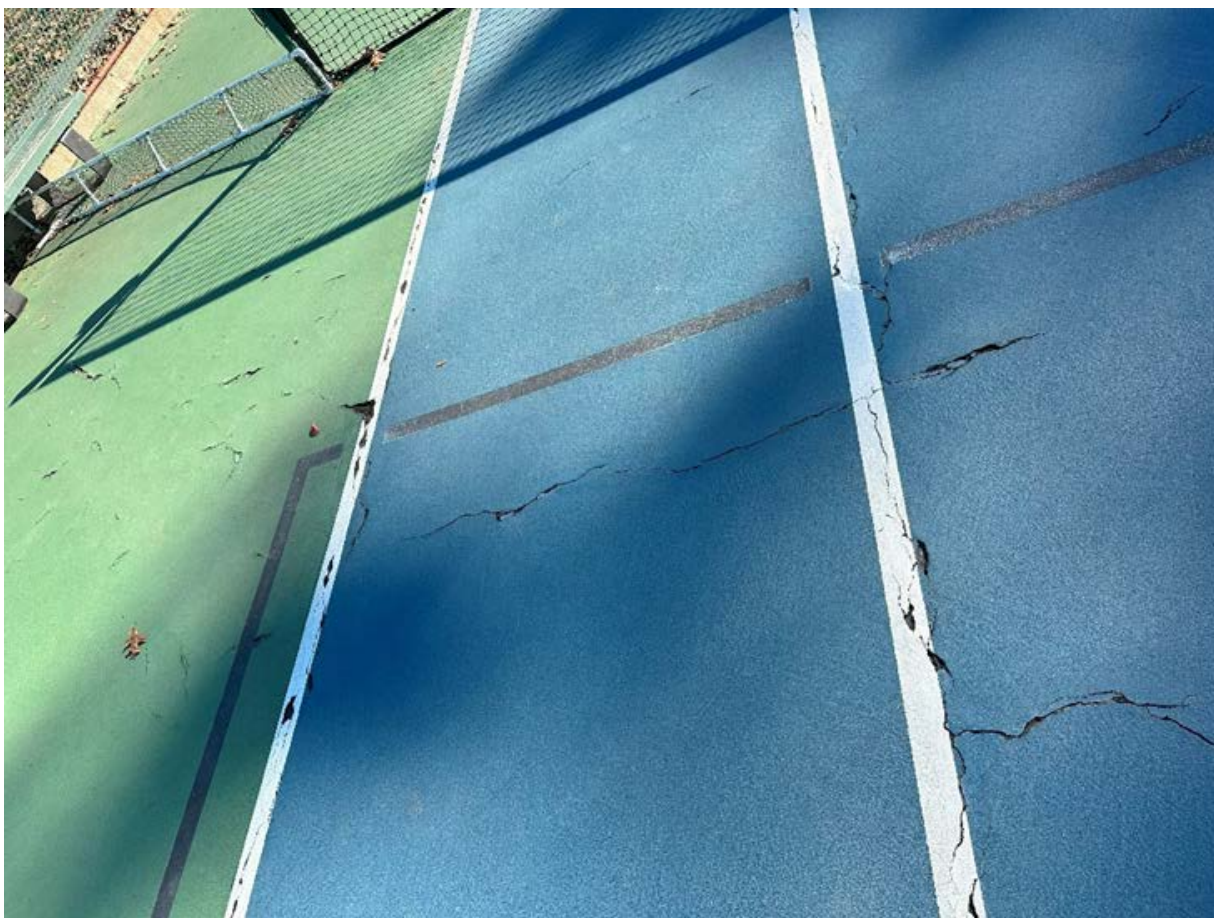






















From: [Robin Mitchell](#)
To: [Holly Charléty](#)
Subject: Comment for Jan 13 City Council Meeting - Robin Mitchell
Date: Friday, January 12, 2024 1:56:11 PM

Caution! This message was sent from outside your organization.

Dear Mayor and City Council

I am on the Urban Forest Committee (UFC), and I am the UFC representative on the SAG for the Hillside Natural Area (HNA) Fire Resilience and Forest Conservation Management Plan (Plan).

Based on both the SAG and public meetings, as well as presentations on the plan by staff, and comments from the Committee members and the public, at the January meetings of both the Urban Forest Committee and the Environmental Quality Committee, it seems very clear that the city is going to need to increase their budget for maintenance of the HNA.

The city will be able to get grants to do initial work on the HNA for specific projects outlined in the Plan, but those grants never include maintenance.

And the projects will not succeed, and might actually make the situation worse, both from a fire resilience and an ecosystem restoration standpoint, without continued maintenance into the future.

I know the city is not swimming in money, but we need to figure out a way to provide the funds for such maintenance, in perpetuity. It is identical to funds that are reserved for street maintenance, and other ongoing infrastructure maintenance needs.

I would hope that when you are considering the upcoming budget cycle, that you take this into account.

And hopefully the new HNA Management Plan will have some guidance on this issue also. You might want to communicate with Karen Samkian and Stephen Pree, who are managing the consulting contract with LSA, to make sure maintenance estimates are included in the plan, even if they are rough estimates.

Thank you for your consideration of this matter.

Robin

--

Robin Mitchell
El Cerrito resident
Email: [REDACTED]

January 12, 2024

City Council
City of El Cerrito
10890 San Pablo Avenue
El Cerrito, CA 94530

RE: Budget Kick-off Priority Setting for FY2024-2025 and FY2025-2026

Dear Mayor Rudnick and Council Members,

As you set your priorities for the coming FY2024-2025 and FY2025-2026 budget, I encourage you to include the following:

- Explicit funding to implement, not just develop, the Climate Action and Adaptation Plan, including an expectation for early actions on identified “early wins.” In particular, the earlier promised city-wide all-electric building ordinance should be given priority. While the legal path has changed with recent rulings, there are still 80+ jurisdictions with unchallenged reach-code based ordinances. Please direct staff to renew efforts to adopt an all-electric reach-code building ordinance and not just wait on a legal process, when there is a low-risk uncontested path that can be taken now.
- Fund maintenance and stewardship of the Hillside Natural Area as identified in the Hillside Natural Area Fire Resilience And Forest Conservation Management Plan. While a lot of work in the HNA may take place with grant funding, it is important to have adequate explicit funding for maintenance, as grants do not cover this important ongoing work to keep the positive direction of stewardship going following, and between, grant activities.
- Include a commitment to fund training and exercises for disaster preparedness and community engagement and education around disaster preparedness. There has been very little activity in this area for years within the City and frankly the City is taking a very big gamble that a large disaster won’t occur, because we are simply unprepared for it and we will perform badly, as is. The City takes its legal and financial liabilities very seriously and it is time to take its disaster liabilities seriously, too. They do not go away just because we ignore them.
- Fund a volunteer coordinator to take better advantage of all the great free human resources and labor available in the community, while also building community.
- Consider funding implementation of the many plans on the shelf, including the Recreation Master Plan and the Urban Greening Plan. Much of this can probably be grant funded, but it also needs ongoing seed funding and maintenance.

Thank you for your time and consideration,



Howdy Goudey
El Cerrito



City of El Cerrito City Council Workshop

January 13, 2024
9:00 am to 12:00 pm

Welcome and Public Comment



Mayor Tessa Rudnick



Mayor Pro Tem
Carolyn Wysinger



Councilmember
Gabe Quinto



Councilmember
Paul Fadelli



Councilmember
Lisa Motoyama

Workshop Objective



Kick off the budget process with a clear set of priorities

Agenda



Warm-up



Budget and Financial Update



Celebration of Accomplishments



Setting Priorities for 2024



Wrap Up and Next Steps

Ground Rules



**Listen to
understand**



**Identify areas
of consensus**



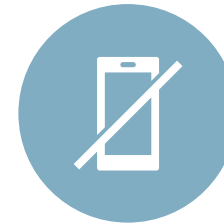
Participate



**Assume good
intent**



**Speak up if we
need course
correction**



**Stay
focused**

Bike Rack

- Things to discuss at another time will be tracked separately
- Time management tool





Warm Up

Write a **headline** that you would like to read in the paper two years from today.

Warm Up

Budget and Financial Update

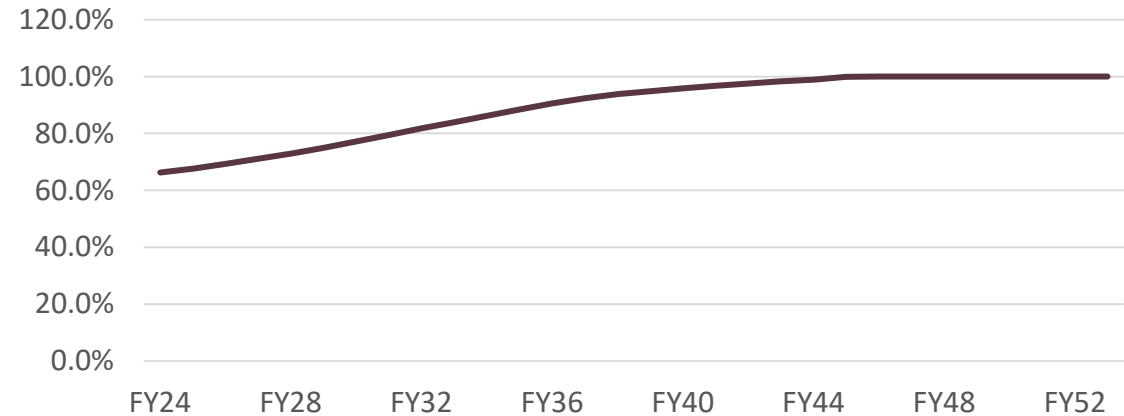
Looking Back: FY 2022-23

- Audit in progress, ACFR in development
- Estimated surplus of \$5.6 million due to:
 - Higher-than-anticipated revenues (incl. property tax, sales tax, and business licenses)
 - Staffing vacancies
- Policy on surplus use:
 1. Fund GF Reserve to 100% of target rate (10% of GF expenditures)
 2. Fund EDRF to 100% of target balance (3 months of payroll)
 3. 33% of remaining surplus towards pension liability
 4. CM will recommend one-time expenditures, including capital improvements, maintenance, and equipment

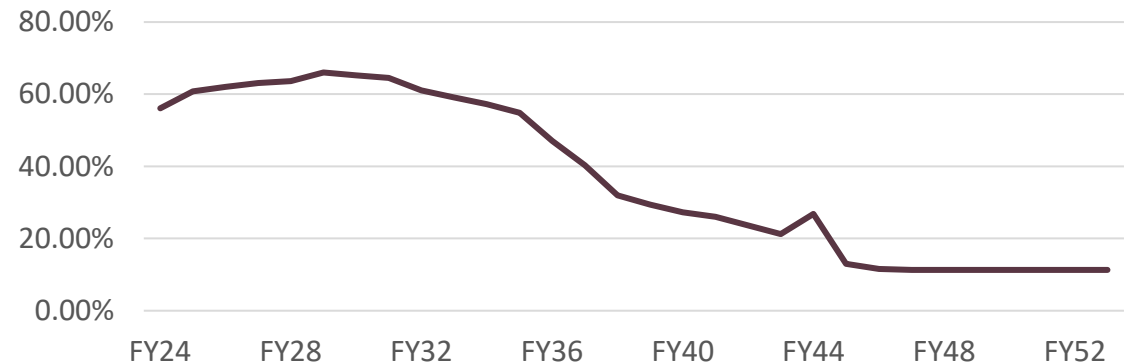
Funding Our Pension Liability

- Council has taken proactive approach to ensure fiscal sustainability
- Section 115 Trust
 - Established by Council action in September 2023
 - Funded with an initial \$1M
 - Allows for higher returns and advance planning while retaining flexibility
- Staff plan to start pre-paying UAL at beginning of each fiscal year (July 1)
 - In FY 2022-23, prepaying would have saved the City \$198,791.96
 - Approx. 3.3% discount for prepaying

Pension Funding Status



Combined Employer Rate*



*Does not include possible use of Section 115 Trust funds to pay UAL

Current Year: FY 2023-24

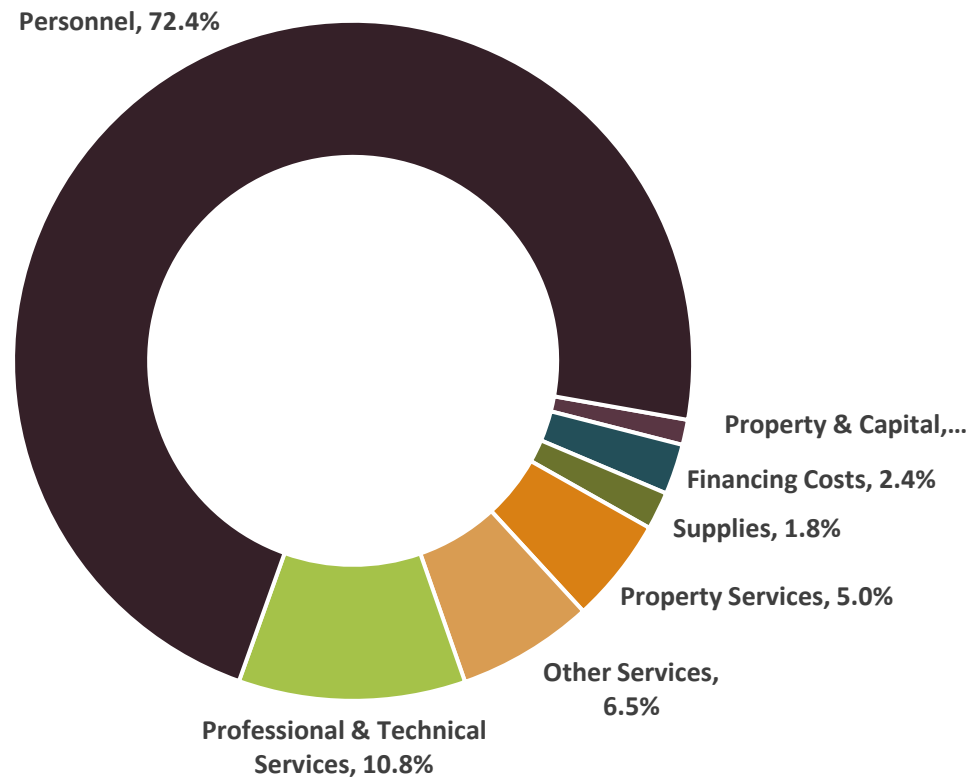
- Mid-year update and adjustments to Council in March
 - Updates will include adjustments to personnel savings due to filled vacancies, adjusted CIP costs, and revenue revisions based on current trends
- Launch of General Fund Quarterly Budget Dashboard with Mid-Year Update

Budget Priorities for FY 2023-24

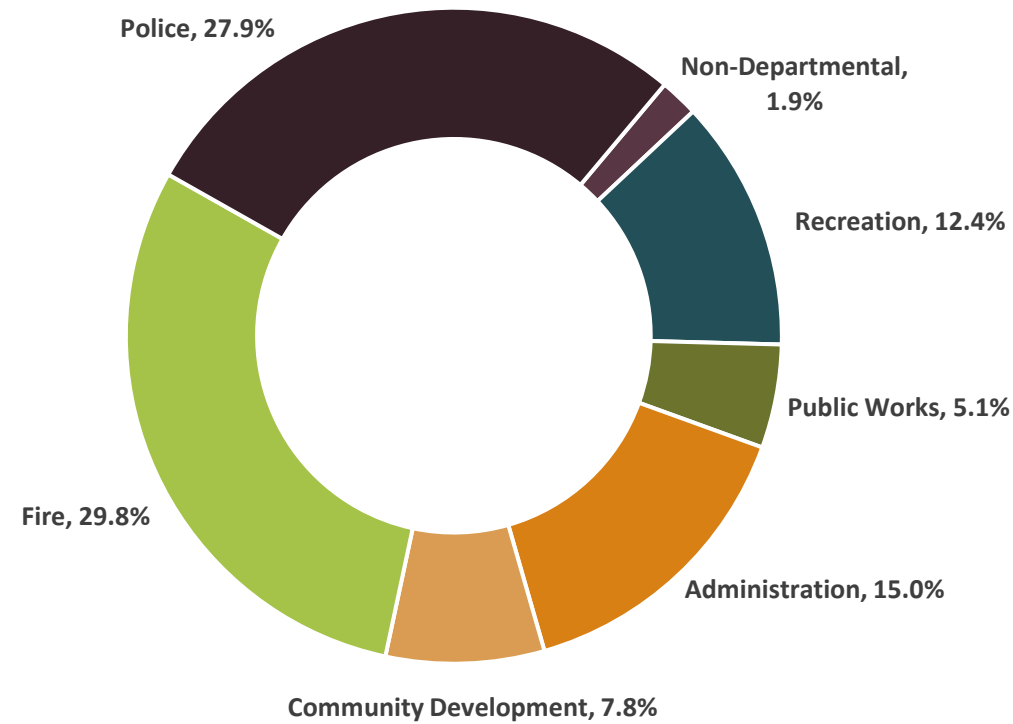
- Public Safety
 - Crime Prevention
 - Wildfire Prevention/Safety
 - Emergency Operations
 - Disaster Preparedness
- Strategic Planning and Public Engagement
 - Outreach and Communication
 - Community Strategic Goals
 - Incorporate Community Feedback
 - Use of Technology/ Social Media
- Climate Action
 - Complete Climate Action Plan Update
 - Citywide Goals and Strategies
- Parks and Recreation
 - Parks/Open Space
 - Amenities/Programs
 - Senior Programs/Services
- BART TOD/Library
 - Potential Ballot Measure
 - Housing
 - Parking
- Fiscal Sustainability
 - Maintaining Reserves
 - Maximize Revenues
 - Strategic Expenditures

How El Cerrito's Funds are Spent - FY 2023-2024

Budgeted General Fund Expenditures
by Type



Budgeted General Fund Expenditures
by Department



Current-Year CIP – Proposed General Fund Projects

- Proposed Projects underway or planned to begin this FY:
 - Arlington Park Improvements (approved by Council Oct 2023)
 - Castro Park Sewer Line Replacement
 - City Hall Boiler Replacement
 - City Hall Leak Repair
 - Community Center Roof Replacement
 - Swim Center Improvements
- Costs increasing from planning estimate due to scope refinement and rise in construction costs
 - Estimated Total Cost for Design and Construction \$2.74M over two years
 - Estimated Current FY Expenses \$1.16M
- Staff to bring request for budget appropriation for Current FY expenses to Council in February

Looking Forward: FY 2024-25/ FY 2025-26



Biennial Budget Principles

- Align the City's budget and services with the Strategic Plan
- Ensure fiscal sustainability and meet reserve goals using a longer-term approach
- Adhere to all legal, policy, and program requirements, including federal, state, and local
- Retain fiscal control provided by annual budgets

Table 3-2
City Manager Strategic Plan Alignment

Program or Service	Strategic Plan Goal	Activity Required By:	Duration
Public Information & Outreach, including newsletter, website, press releases, events	Sense of Place & Identity	City	Ongoing
Implement Strategic Plan Action Plan	Exemplary Services	City	Multi Year
Maintain the City website, Open El Cerrito, social media accounts and support use of social media	Exemplary Services	City	Ongoing
Staff the Arts & Culture Commission; Administer the Art in Public Places Program & other programs/ events	Sense of Place & Identity	City	Ongoing
Disaster preparedness: be ready and able to carry out EOC functions as necessary in a disaster	Public Health & Safety	City	Ongoing
Represent City with other agencies; community groups and residents; Gauge public sentiment through surveys, etc.; Support the City Council (agenda packet management; analysis; attend Council meetings)	Exemplary Services	City	Ongoing
Implement Smoke Pollution Protection ordinance and Tobacco Retailers Ordinance	Public Health & Safety	City	Ongoing
Implement and enforce Minimum Wage ordinance	Sense of Place & Identity	City	Ongoing
Implement policies and directives from the City Council	Exemplary Services	City	Ongoing
Oversee the Successor Agency	Financial Sustainability	State	Ongoing
Participate in recruitment of senior staff; Assist with various employee events and meetings	Exemplary Services	City	Ongoing
Prepare annual budget; Oversee financial planning, capital and infrastructure projects	Financial Sustainability	City	Ongoing
Provide organizational leadership and oversee municipal operations and services	Exemplary Services	City	Ongoing
Liaison to WCCUSD	Sense of Place & Identity	City	Ongoing
Lead organization and ensure continued emphasis on providing excellent customer service	Exemplary Services	City	Ongoing
Administer contract for City Attorney	Exemplary Services	City	Ongoing

Preliminary Estimates

Revenues

- Stable property, utility, and sales tax revenues
 - HdL forecasts and estimates expected late Jan/Feb
- Depressed property transfer tax revenues while interest rates remain high
 - 197 homes sold in El Cerrito in 2023 compared to 243 in 2022
- Fees fully recovered from pandemic impacts, including Recreation

Expenditures

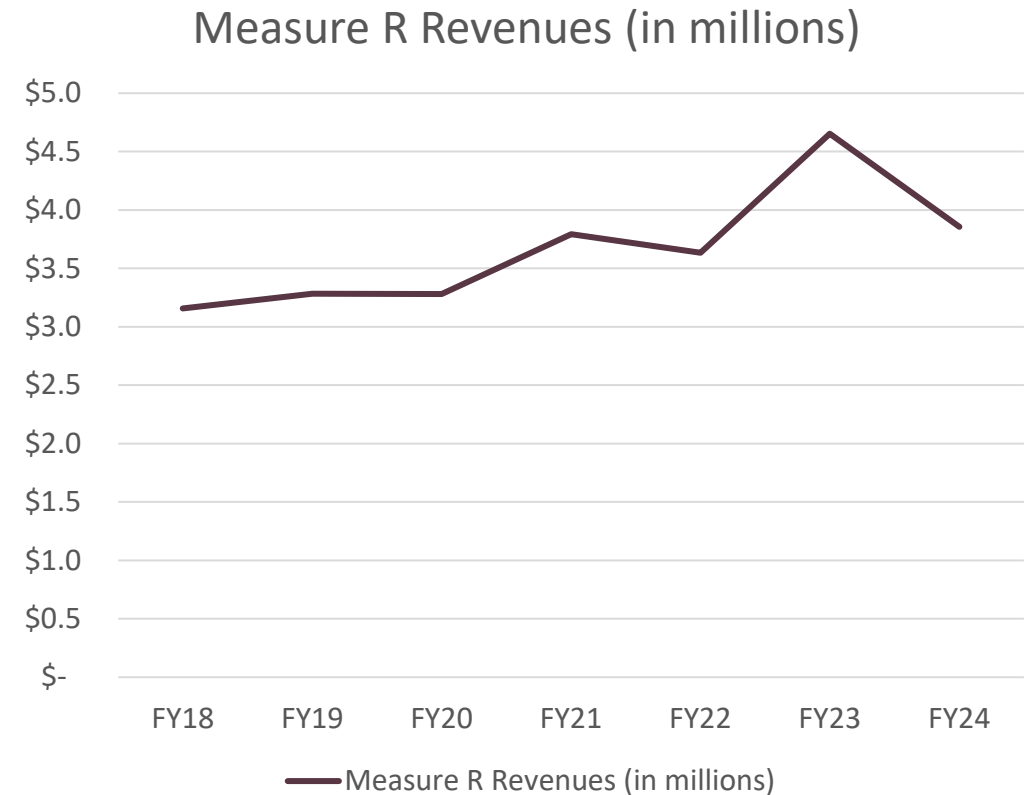
- Personnel expenses pending results of Classification and Compensation Study
 - Significant progress in filling staffing vacancies compared with FY23
- Non-Personnel expenses stable
- Significant capital and infrastructure needs
- Successor Agency to be dissolved in FY 25-26

Capital Improvement Program Budget Preview

- CIP prioritization criteria include:
 - Urgency/Emergency
 - Liability to the City
 - Cost
 - Grant opportunities
 - Community priority
 - Staff time and availability
 - Seasonality
 - Continuity of City operations
- Staff will leverage funds for grant opportunities and matching where available
- Staff refining a long-term deferred maintenance and vehicle replacement program
- Ongoing projects include:
 - Swim Center Improvements
 - Parks and Recreation Facilities Master Plan Program
 - Street Improvement Program
 - Access Modifications Program
- New projects include:
 - Arlington Park Playground Resurfacing
 - Corporation Yard Parking Lot Rehabilitation
 - Public Safety Parking Lot Security & Rehabilitation
 - Ohlone Greenway Improvements

Measure R

- Approx **\$3.8M** annually
- **8%** of total General Fund revenues
 - Supports all City functions including emergency services, recreation, public works, planning and building, and City administration
- Originally renewed November 2014, proposed for November 2024 General Election ballot
- **50%+1** approval required to pass



Proposed Budget Calendar

- **February:** Finance develops revenue projections; HR completes Classification and Compensation study; City launches Budget Priorities Survey to the public
 - Mid-Year Budget Update to Council for FY 2023-24
- **March:** Departments create their budgets; community meeting on budget priorities
- **April:** Department budgets due; Finance develops draft budget; Master Fee Schedule to Council
- **May:** Draft budget published and shared with the FAB and Council
- **June:** Budget adoption meetings

How Community Members Can Get Involved

Budget Priorities Survey – Now Live!

el-cerrito.org/BudgetSurvey

Budget Process Updates

el-cerrito.org/BudgetProcess



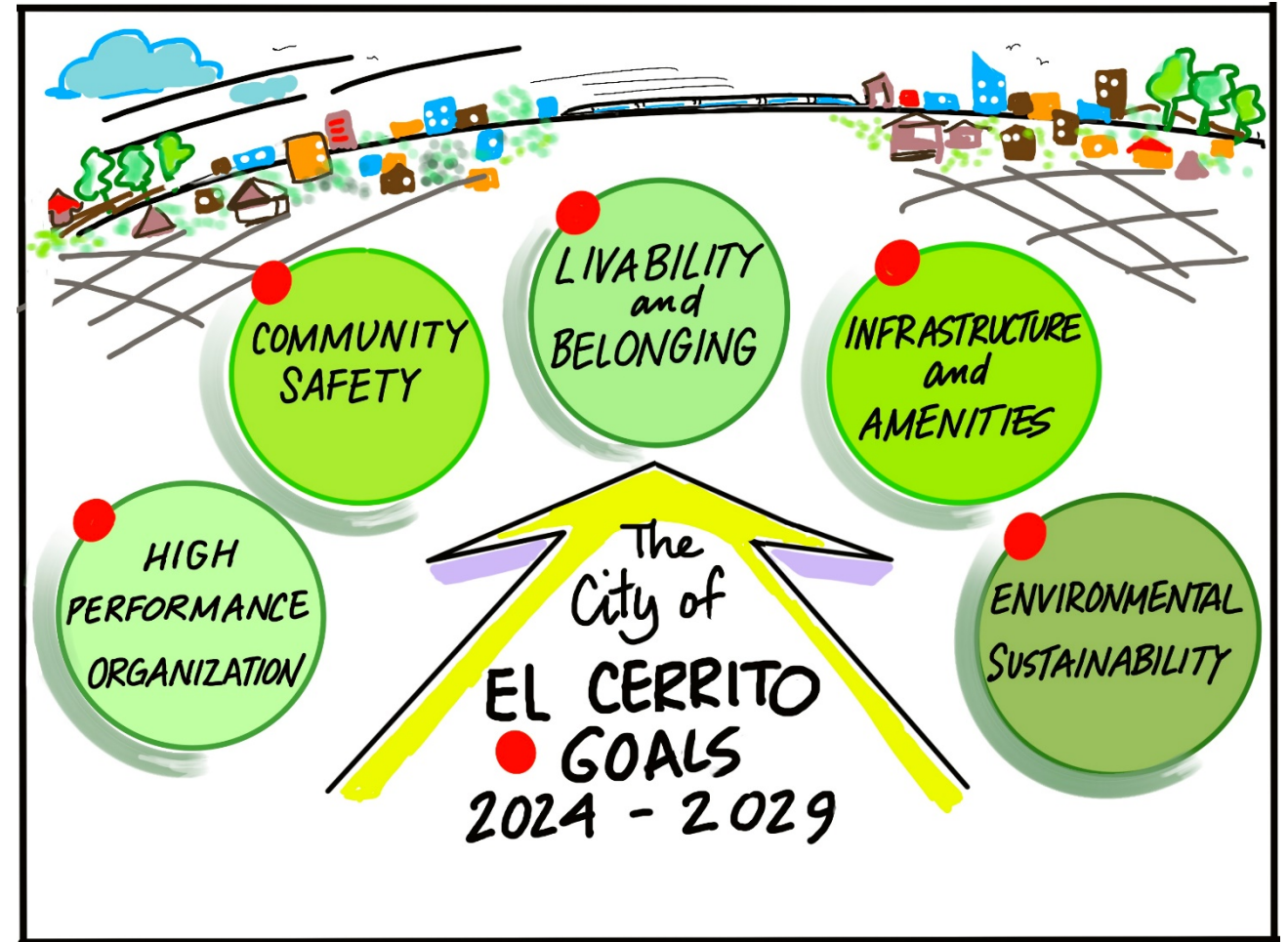
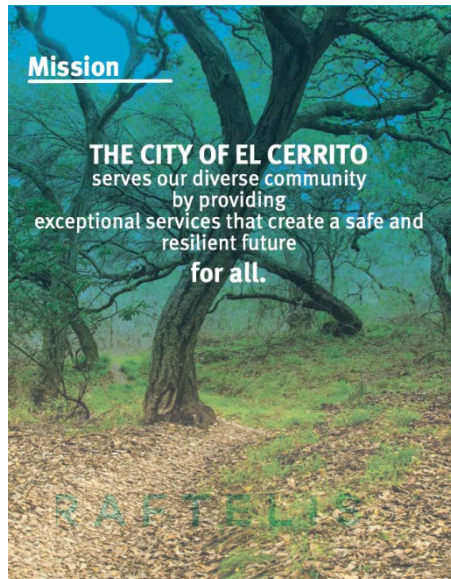
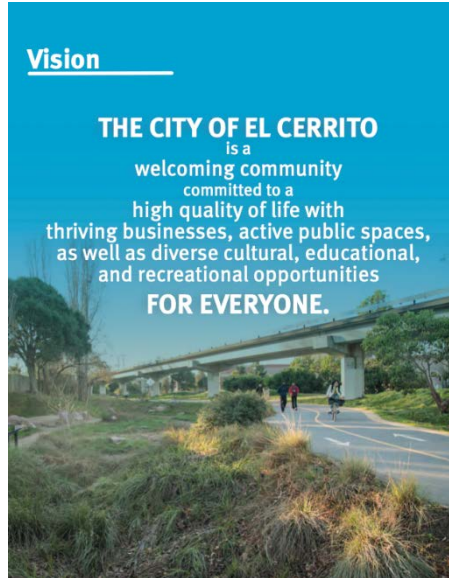
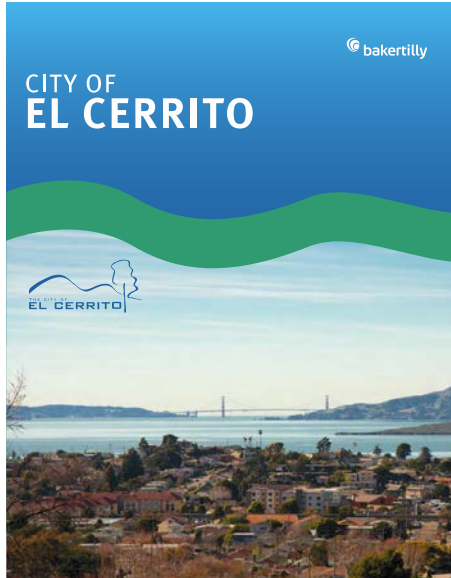
Break

What We've Been Prioritizing

Major Accomplishments

- Reserve levels highest in over 10 years
 - Established Emergency Disaster Relief Fund
 - Section 115 Trust
- 89% of Residents rate El Cerrito as an Excellent or Good place to live
- Recreation received 26 “Best of” Awards for Contra Costa County in 2022
- Adopted new Strategic Plan
- Actively pursuing opportunity for a new Library
- Supporting Transit-oriented Development
- 6th Cycle Housing Element Certified
- Constructing several Capital Improvement Projects (CIP)
- Municipal emissions decreased 30% from 2005 to 2021
 - “Early Wins”: Transition to Renewable Diesel, New EV Charging Stations at City Hall, etc.
- Hiring and Retention!

Aligning Annual Planning with the Strategic Plan



Strategic Plan Goals and Current Initiatives

High-Performing Organization

Ensure the city maintains a strong financial position and a high-performing organization where employees feel a sense of inclusion and belonging.

- Preserve and expand revenue sources that provide sufficient resources to deliver services and programs to the community **(In Progress)**
- Develop financing strategies for capital investments and deferred facility and other infrastructure needs as identified in the long-range financial plan.
- Cultivate a positive organizational culture where employees experience a sense of belonging that results in teamwork, innovation, and outstanding services to the community **(In Progress)**
- Increase public communication and engagement to ensure access to services and promote community events **(In Progress)**
- Improve technology systems to increase automation and efficiency and strengthen cybersecurity **(In Progress)**

Current Initiatives

- Measure R Sales Tax Renewal
- Exploring Potential Ballot Measure to Fund New Library
- Citywide Classification & Compensation Study
- Implementing New Video Camera Monitoring System at City Facilities
- Mandatory DEI Training for Employees
- Strategic Plan Implementation
- Implement a Three-pronged Approach to Ensure the City's Systems are Protected From Cyber-attacks and Hacking
- Develop Award-winning 2-year Budget
- Continue to Enhance Online User and Customer Experience Through Technology Enhancements

Community Safety

Maintain public safety staffing and responsiveness and ensure community emergency preparedness.

- Maximize funding level for technology investments that promote efficient and effective public safety operations. **(In Progress)**
- Align public safety services with community needs based on data-driven decision-making approach.
- Strengthen El Cerrito's overall emergency preparedness capabilities, resources, and tools and implement changes as needed to ensure the City is properly positioned to respond to disasters. **(In Progress)**
- Evaluate options for a new Public Safety Center that is centered on community.
- Sustain and enhance climate-adapted resilience and forest conservation activities in the Hillside Natural Area. **(In Progress)**
- Ensure on-going training and availability of equipment to meet community needs. **(In Progress)**

Current Initiatives

- General Plan: Safety Element update
- HNA Fire Resilience and Forest Conservation Management Plan
- Updating the Fire Department's equipment replacement schedules and seeking funding for replacement of the Fire Department's aging fleet
- Implementing the Emergency Operations Plan, including training of all personnel and conducting practice drills with City staff in the Emergency Operations Center (EOC)
- Continuing focus on Vegetation Management and Fire Prevention Programs that will enhance defensible space and improve neighborhood survivability
- Using Technology to Improve Police Operations



Livability and Belonging

Promote a high quality of life and sense of community for current and future generations.

- Leverage the City's pro-housing designation to attract new and infill development for all income types. **(In Progress)**
- Support businesses and economic growth. **(In Progress)**
- Advance the San Pablo Avenue Specific Plan to create a livable, vibrant, and diverse corridor. **(In Progress)**
- Update the General Plan to reflect and address current community values.
- Evaluate options for older adult services. **(In Progress)**
- Develop a citywide equity plan. **(In Progress)**
- Expand public art and cultural programs. **(In Progress)**
- Create a downtown community hub anchored by the Plaza Transit-Oriented Development and a new library. **(In Progress)**
- Improve parks and recreation facilities. **(In Progress)**

Current Initiatives

- Citywide Equity Plan
- Actively supporting Plaza TOD and opportunity for a new library downtown
- Partnering to secure remaining funding for affordable housing at Mayfair Station and El Cerrito Plaza TOD
- Supporting exploration of regional housing bond
- Working to expand preschool age and senior programming
- Continuing success of San Pablo Ave. Specific Plan in changing economic environment
- Supporting Businesses in new ways (e.g., Maker's fair)
- Completing projects identified in the Parks and Rec Facilities Master Plan (e.g., Arlington Park Improvements)
- Enhancing Community Events (e.g., 4th of July, MLK Parade, Earth Day, etc.)
- Resuming indoor special events such as the Senior Resource Fair, Crab Feed Fundraiser and others

Infrastructure and Amenities

Advance climate focused, sustainable infrastructure efforts that have community benefit.

- Invest in the maintenance, rehabilitation and development of sustainable, climate-adapted infrastructure and community assets (i.e., electric vehicle infrastructure).
(In Progress)
- Conduct a facility needs assessment to evaluate and prioritize investment in city facilities, including updating and implementing the ADA transition plan.
- Improve sidewalks and connections to enhance safety, accessibility, comfort, and convenience. *(In Progress)*
- Implement major initiatives associated with the Parks and Recreation Facilities Master Plan (i.e., citywide trails and bikeway network). *(In Progress)*
- Complete and implement major Public Works infrastructure improvements (i.e., the Storm Drain Master Plan Update and the Local Road Safety Plan/Comprehensive Safety Action Plan).
- Complete construction of Complete Streets and Ohlone Greenway projects. *(In Progress)*
- Identify funds to off-set General Fund contributions for infrastructure improvements (i.e., Landscape and Lighting Assessment District and clean water programs).

Current Initiatives

- Del Norte Complete Streets Project
- Supporting Richmond St. Wildcat Pipeline Project
- El Cerrito Plaza TOD
- Facility Improvements (e.g., Arlington Clubhouse)
- Developing a Plan to Systematically Address Deferred Maintenance Of City Facilities, Including Financial Resources Needed on Annual Basis



Environmental Sustainability

Promote environmental sustainability and stewardship by engaging in initiatives that reduce our carbon footprint, conserve natural resources, and foster a culture of environmental responsibility.

- Update and implement the Climate Action and Adaptation Plan and infuse it in all that we do. **(In Progress)**
- Maintain and leverage the Recycling Center as a community asset. **(In Progress)**
- Develop a plan to support the infrastructure needed to shift to clean energy vehicles. **(In Progress)**
- Promote strategies that address the climate emergency. **(In Progress)**
- Seek regional funding for environmental solutions.

Current Initiatives

- Completing Climate Action and Adaptation Plan
- Developing Zero Emission Vehicle Transition Plan for City's Solid Waste Operations
- Proactively implementing SB 1383
- Implementing New Clean Water Program Requirements
- Planning for Local Government Fleet Requirements



Discussion

What most
excites
you?

What does
success
look like
this time
next year?

Are
changes
needed?

Keeping Focus and Getting Results

City of El Cerrito Implementation Action Plan

Goal: High Performing Organization

Ensure the city maintains a strong financial position and a high-performing organization where employees feel a sense of inclusion and belonging.

Strategy	Key Implementation Tasks	Lead Responsibility	Others Involved	Financial Resources (List needed funding and identify source, if known)	Timeline (Estimated Quarter/ Year to complete)	Comments
Preserve and expand revenue sources that provide sufficient resources to deliver services and programs to the community.		Finance Director (Crystal Reams)				
Develop financing strategies for capital investments and deferred facility and other infrastructure needs as identified in the long-range financial plan.	- Maintain a list of capital improvements, deferred facility maintenance projects, and other infrastructure needs identified in the long-range financial plan. - Estimate costs and other resources needed for the identified needs/projects. - Prioritize the needs/projects. - Identify potential funding sources, including state and federal grants. - Develop a timeline to complete the needs/ projects.	Finance Director (Crystal Reams)	Public Works Director (Yvetteh Ortiz)			
Cultivate a positive organizational culture where employees experience a sense of belonging that results in teamwork, innovation, and outstanding services to the community.	- Identify ways to cultivate a positive organizational culture by soliciting feedback from city staff and reviewing best practices. - Determine whether cultural enhancement initiatives will be shared with staff through training, marketing, internal communications (e.g., emails) or other avenues. - Develop a plan to implement cultural enhancement initiatives reflecting the feedback provided by staff.	City Manager (Karen Pinkos)	Assistant City Manager (Alexandra Orologas) Leadership team			

Keeping Focus and Getting Result

Discussion

- o What do you need from staff to maintain focus?*
- o What do you need from each other for continued success?*

Wrap Up and Next Steps



Closing Comments

Key takeaways from our time
together today?



Thank you!

Nancy Hetrick | nhetrick@raftelis.com