

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



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SPECIAL MEETING AGENDA

A SPECIAL MEETING
OF THE CUDAHY CITY COUNCIL
Saturday, May 4, 2019 – 12:00 P.M.

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; and
- Profane language directed at individuals in the meeting room; and
- Throwing objects at other individuals in the meeting room; and
- 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.

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 Member Garcia
Council Member Guerrero
Council Member Lozoya
Vice Mayor Alcantar
Mayor Gonzalez

3. 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. As provided under Government Code Section 54954.3(a), public comments for this special meeting shall be limited to matters listed on this special meeting agenda only.

4. PRESENTATIONS

Draft Three Year Fiscal Year City Budget Projections (FYs 2018-19, FY 2019-20, and FY 2020-21), presented by City's Finance Director, Steven Dobrenen

5. BUSINESS SESSION

A. City Council Strategic Planning Session Presentation and Discussion (*page 5*)

Presented by City Manager

Recommendation: It is recommended that the City Council:

1. Review and discuss the Draft Two-Year (FYs 2018-19 and FY 2019-20) Strategic Plan Work Session Summary Report as prepared by Mulholland Consulting Group (MCG) that addresses the proposed items discussed at the April 13, 2019 Strategic Planning Session; and
2. That the City Council provide the City Manager with direction on how to finalize the Draft Two-Year Strategic Plan (FYs 2018-19 and FY 2019-20), based on the proposed items that were discussed at both Strategic Planning Sessions.

6. ADJOURNMENT

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 24 hours prior to the meeting. A copy of said Agenda is on file in the City Clerk's Office.

Dated this 2nd day of May 2019



Richard Iglesias
Assistant City Clerk

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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 13th, 2019.

After the City Council gave direction to the City Manager, City Staff met with the MCG over (2) three-hour work sessions to estimate cost and schedule feasibility for each task located on the Strategic Plan (DRAFT) document. To maintain minimal clutter, City Staff and MCG omitted tasks that were deleted by City Council, duplicated, or completed, but can still be seen on the Excel Task Document.

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 table of organization 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.

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

- *30P: Allocate a budget for paid advertising on social media to promote One Magazine -* Reliant on the communication consultant's analysis.
- *40P: Secure a volunteer to conduct public education on One Magazine –* this can be part of the comm. coordinator's role.
- *50P: Add text messaging promotions –* The communication coordinator can manage these campaigns.
- *70P: 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.
- *80P: 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.
- *90P: 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)
- *100P: Put updates in TVs all over Cudahy (like gas stations) -* The communication coordinator can oversee this process.
- *110P: 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 21st century.
- *120P: 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, 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 new communications/outreach plan: \$300,000 (Consultant: \$120,000+mark/comm. Coordinator: \$90,000 x2 years), 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 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.

Community Services

Per the direction of the City Council on April 13th, 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 the 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.*

Comment: 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).

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:

- 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.
- Hiring a project manager/consultant to manage the Civic Master Plan for a cost of \$200,000 over two years.
- Hire a consultant to look at revenue generation for leasing city light poles to telecommunication providers, for a cost of \$50,000-\$100,000
- 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.
- Livestream City Council meetings for a cost of \$5,000/year.
- Create a virtual Cudahy City Hall to help streamline business licenses, building permits, code enforcement, planning, parking permits, yard sale permits, Adhoc Reports and property portal for an initial start-up cost of \$99,250 and an ongoing monthly cost of \$3,975.

Potential total cost: ~\$600,000 for duration of two-year plan.

Budgeting

- *2B: Pass a balanced budget on time – Budget must be approved on June 19th, 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 4th, 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.

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 project.
- *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.

- 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.

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.
- 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.

DRAFT

