

**AGENDA**  
**SPECIAL JOINT MEETING OF THE CITY COUNCIL OF THE CITY OF**  
**DUARTE, CALIFORNIA, SUCCESSOR AGENCY TO THE DISSOLVED**  
**REDEVELOPMENT AGENCY OF THE CITY OF DUARTE, THE**  
**DUARTE HOUSING AUTHORITY, AND THE DUARTE COMMUNITY**  
**FACILITIES FINANCING AUTHORITY**

**MONDAY, APRIL 19, 2021**  
5:30 P.M. Council Workshop

VIA TELECONFERENCE, CITY HALL COUNCIL CHAMBERS,  
1600 HUNTINGTON DRIVE, DUARTE, CALIFORNIA 91010

---

***MISSION STATEMENT***

*With integrity and transparency, the City of Duarte, California provides exemplary public services  
in a caring and fiscally responsible manner with a commitment to our community's future*

---

**CITY COUNCIL:**

BRYAN URIAS, MAYOR  
MARGARET FINLAY, MAYOR PRO TEM  
SAMUEL KANG, COUNCILMEMBER  
TONEY LEWIS, COUNCILMEMBER  
TZEITEL PARAS-CARACCI, COUNCILMEMBER  
JODY SCHULZ, COUNCILMEMBER  
VINH TRUONG, COUNCILMEMBER

---

*City/Agency/Authority Staff:*

Daniel Jordan, City Manager  
Kristen Petersen, Assistant City Manager and Director of Administrative Services  
Victoria Rocha, Assistant to the City Manager  
Craig Hensley, Community Development Director  
Manuel Enriquez, Director of Parks and Recreation  
Brian Villalobos, Director of Public Safety Services  
David Cosgrove, City Attorney  
Annamarie Porter, Interim City Clerk

Members of the public may listen/view the audio of the live City Council meeting broadcast on the City's website. To access the meeting, log onto [www.accessduarte.com](http://www.accessduarte.com), then on the homepage, click on the Agendas/View Meetings icon under the LATEST NEWS/QUICK LINKS banner, then on the Agendas & Minutes page, click on the City Council Meeting link. TO JOIN THE ZOOM MEETING (FOR PUBLIC INTERESTED IN SPEAKING), please register at: [https://us02web.zoom.us/join/register/WN\\_HrVL0ldnRFe1fnhML0MkOw](https://us02web.zoom.us/join/register/WN_HrVL0ldnRFe1fnhML0MkOw) Participants will receive the link to access the meeting after registering. When registered viewers initially log into the Zoom meeting, they will be in "listen and view-mode". If there is an agenda item you wish to speak on, please use the "Raise Your Hand" button in Zoom. Staff will unmute you to comment using your computer microphone. Public comments can be submitted by emailing [duarteinfo@accessduarte.com](mailto:duarteinfo@accessduarte.com) before or during the meeting, prior to the close of public comment. PLEASE NOTE: The subject line of your public comment email must contain the Agenda item number or title. Emails and addresses may be read and become a matter of public record so consider content and remove private information as you deem appropriate. ADA ACCESSIBILITY NOTICE: In compliance with the Americans with Disabilities Act, if you need assistance to participate in this meeting, you should contact the City Clerk's office at (626) 357-7931. Notification no later than 48 hours preceding the meeting will enable the City to make reasonable arrangements to assist your accessibility to this meeting. Notice: Any documents distributed by the City/Agency/Authorities to a majority of the City Council/Successor Agency/Housing Authority/Financing Authority Board less than 72 hours prior to the City Council/Successor Agency/Housing Authority/Financing Authority meeting will be made available for public inspection at City Hall, 1600 Huntington Drive, Duarte, CA 91010, during normal business hours, except such documents that relate to closed session items or which are otherwise exempt from disclosure under applicable law. Notice: Duarte City Council meetings are live-streamed and taped for later broadcast on the City's website. Attendance at the meeting constitutes consent by members of the public to the City's and any third party's use in any media, without compensation or further notice, of audio, video, and/or pictures of meeting attendees. City Council meetings are also broadcast following each meeting through Spectrum Cable, Channel 3, daily at 12:00 p.m. and 7:00 p.m.

**1. CALL TO ORDER AND NOTATION OF ANY ABSENCES**

**2. PLEDGE TO THE FLAG**

**3. ADOPTION OF THE AGENDA**

**4. ORAL COMMUNICATIONS - ITEMS NOT ON THE AGENDA (30 MINUTES)**

*Any person wishing to speak on any issue that is not on the Agenda, but that is within the subject matter jurisdiction of the City/Agency or Authorities, may do so at this time. The opportunity to speak is on a first come, first serve basis. Each person may speak once for no more than 3 minutes and there is a maximum of 30 minutes for all Oral Communications at this time. Under the Brown Act, members of the City Council/ Successor Agency/Housing Authority/Financing Authority, and staff can respond only with a brief reply to issues raised in Oral Communications, and no action on such matters may take place at this meeting.*

**5. CITY COUNCIL WORKSHOP**

Representatives from Management Partners, The Duarte City Council, City Manager, Assistant City Manager, Assistant to the City Manager, and Department Heads will participate in a workshop to discuss principles for governing, and to establish Council priorities for the coming year.

**6. PUBLIC COMMENT ON WORKSHOP**

**7. ADJOURNMENT**



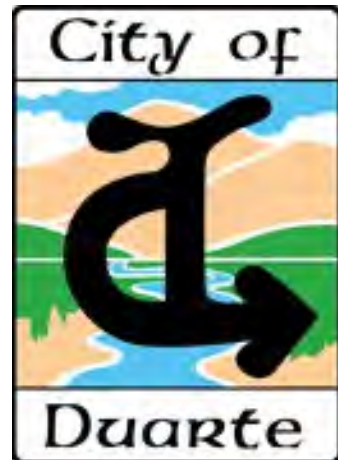
# City of Duarte Council Workshop

UPDATED 4-14-21

April 19, 2021  
Via Zoom  
5:30 to 10 pm



Jan Perkins, Rick Haydon and Ashley Garcia, Management Partners



# Welcome from Mayor Bryan Urias



Mayor  
Bryan Urias



Mayor Pro Tem  
Margaret Finlay



Councilmember  
Tzeitel Paras-  
Caracci



Councilmember  
Vinh Troung



Councilmember  
Jody Schulz



Councilmember  
Samuel Kang



Councilmember  
Toney Lewis





# Public Comments



# Comments from City Manager Daniel Jordan, Ph.D.



# Councilmembers' Hopes for the Workshop



Develop consensus on our goals and priorities



Discuss how to balance district-specific interests with citywide needs



Discuss communications and protocols between Councilmembers



Get to know each other better



# Workshop Objectives

Agree on principles for governing

Establish Council priorities for the coming year



# Workshop Agenda



Discuss Council governance principles and protocols



Discuss and create consensus on Council priorities



Discuss how to stay on course with our priorities



Wrap up and next steps



# Suggested Ground Rules for Today



Listen to understand each other's points of view



Seek consensus



Assume good intent



Speak up if we need course correction



Use Zoom raise hand to speak



Council, City Manager keep video on





# Bike Rack

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



# Key Accomplishments

## Response to COVID-19

- Assistance to businesses, residents
- City services, recreation

## Passage of Measure D

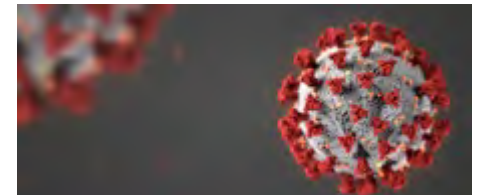
Residential,  
commercial and mixed-  
use developments

**Good things  
happened in  
a challenging  
year**

Working with City of  
Hope on major  
expansion and two  
hotels

Improved pedestrian  
safety

Cohesive management  
team



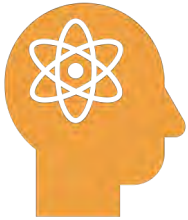


# Set the Foundation for Governing Together

- Review **Council feedback** from interviews
- Review **Council principles** established in **2019** and agree on **Council principles** for governing
- Revisit **2018** Council Resolution
- Determine how to **formalize** the principles



# Council Feedback on Governing



We are **one community**, and we need to be mindful of needs of all **districts**



Council members should **advocate for the needs** of their district but keep in mind how that is balanced with the rest of the City



We need to remain a **cohesive body**



# Council Agreements in 2019

## Three overarching principles:

- Utilize long-range planning to keep a citywide view.
- Focus on overall City needs.
- Resource decisions made on how it fits overall city needs.

*First long-range financial plan and CIP being developed and part of this year's budget process*

# Changes Observed as a Result of New District Elections

- Newer Councilmembers elected by district paying more **attention to district** needs and **trying to balance** city needs as a whole
- Councilmembers **need to work together** to get things accomplished
- **Benefits** of having Councilmembers elected by districts is that people can run for office at lower cost and district elections have brought about more neighborhood interactions



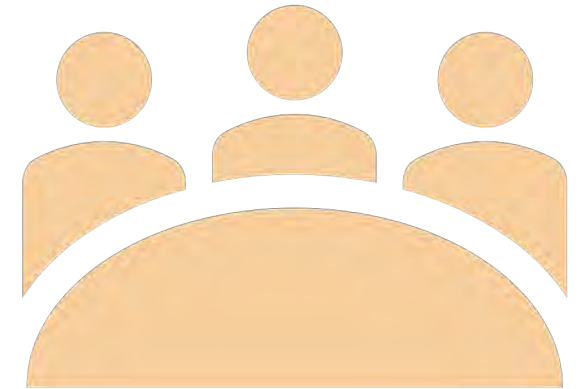
- Prior to Councilmembers being elected by district, **not all areas of city** had Councilmembers who lived in those areas – now that is assured
- Having 7 Councilmembers is more **challenging** than 5 in terms of **communications**





# How Other City Councils Have Dealt With Their New District System

- By establishing a set of principles and incorporating into a Council **handbook**
- By being aware that **future councils** can be influenced by current practices as traditions are established
- By conducting annual **check-ins**



# Exceptional City Councils...

1. Have a sense of **team** - a partnership with the city manager to govern and manage the city.
2. Have clear **roles** and responsibilities that are understood and adhered to.
3. Honor the **relationship** with staff and each other.
4. Routinely conduct effective **meetings**.
5. Hold themselves and the city **accountable**.
6. Have members who practice continuous **improvement**.

## Attributes of Exceptional Councils

Leading public organizations and governing with colleagues on a council is a challenging art of community service. The Institute recognizes that many aspects of leadership and governance are not intuitive. This piece is intended to provide councilmembers and city managers insight into the attributes of exceptional councils as well as provide practical tips to help them become exceptional.

### 1. Exceptional councils develop a sense of team – a partnership with the city manager to govern and manage the city

The mayor, councilmembers and city manager see themselves and work as a team as they undertake a

#### KEY CHARACTERISTICS

- Successfully transition from candidate to a member of the council.
- Become a champion of the city. Make decisions based on the needs and interests of the community at-large / the

Search

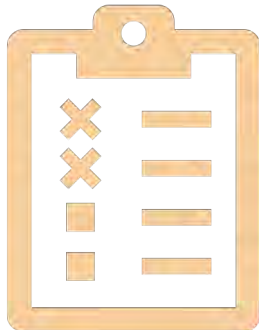
[Home](#) [Subject Areas](#) [About the Institute](#) [Support Our Work](#)



# Discussion of Governance Principles

## 2019 Duarte Principles

- Utilize long-range planning to keep a citywide view.
- Focus on overall City needs.
- Resource decisions made on how it fits overall city needs.



## Typical Principles in Other Cities

- We all care about and will govern for the entire Duarte community and are committed to work as a unified team.
- We will be informed of interests and issues within all districts of our community.
- We will be mindful of our particular districts and communicate those interests to the full Council.
- All Councilmembers will respond to citizen inquiries regardless of district and will keep each other informed of inquiries.
- We will follow our good governance practices including respect for the council-manager form of government.





# Consensus on Governance Principles



# Updating the June 2019 Council Resolution “Re-Establishing Citywide Governance by District Policy”

- Concerns by some Councilmembers that it does not acknowledge particular interests of the City’s districts
- Desire to modify Resolution to acknowledge importance of considering the needs of all districts, in addition to making decisions of citywide benefit

Recommend changes to  
acknowledge importance of  
districts as well as “one”  
City of Duarte

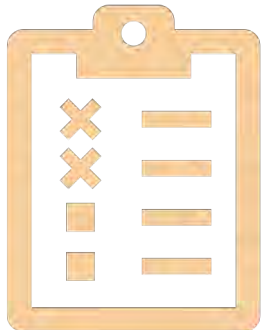




# District-Related Governance Principles Can Be Incorporated into the Resolution

## 2019 Duarte Principles

- Utilize long-range planning to keep a citywide view.
- Focus on overall City needs.
- Resource decisions made on how it fits overall city needs.



## Included in Suggested Changes to Resolution

- We all care about and will govern for the entire Duarte community and are committed to work as a unified team.
- **We will be informed of interests and issues within all districts of our community.**
- **We will be mindful of our particular districts and communicate those interests to the full Council.**
- All Councilmembers will respond to citizen inquiries regardless of district and **will keep each other informed of inquiries.**
- We will follow our good governance practices including respect for the council-manager form of government.



# Recommended Changes to the Resolution

## New Title: Governance With Districts

(A) **Add** one Whereas section at the bottom of page one that reads:

- WHEREAS, on April 19, 2021, the seven-member Duarte City Council conducted a workshop that discussed good governance principles and district-specific protocols for Councilmembers;

(B) Under the “NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Duarte as follows” section, **add**:

- The City Council will strive to be informed of interest and issues within all districts of the community.
- All members of the City Council will be mindful of their particular district interests and will communicate those interests to the full Council.

(C) Items 1, 2 ,3, and 4 of the old resolution would now become new items 3, 4, 5, and 6. And with respect to new item 4, **add** language (bolded and underlined):

- Any member of the City Council will help anyone in the community who calls or contacts them **and will keep each other informed with regard to said calls or contacts.** Customer service is the priority.



# Formalizing Our Governance Principles

## Options:

- Adopt modified Resolution
- Put principles into an adopted Council policy and procedure manual
- Place on our website
- Add principles to our agendas





# Break

# Setting Priorities

We can't  
do  
everything

But we  
can do  
some  
things well  
with focus



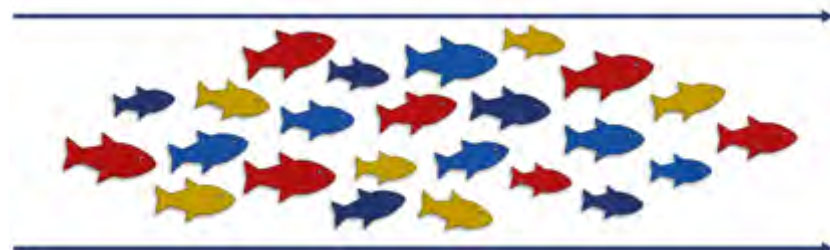


# Create Consensus on Council's Priorities

Discuss  
List of  
Priorities

Establish  
Priorities  
as a  
Council

See Handout



# List of Councilmember Priorities Highlighted in Interviews

1. Maintain City's financial health
2. Address homelessness
3. Support development of housing, mixed-use projects
4. Attract affordable housing projects
5. Apply resources for beautification of the community
6. Encourage revitalization of commercial centers
7. Develop a roadmap to economic recovery for local businesses who are impacted by the pandemic
8. Attract new businesses into Duarte
9. Develop a stronger relationship with City of Hope; incorporate City of Hope in City's branding
10. Reassess City service delivery methods and incorporate technology to meet future needs
11. Develop multi-use public safety facility in Civic Center
12. Restructure and update City Boards and Commissions
13. Develop a vision/goals for the next five years



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                            | Council Comments |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>1. Maintain City's financial health</p> <ul style="list-style-type: none"><li>• 5yr GF financial projection</li><li>• Retiree H/C 2<sup>nd</sup> tier study</li><li>• Unfunded liability financing or restructuring planned</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                                                                     | Council Comments |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>2. Address homelessness</p> <ul style="list-style-type: none"><li>• Administering Measure H grants<ul style="list-style-type: none"><li>• Union Station</li><li>• Foothill Unity</li></ul></li><li>• Homeless Prevention &amp; Diversion Program</li><li>• Outreach Coordinator position's successes</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                                                                                                                             | Council Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>3. Manage the process of supporting development of housing, mixed-use projects</p> <ul style="list-style-type: none"><li>• Hired contract planner, PW inspector, recruiting associate planner</li><li>• Focusing on public improvement:<ul style="list-style-type: none"><li>• Highland promenade</li><li>• Huntington Drive</li><li>• Duarte Road</li></ul></li></ul> |                  |





# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                   | Council Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>4. Attract affordable housing projects</p> <ul style="list-style-type: none"><li>• Metro Parking Lot</li><li>• Duarte Park Apartments</li><li>• Housing Element update</li><li>• SB-1 grant for affordable housing</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                           | Council Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>5. Apply resources for beautification of the community</p> <ul style="list-style-type: none"><li>• Evergreen &amp; Central Pedestrian upgrades</li><li>• Highland Promenade</li><li>• Recreation trail</li><li>• Town Center Greening plan</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                            | Council Comments |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>6. Encourage revitalization of commercial centers</p> <ul style="list-style-type: none"><li>• ReStore Center façade</li><li>• Town Center North</li><li>• Town Center South</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                | Council Comments |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>7. Develop a roadmap to economic recovery for local businesses who are impacted by the pandemic</p> <ul style="list-style-type: none"><li>• “Duarte Strong Together”</li><li>• Permitting outdoor dining</li><li>• Small business grant program</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                   | Council Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>8. Attract new businesses into Duarte</p> <ul style="list-style-type: none"><li>• City Image Project – working with EDC</li><li>• Marketing Huntington Buena Vista</li></ul> |                  |





# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                                                           | Council Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>9. Develop a stronger relationship with City of Hope; incorporate City of Hope in City's branding</p> <ul style="list-style-type: none"><li>• Partnering on: Vaccinations, blood drives, Rose Parade float decorations, Christmas tree lighting</li><li>• Adopted "City of Health" moniker</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                      | Council Comments |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>10. Reassess City service delivery methods and incorporate technology to meet future needs</p> <ul style="list-style-type: none"><li>• People Helping People</li><li>• Virtual classes</li><li>• ACTIVE Net system</li><li>• Signups for Duarte eNews</li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                                                                                                                         | Council Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>11. Develop a multi-use public safety facility in Civic Center<br/><i>(sheriff, code enforcement, library and possibly the Chamber)</i></p> <ul style="list-style-type: none"><li>• Preliminary cost estimates</li><li>• Planning/needs assessment<ul style="list-style-type: none"><li>• Staffing</li><li>• Parking</li><li>• Internal Layout</li></ul></li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                                                                                                                                                                | Council Comments |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>12. Restructure and update City Boards and Commissions<br/><i>(reassess purpose and realign appointments with elections)</i></p> <ul style="list-style-type: none"><li>Options are being discussed:<ul style="list-style-type: none"><li>Number of Commissions</li><li>How Commissioners are selected</li></ul></li></ul> |                  |



# Discussion of Each Priority

| Priority Item                                                                                                                                                                     | Council Comments |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| <p>13. Develop a vision/goals for the next five years</p> <ul style="list-style-type: none"><li>• 5yr GF financial projection</li><li>• 5yr Capital Improvement Program</li></ul> |                  |



# Determine the Council's Top Priorities From the Full List of Possible Priorities

1. Maintain City's financial health
2. Address homelessness
3. Support development of housing, mixed-use projects
4. Attract affordable housing projects
5. Apply resources for beautification of the community
6. Encourage revitalization of commercial centers
7. Develop a roadmap to economic recovery for local businesses who are impacted by the pandemic
8. Attract new businesses into Duarte
9. Develop a stronger relationship with City of Hope; incorporate City of Hope in City's branding
10. Reassess City service delivery methods and incorporate technology to meet future needs
11. Develop multi-use public safety facility in Civic Center
12. Restructure and update City Boards and Commissions
13. Develop a vision/goals for the next five years



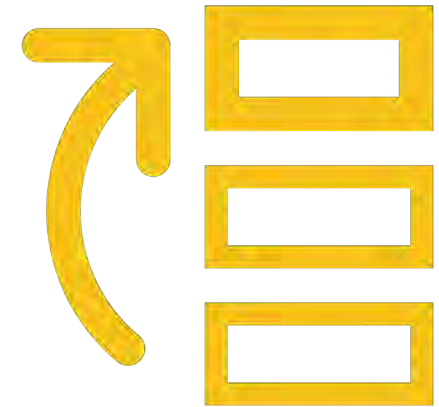


# Consensus on Council Priorities

---

**Each Councilmember  
Select 4 of the Items  
as Top Priorities for  
FY 2021-22**

Mentimeter Link



We will then see which on the list have a majority of Council support



# Details About Council's Top Priorities

| Top Priorities | City Manager's Understanding of Council Direction |
|----------------|---------------------------------------------------|
| A.             |                                                   |
| B.             |                                                   |
| C.             |                                                   |
| D.             |                                                   |





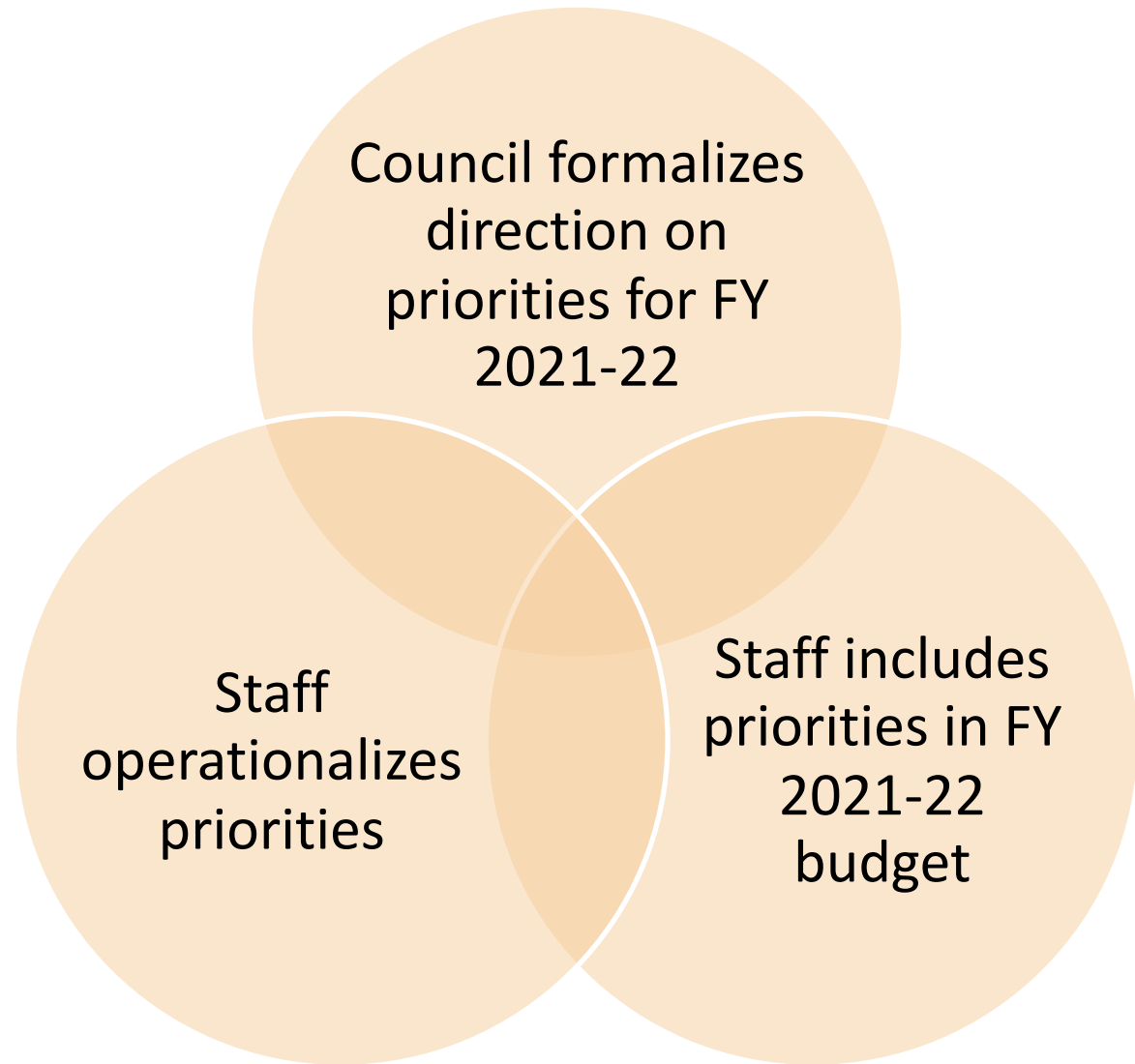


**DUARTE**  
CITY OF **DUARTE PARK**

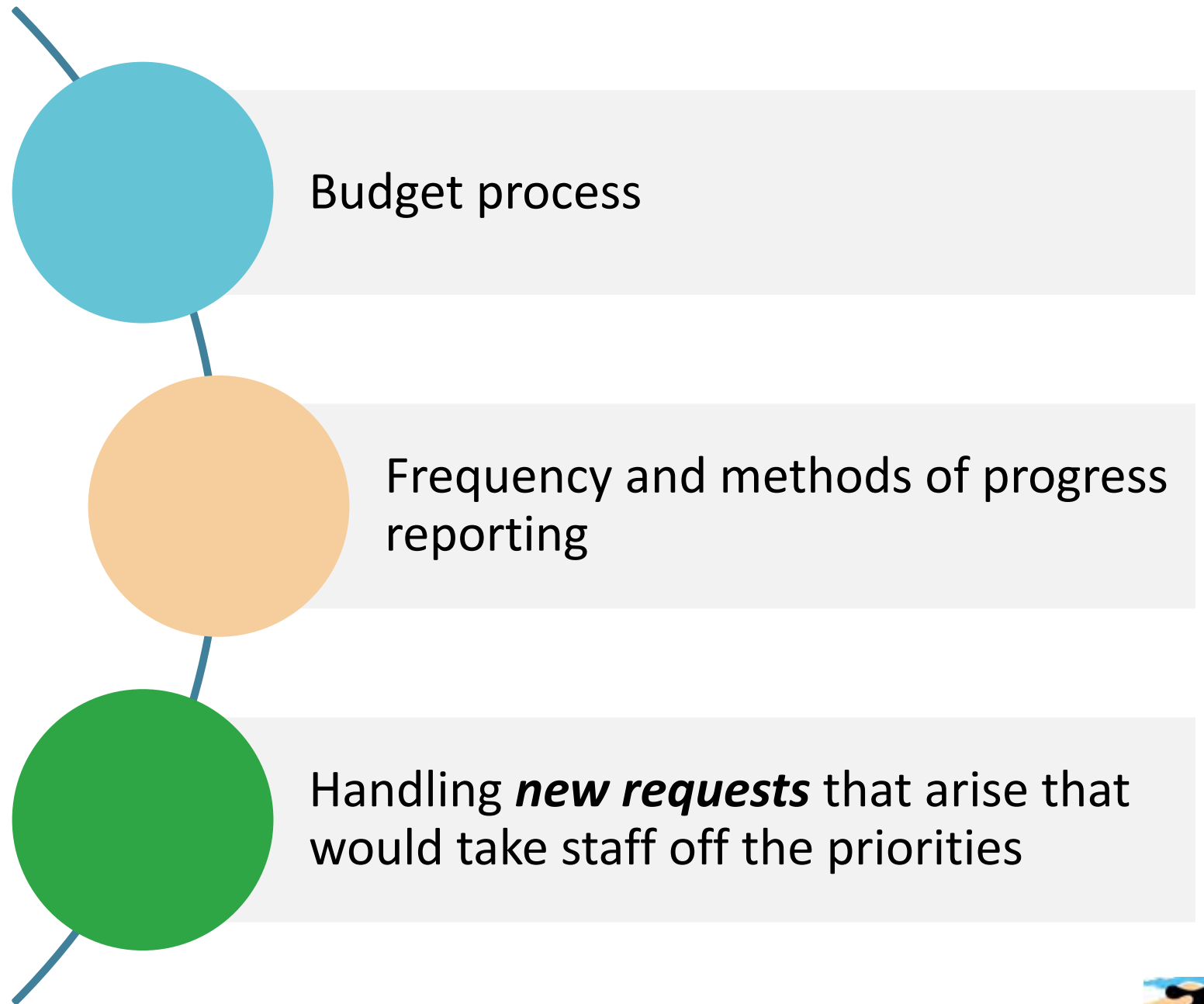
Confirm  
Council  
Direction on  
Priorities



# Next Steps for Staff



# Staying on Course with the Priorities



# Wrap Up



## Next Steps

- Workshop report
- Council meeting to formally confirm Council direction



## Closing Comments





# Thank You!

Jan Perkins, Rick Haydon and Ashley Garcia, Management Partners

